



Supporting regional and social dialogue to enhance economic and green jobs - just transition aspects of humansecurity in the Syunik region (Armenia)

Report on integration of the human security approach, its principles, and analytical framework in relevant policies and plans for existing job creation and livelihood support schemes

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INTRODUCTION

The “Supporting regional and social dialogue to enhance economic and green jobs-just transition aspects of human security in Syunik region” assignment is initiated within the “Mainstreaming Human Security Approach in Policy Making to Support the Recovery of Syunik Region” Project (Project). The Project is implemented jointly by United Nations International Labor Organization (ILO) and United Nations Development Programme (UNDP) and is being funded by the United Nations Trust Fund for Human Security (UNTFHS).

The assignment is closely consulted by ILO DWT and UNDP. The overall goal of the Project is to assist the regional and local administrations in Armenia's Syunik region in creating norms, processes, and institutions that are holistic, focused on the populace, tailored to the local context, involve multiple sectors, and are geared towards prevention. These measures aim to methodically tackle local security issues and shield the populace from severe and widespread dangers. To achieve these goals, the assignment will employ the Human Security Approach and its analytical framework to evaluate current security challenges, improve regional and community development strategies and response actions, and carry out comprehensive solutions to the intricate and varied spectrum of both present and potential threats.

The implementation of the project pursues the following objectives:

Objective 1. The Syunik Regional Government and targeted Sisian, Goris, Kapan and Meghri community administrations have enhanced their understanding of the human security approach, its assessment, analytical and planning frameworks, and citizen-centric policymaking with its iterative methodology and tools.

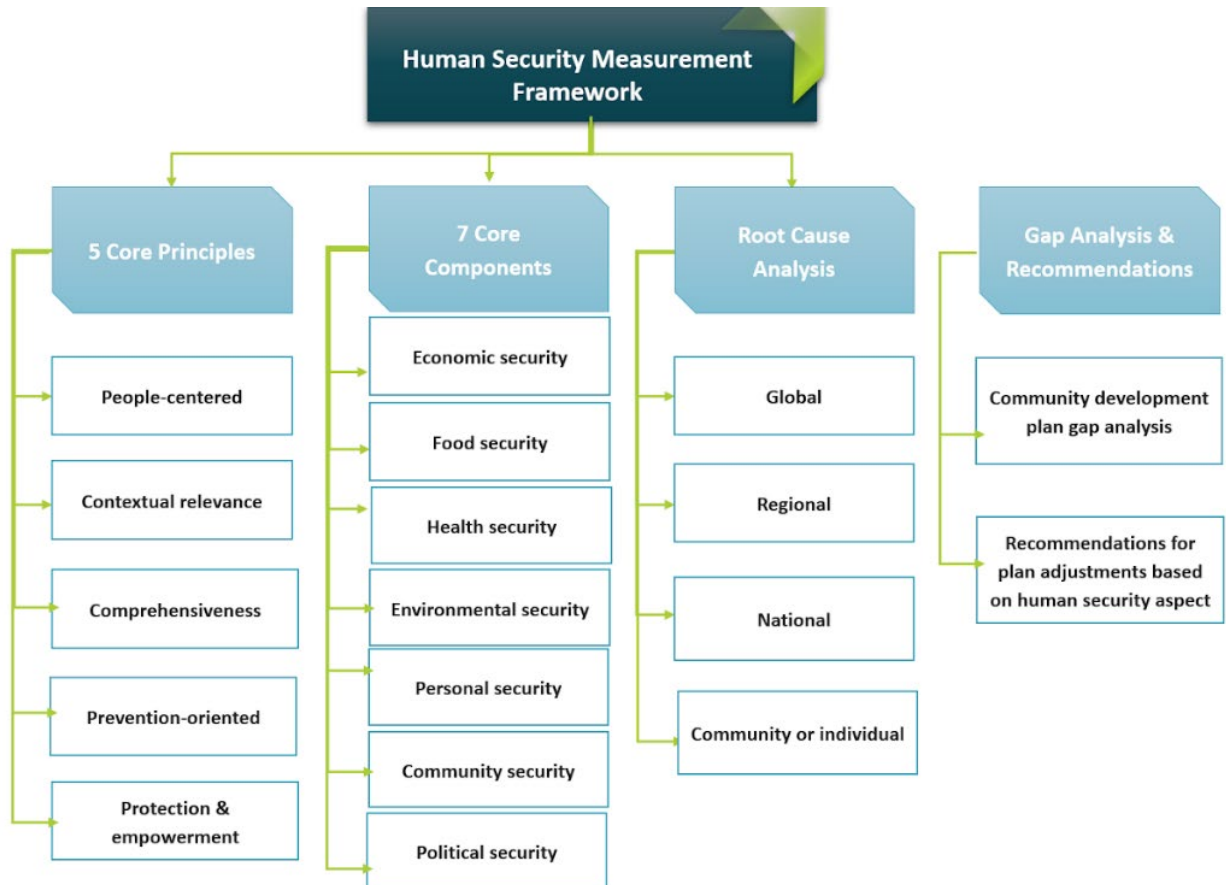
Objective 2. The Syunik Region and targeted Sisian, Goris, Kapan, and Meghri community administrations are benefitting from strategies, norms, processes, and institutions that generate and ensure mutually reinforcing protection and empowerment mechanisms with recognition of inter-relatedness of existing and recently emerging regional insecurities, paying equally high importance to civil, political, economic, social, and cultural rights.

The primary goal of the project is to support the Syunik regional and targeted community administrations in combating entrenched poverty in areas affected by conflict and to improve the income stability of the local population through community development planning and policymaking, which are key components of the broader strategy to increase Human Security. The project will improve local capabilities in analysis, planning, and implementation to foster social dialogue (among workers and employers' organizations) and engage multiple stakeholders in discussions on Human Security. Additionally, it aims to encourage activities that generate income, create jobs in the green sector, and support green entrepreneurship, including women-led initiatives. To meet these goals, the project will employ value chain analysis, recognizing that addressing local value chain constraints can significantly enhance the incomes of community members in a lasting way.

In close collaboration with the state and community administrations, the specific needs will be identified in the sphere of social services, labor, occupational health and safety, decent work, just transition, and enterprise development issues, based on which specific recommendations will be developed for integration into the community development plans.

METHODOLOGY

This comprehensive methodological approach offers a structured and systematic process for effectively integrating the human security framework into the formulation of recommendations for community development plans. By addressing the multidimensional aspects of human security, this approach ensures that the recommendations are holistic and inclusive. It emphasizes the importance of safeguarding the well-being of individuals and communities while promoting sustainable development, resilience, and social cohesion.



The concept of human security serves as both an analytical and operational framework, facilitating a thorough evaluation of the extensive and evolving spectrum of contemporary and future threats. It emphasizes the development and execution of measures centered around people, preventative in nature, interconnected across different sectors, and integrated for maximum effectiveness. This framework allows for a nuanced understanding of various threats and the necessary responses to address them holistically.

The five core principles of human security, as proposed by the United Nations, are integral to this approach:

1. People-centered: This principle ensures that the safety, dignity, and well-being of individuals are the primary focus, rather than the security of states or institutions. It emphasizes the importance of addressing the unique needs and vulnerabilities of each individual.

2. Contextual relevance: Recognizing that threats and challenges vary widely depending on the geographical, cultural, and socio-economic context, this principle advocates for tailored approaches that are sensitive to the specific conditions and realities faced by different communities.

3. Comprehensiveness: Human security is multifaceted, encompassing various dimensions of well-being. This principle underscores the necessity of addressing all relevant aspects of security, including economic, food, health, environmental, personal, community, and political security, in a coordinated and integrated manner.

4. Prevention-oriented: Proactive measures are prioritized to prevent the occurrence or escalation of threats. This forward-looking approach aims to mitigate risks and vulnerabilities before they result in crises or conflicts, ensuring sustainable security outcomes.

5. Protection and empowerment: This principle highlights the dual approach of safeguarding individuals from harm while also enabling them to take charge of their own security. Empowerment involves building the capacity and resilience of people and communities to face and overcome threats, fostering a sense of agency and self-reliance.

Additionally, the definitions of human security are articulated according to its various components, where the level of human security is directly influenced by the extent of vulnerabilities present. The components of human security, as outlined by the United Nations, include:

- **Economic security:** Ensuring individuals have access to basic income and resources to meet their essential needs, thereby reducing poverty and inequality.

- **Food security:** Guaranteeing that all people have reliable access to sufficient, safe, and nutritious food to maintain a healthy and active life.

- **Health security:** Protecting people from diseases and ensuring access to adequate health services and medical care, contributing to overall well-being and longevity.

- **Environmental security:** Addressing environmental threats such as pollution, climate change, and natural disasters to ensure a safe and sustainable living environment.

- **Personal security:** Protecting individuals from physical violence, whether from state or non-state actors, and ensuring their safety and integrity.

- **Community security:** Strengthening the bonds within communities to promote social cohesion and prevent conflicts, ensuring that individuals feel secure within their social networks.

- **Political security:** Ensuring that people live in societies that respect their human rights and allow them to participate freely in the political process, promoting governance and the rule of law.

By addressing these components, human security aims to create conditions where individuals can live free from fear and want, with the ability to pursue their aspirations and lead fulfilling lives. This holistic approach is essential for fostering lasting peace, stability, and development in societies worldwide.

ROOT CAUSE ANALYSIS

To break cycles of insecurity where the same vulnerable communities are repeatedly affected by crises and disasters, it is essential to ensure that programmes and policies tackle the root causes of threats and vulnerabilities. Uncovering and addressing the root causes of threats and people's vulnerabilities to these threats are essential to guaranteeing the sustainability of actions taken, and to building on people's resilience so that today's progress is not lost to tomorrow's crises.

The framework organizes the process of root cause analysis by breaking down contributing factors into different levels, starting from the broadest global influences and narrowing down to the community or individual level. This allows for a more comprehensive understanding of problems, helping to develop targeted solutions that address the issue at every layer of impact.

-Global Level: At this stage, the analysis examines the root causes of issues that may originate from global factors. Problems at this level are often influenced by worldwide trends, governance, and policies.

-Regional Level: After identifying global factors, the analysis zooms into the regional level.

-National Level: This step involves analyzing the root causes specific to Armenia. Issues at this level may arise from national law enforcement, economic strategies, or internal political systems.

-Community or Individual Level: The final level focuses on localized factors impacting communities or individuals. This includes examining how national, regional, and global factors trickle down to affect specific populations or persons.

By tracing problems from global down to local levels, this framework ensures that solutions consider all possible sources of the issue and can be tailored accordingly.

GAP ANALYSIS AND RECOMMENDATIONS

This step involves performing a thorough gap analysis of the existing community development plans for Kapan, Goris, Sisian, and Meghri, specifically from the perspective of the human security approach. The goal of this analysis is to identify shortcomings or areas where the current plans may not adequately address key issues related to community development. These issues might range from economic security, access to basic services, and environmental sustainability to personal safety, social inclusion, and political stability.

The gap analysis helps pinpoint specific areas where the plans need improvement, restructuring, or a more targeted focus. It looks at various dimensions, such as whether the plans address the economic well-being of the population, ensure food and health security, protect the environment, and promote personal and community safety. This in-depth evaluation allows stakeholders to understand which aspects of the development plans require enhancement to better meet the needs of the communities.

Once this gap analysis is complete, the next step is to create **specific recommendations** aimed at filling these gaps. These recommendations are based on the human security aspect, ensuring that the proposed changes prioritize the safety, well-being, and dignity of both individuals and communities. The recommendations are provided in a format, which can be easily aligned with the community development plans.

Needs	Actions	Target Beneficiaries	Stakeholders	Addressed Human Security
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By adjusting the community development plans in line with the human security approach, these recommendations aim to strengthen the overall resilience and safety of the Kapan, Goris, Sisian, and Meghri communities. This approach ensures that the development strategies are more inclusive, protective of human rights, and capable of responding to future challenges, thus fostering long-term stability and sustainability for the population.

1. HUMAN SECURITY ASPECTS OF SYUNIK REGION: OVERVIEW

Syunik region, located in the southern part of Armenia, is a strategically important area due to its proximity to the borders with Iran and Azerbaijan, its rich natural resources, and its mountainous terrain. Known for its mining industry, agriculture, and historical heritage, Syunik plays a critical role in Armenia's economy. However, the region also faces significant challenges related to human security, which refers to the protection and empowerment of individuals to ensure their safety, well-being, and dignity.

The analysis of human security in Syunik region presents a comprehensive overview of various challenges faced by the population, measured through both quantitative and qualitative indicators. The domain of economic insecurity is highlighted by an unemployment rate of 13% and a poverty rate of 4.3%. These figures suggest moderate economic vulnerability, with qualitative data further indicating that rural areas, particularly the female population, are disproportionately affected by this insecurity.

Food insecurity is another pressing issue, with 27% of the population experiencing difficulties in accessing sufficient food. This situation has been exacerbated by the conflict in the region, which has disrupted agricultural land use and heightened the level of insecurity related to food supply.

Health insecurity is characterized by a low rate of attendance at primary health care institutions, recorded at just 3.5% per capita. The region's healthcare facilities are outdated, lacking modern medical equipment, and there is a high prevalence of chronic diseases. Additionally, the limited transportation infrastructure, particularly in the winter months, makes access to medical facilities even more difficult, further exacerbating health vulnerabilities in the area.

In terms of environmental insecurity, the data highlights the impacts of climate change and the presence of mining activities, which pose significant risks to the region's natural resources and ecosystems.

Personal insecurity is described through a qualitative lens, reflecting a general feeling of unease among the population. Similarly, community insecurity is influenced by the proximity to the border and ongoing armed conflicts, which heighten the sense of instability and insecurity within communities.

Finally, political insecurity in Syunik stems from the uncertainty surrounding the geopolitical situation, with the local population facing concerns about future developments. This lack of political stability contributes to the overall sense of insecurity in the region. Together, these domains provide a detailed picture of the human security challenges faced by the population of Syunik, underscoring the multidimensional nature of insecurity in the region.

Below is presented the analysis of the human security of Syunik.

TABLE 1 MEASUREMENTS OF OVERALL HUMAN SECURITY IN SYUNIK REGION

HUMAN SECURITY DOMAINS	QUANTITATIVE INDICATORS/DATA	QUALITATIVE INDICATORS/DATA
Economic insecurity	Unemployment rate: 13% ¹ Poverty rate: 4.3% ²	Qualitative data shows that rural areas of Syunik are facing economic insecurity, which is mainly being reflected in female population.
Food insecurity	27 % ³	The agricultural land use due to conflict increased the level of food insecurity in the region.

¹ https://armstat.am/file/article/lab_market_2023_1.pdf

² https://armstat.am/file/article/poverty_2023_en_2.pdf

³ https://docs.wfp.org/api/documents/WFP-0000151180/download/?_ga=2.238932291.293684307.1722419125-1726073653.1722419124

HUMAN SECURITY DOMAINS	QUANTITATIVE INDICATORS/DATA	QUALITATIVE INDICATORS/DATA
Health insecurity	Number of attendances to the institutions providing primary health care services (excluding the medical obstetric facilities, private medical and dental cabinets) per capita – 3.5%. ⁴	Healthcare facilities are outdated and need modern medical equipment. High level of chronic diseases. Limited transportation infrastructure hinders access to medical facilities, especially in winter months.
Environmental insecurity		Climate change. Presence of mining activities in the region.
Personal insecurity		The feeling of insecurity.
Community insecurity		Near border armed conflict. The feeling of insecurity.
Political insecurity		Uncertainty regarding geopolitical situation.

Table 2 uncovers the root causes contributing to the human security challenges in Syunik region, analyzing them across various levels. At the global level, climate change emerges as a fundamental cause affecting the region, contributing to environmental and agricultural instability. This global phenomenon has a direct impact on food production and resource management in Syunik, exacerbating existing vulnerabilities.

At the regional level, the geopolitical tensions between Armenia and Azerbaijan play a significant role in shaping the security landscape of Syunik. The region's proximity to the border contributes to a heightened sense of insecurity, both personal and communal, further complicating efforts to achieve stability and prosperity.

On national level, Syunik's remoteness from the capital, Yerevan, as well as its status as a borderline region, contribute to its economic and social marginalization.

Finally, at the individual or community level, patriarchal social structures perpetuate gender inequalities, particularly affecting women's access to economic and social opportunities. These structures hinder progress toward gender equality and contribute to the marginalization of women, especially in rural areas, further exacerbating human insecurity in the region.

It offers a multi-layered understanding of the underlying causes of insecurity in Syunik, showing how global, regional, national, and individual/community factors interact to create a complex web of challenges.

TABLE 2 UNCOVERING THE ROOT CAUSES FOR SYUNIK REGION

LEVEL	CAUSES
Global	Climate change
Regional	Geopolitical situation between Armenia and Azerbaijan, leading to tensions
National	Remoteness from the capital, Yerevan. Being a borderline region.
Individual or Community	Patriarchal social structures.

⁴ <https://armstat.am/file/doc/99542193.pdf>

Table 3 presents the impact of various threats on human security components in the Syunik region, illustrating how these threats affect different groups and communities as well as the responsibilities they place on state and non-state institutions.

In terms of economic security, the region faces poverty and unemployment, leading to increased migration as individuals and families seek employment opportunities elsewhere. For state and non-state institutions, this trend necessitates a focus on addressing poverty and managing the growing migration towards urban centers, which strains both local economies and public services.

The threat to food security is primarily reflected in the loss of livestock and agricultural land, resulting in heightened food insecurity. This situation forces households to spend more on food, while institutions must work towards developing climate-sensitive agricultural practices to mitigate the growing food insecurity caused by environmental and economic stressors.

When examining health security, the region struggles with a lack of access to affordable healthcare, leading to increased illness and a subsequent loss of productivity among the population. This dynamics puts pressure on state and non-state institutions to reduce the disease burden, improve healthcare access, and enhance the overall health status of the population.

Environmental security is severely impacted by climate change and unsustainable mining practices, leading to rising droughts, land degradation, and conflicts over access to unpolluted water. Communities experience losses in livestock and agricultural productivity, while institutions must address these challenges by implementing water conservation strategies, drought-resistant crops, and stronger environmental regulations, alongside emergency relief efforts.

Personal security is compromised by pervasive feelings of insecurity at the individual level. This growing concern places an increased demand on mental health services and support programs aimed at addressing the psychological toll of insecurity, both personal and societal.

In terms of community security, near-border armed conflict heightens feelings of insecurity at the community level. This necessitates community policing strategies to build trust and ensure safety, as well as the expansion of social safety nets and community support initiatives to strengthen resilience.

Lastly, political security is characterized by uncertainty stemming from the region's geopolitical situation. This uncertainty fuels anxiety within communities and requires institutions to formulate policies that protect the local population from potential geopolitical shocks, ensuring stability in an unpredictable environment.

This table provides an in-depth look at how interconnected threats influence both the population and institutional responses, highlighting the multidimensional challenges faced by the Syunik region.

TABLE 3 IMPACT OF THREATS AND THEIR INTERRELATION ON DIFFERENT COMPONENTS IN SYUNIK REGION

MANIFESTATION OF THREATS ON HUMAN SECURITY COMPONENTS	IMPACT ON GROUPS AND COMMUNITIES	IMPACT ON STATE AND NON-STATE INSTITUTIONS
Economic security Increased poverty, increased unemployment.	Increased migration in search of employment.	Need to address the number of people living in poverty, rising migration to urban centers.
Food security Loss of livestock and agricultural land.	Growing food insecurity. Increased household expenditures on food.	Growing need to develop climate-sensitive agricultural practices.
Health security Lack of access to healthcare. High cost of healthcare.	Increasing illnesses. Loss of productivity.	Increasing disease burden, and the need to improve access to health care and to strengthen health status overall.

MANIFESTATION OF THREATS ON HUMAN SECURITY COMPONENTS	IMPACT ON GROUPS AND COMMUNITIES	IMPACT ON STATE AND NON-STATE INSTITUTIONS
Environmental security Climatic changes resulting in rising droughts, environmental degradation. Unsustainable mining consequences.	Loss of livestock and land. The emergence of conflicts over access to non-polluted water.	Increased pressure to implement water conservation techniques and drought-resistant crops. Need for emergency relief programs. Need for more robust environmental protection regulations and enforcement.
Personal security The feeling of insecurity on a personal level.	The feeling of insecurity on a personal level.	Increased demand for mental health services and support programs to address rising feelings of insecurity.
Community security Near border armed conflict. The feeling of insecurity.	The feeling of insecurity on a community level.	Potential implementation of community policing strategies to build trust and ensure security. Expansion of social safety nets and community support programs.
Political Security Uncertainty regarding geopolitical situation.	The feeling of uncertainty regarding the geopolitical situation.	Need for policies to protect the local population from geopolitical shocks.

Table 4 outlines a protection and empowerment framework for Syunik region, focusing on existing mechanisms, gaps, and potential strategies to address the various human security domains.

In terms of economic security, the region benefits from unemployment benefits, poverty alleviation programs, and support for SMEs. However, what is lacking is long-term economic investment and efforts to diversify the local economy. On the empowerment front, there are community-based organizations and local actors that engage community members in vocational training and capacity-building. Despite these efforts, these organizations often lack the capacity to fully address economic insecurities in a sustainable way.

For food security, existing food assistance programs provide some protection, but mechanisms to diversify livelihoods and ensure sustainable food and water supplies are missing. In terms of empowerment, there are existing funds to promote alternative agricultural production that aligns with climate change. However, there is a gap in agricultural skills that would allow the local population to become more self-sufficient in food production.

When it comes to health security, limited healthcare availability provides some level of protection, but there is a need for more health workers and general improvements in health services. Existing empowerment mechanisms include several projects aimed at promoting local healthcare services. However, there is a significant shortage of healthcare practitioners willing to relocate to the remote areas of Syunik, which exacerbates the health insecurity in the region.

Environmental security is partly supported by limited climate services, but there is a lack of early warning systems for weather patterns and more advanced autonomous climate change adaptation strategies. Communities possess traditional knowledge that helps them cope with changing weather patterns, but the absence of modified coping strategies to effectively manage climate change presents a clear gap in empowerment.

In the domain of personal security, the region suffers from a pervasive feeling of insecurity, with few mechanisms in place to improve personal safety in daily life. While some local programs are implemented by civil society organizations, there is a lack of mental health services and support systems to help individuals cope with personal insecurity.

For community security, near-border armed conflict and community-level insecurity are prominent concerns. Although local authorities implement some programs, there is a need for community engagement initiatives that build trust and cooperation among various groups. Empowerment efforts have gaps in fostering social cohesion and collective action, which could help strengthen community resilience.

Lastly, political security is challenged by geopolitical uncertainty. While some initiatives exist to enhance political stability and governance, there is a gap in training programs for local leaders in governance and political advocacy. Empowerment mechanisms as civic education programs, which could increase political awareness and participation, are scarce, limiting the region's ability to navigate complex political landscape.

This framework provides an overview of the protective and empowerment mechanisms needed to improve human security in Syunik, highlighting both existing initiatives and areas for development.

TABLE 4 PROTECTION AND EMPOWERMENT FRAMEWORK FOR SYUNIK REGION

WHAT PROTECTIVE MECHANISMS EXIST TO ADDRESS THE INSECURITY? (PER HUMAN SECURITY DOMAIN)	WHAT IS LACKING (IN TERMS OF PROTECTION) AND COULD BE ESTABLISHED TO ADDRESS THE INSECURITY?	WHAT EMPOWERMENT MECHANISMS EXIST TO ADDRESS THE INSECURITY?	WHAT IS LACKING (IN TERMS OF EMPOWERMENT) AND COULD BE ESTABLISHED TO ADDRESS THE INSECURITY?
Economic security Unemployment benefits. Poverty alleviation programs. Support for SMEs.	Long-term economic investments. Investments in the local economy diversification.	Existing community-based organizations and local actors to engage community members in vocational skills and capacity-building training.	Community-based organizations and local actors lack capacities to adequately address economic insecurities.
Food security Food assistance programs.	Mechanisms to diversify livelihoods and ensure sustainable food and water supply.	Existing funds to promote alternative agricultural production in line with climatic changes.	Lack of agricultural skills to ensure self-sufficient food production.
Health security Limited healthcare availability.	Increase in the number of health workers and general improvements in health services.	Several projects to promote local healthcare services.	Lack of healthcare practitioners who want to relocate to remote areas.
Environmental security Limited climate services.	Lack of early warning information systems on weather patterns.	Traditional know-how in communities to cope with changing weather patterns exists.	Lack of autonomous climate change adaption strategies Lack of modified coping strategies to manage climate change.
Personal security The feeling of insecurity on a personal level.	Mechanisms to improve personal safety and security in daily life.	Local programs implemented by CSOs.	Enhanced mental health services and support systems.
Community security Near border armed conflict. The feeling of insecurity.	Community engagement programs to build trust and cooperation among different groups.	Local programs implemented by authorities.	Community engagement programs to foster social cohesion and collective action.
Political Security Uncertainty regarding geopolitical situation.	Initiatives to enhance political stability and ensure fair governance.	Training programs for local leaders in governance and political advocacy.	Civic education programs to increase political awareness and participation.

Table 5 outlines strategies for protection and empowerment in Syunik across key areas.

For economic security, the goal is to reduce unemployment and diversify the economy for women and youth. Protection measures include establishing unemployment insurance, job transition programs, and SME support centers, while empowerment focuses on vocational training, entrepreneurship, and innovation hubs.

In food security, improving agricultural productivity and market access is the priority. Strengthened credit access and shared resources are key protection activities, while empowerment involves training in modern agricultural practices and fostering community-based organizations.

For health security, increasing healthcare access and mental health services is vital. Protection activities focus on expanding healthcare centers and mental health programs, while empowerment entails training rural health workers and offering mental health first aid education.

In environmental security, the aim is to address climate change and promote sustainable practices. Protection involves enforcing environmental regulations and investing in water conservation, while empowerment includes training in sustainable agriculture and climate adaptation.

Finally, for personal and community security, the goal is to enhance safety in conflict-affected areas. Protection involves building shelters and community policing, while empowerment focuses on conflict recovery, trauma support, and leadership training.

TABLE 5 . BUILDING PROTECTION AND EMPOWERMENT STRATEGIES FOR THE SYUNIK REGION

GOAL/OBJECTIVES AS PER PRIORITY AREA	PROTECTION COMPONENT: ACTIVITIES TO STRENGTHEN OR DEVELOP PROTECTION MECHANISMS	EMPOWERMENT COMPONENT: CAPACITIES TO BE STRENGTHENED OR DEVELOPED AT THE INDIVIDUAL AND COMMUNITY LEVELS
Economic Security: Reduce unemployment and diversify the local economy, especially for women and youth.	<ul style="list-style-type: none"> - Establish social protection mechanisms such as unemployment insurance and job transition programs. - Encourage the development of SME support centers and offer financial assistance to new entrepreneurs. 	<ul style="list-style-type: none"> - Develop vocational training and entrepreneurship programs, especially targeting women and youth. - Provide skills development programs and innovation hubs for non-traditional sectors
Food Security: Improve agricultural productivity and market access for local farmers.	<ul style="list-style-type: none"> - Strengthen access to credit for farmers to purchase modern equipment and technologies. - Establish networks for shared resources like cold storage and distribution. 	<ul style="list-style-type: none"> - Train farmers in modern agricultural practices and climate-resilient farming techniques. - Foster community-based organizations to promote market access and shared infrastructure.
Health Security: Improve access to basic and specialized healthcare services, including mental health support.	<ul style="list-style-type: none"> - Increase the number of healthcare centers in rural areas. - Introduce mental health programs and services. 	<ul style="list-style-type: none"> - Train healthcare professionals in rural areas to provide specialized care. - Provide mental health first aid training for community leaders and educators.
Environmental Security: Address the impacts of climate change and promote sustainable resource management.	<ul style="list-style-type: none"> - Strengthen enforcement of environmental regulations, especially related to mining and waste management. - Invest in water conservation and sustainable agricultural systems. 	<ul style="list-style-type: none"> - Train farmers and community members in sustainable practices, such as eco-tourism, water management, and organic farming. - Support climate adaptation education programs for farmers.
Personal and Community Security: Improve safety and community resilience in conflict-affected and border areas.	<ul style="list-style-type: none"> - Build community safety infrastructure such as shelters and safe zones in conflict-prone areas. - Establish community policing and emergency response teams. 	<ul style="list-style-type: none"> - Train local communities in conflict recovery and trauma support programs. - Develop leadership and governance programs to engage communities in decision-making processes.

2. MANDATES OF LOCAL SELF GOVERNMENTS

Local self-government mandates are vital for fostering sustainable and inclusive development at the community level. These responsibilities enable local governments to address specific needs and priorities of their communities, ensuring that policies and programs are tailored to local conditions. According to the Clause 12 of the “Law on Local Self Governance of the Republic of Armenia”, the following are the mandatory responsibilities of the community:

1. Sustainable development of the community.
2. Improvement of the business environment and promotion of entrepreneurship.
3. Management of community property.
4. Organization of preschool education and extracurricular activities.
5. Organization of the community's cultural life.
6. Social protection of the community's population.
7. Organization of sports activities in the community, promotion of physical culture, and a healthy lifestyle.
8. Promotion of residential construction in the community.
9. Development, improvement, and greening of community settlements, garbage collection, and sanitary cleaning, ensuring the operation of municipal utilities, as well as maintenance and operation of community cemeteries.
10. Organization of public transportation in the community, maintenance, and operation of community road infrastructure.
11. Support in the implementation of state defense.
12. Organization and implementation of disaster risk reduction and civil protection measures for the population in emergencies.
13. Promotion of agricultural development in the communities.
14. Environmental protection in the community, including promoting environmental education and awareness.
15. Promotion of tourism development in the communities.
16. Organization of programs and activities aimed at addressing youth issues in the community.
17. Promotion of birth rates and large families in the community.
18. Implementation of programs for maintaining and improving the health of the community's population, creating conditions for effective and accessible primary healthcare services.
19. Promotion of participation of persons with disabilities in the community's public life.
20. Promotion of charity for the establishment, funding, and financial independence of cultural, educational, scientific, healthcare, sports, social, and other institutions in the community.

These mandates reflect a holistic approach to local governance, emphasizing economic development, social well-being, environmental protection, and cultural enrichment. By executing these responsibilities effectively, local governments can enhance community welfare, ensure equitable access to resources, and promote a more participatory, inclusive society.

3. SISIAN COMMUNITY DEVELOPMENT PLAN: OVERVIEW

Next is presented the **gap analysis** of the Sisian 2023-2027 Community Development Plan from a human security perspective, based on the seven pillars of human security.

1. ECONOMIC SECURITY

Current Initiatives:

- The plan focuses on developing the energy sector (small hydropower plants), stone processing, agriculture, and tourism.
- There are also efforts to improve the business environment and infrastructure.

Gaps:

- **Unemployment:** Despite efforts to develop various sectors, the region struggles with high unemployment rates, especially for women and youth. The plan does not provide detailed strategies to address this directly.
- **Economic diversification:** Heavy reliance on agriculture and energy may leave the economy vulnerable to external shocks. There is limited focus on attracting diverse industries or innovation.

Human Security Gap: Without focused interventions for job creation and economic diversification, economic security remains fragile, especially for marginalized groups like women and rural populations.

2. FOOD SECURITY

Current Initiatives:

- Agriculture is a major economic activity in Sisian, with a focus on livestock and crop production.
- Efforts to increase agricultural production, particularly cereals and dairy products, are emphasized.

Gaps:

- **Outdated farming techniques:** Despite the agricultural focus, many farmers still rely on traditional methods, leading to inefficiencies and lower yields.
- **Lack of infrastructure:** The plan highlights the absence of modern agricultural infrastructure (e.g., irrigation systems), but there are few concrete steps to address these issues.
- **Market access:** Limited access to wider markets remains a key challenge, particularly for small-scale farmers.

Human Security Gap: Food security is undermined by outdated farming practices, limited infrastructure, and market access. Addressing these issues is critical for improving livelihoods and reducing vulnerability to food shortages.

3. HEALTH SECURITY

Current Initiatives:

- The plan mentions efforts to improve healthcare facilities, particularly in rural areas.
- There is a focus on improving healthcare infrastructure and services, including construction of health centers and improvement of access to basic health services.

Gaps:

- **Access to specialized healthcare:** Rural areas lack access to specialized health services, and there is a shortage of healthcare professionals.
- **Mental health support:** No mention of addressing mental health needs, despite the potential for conflict-related trauma and the ongoing impact of the post-war situation.

Human Security Gap: Health security is compromised by limited access to specialized care, particularly in rural areas. Mental health support is also an overlooked area, which could significantly affect vulnerable populations.

4. ENVIRONMENTAL SECURITY

Current Initiatives:

- The plan addresses environmental concerns, including waste management, irrigation, and water conservation.
- Sustainable use of natural resources, particularly related to agriculture and tourism, is mentioned.

Gaps:

- **Water management:** Irrigation systems are outdated, and there is insufficient planning for sustainable water use in agriculture.
- **Waste management:** While waste management is a priority, there is no detailed strategy to address waste disposal or promote recycling.
- **Climate adaptation:** The plan does not sufficiently address the risks associated with climate change, especially for the agricultural sector.

Human Security Gap: Environmental security is threatened by inadequate water management and waste disposal systems. The lack of climate adaptation strategies further increases vulnerability.

5. PERSONAL SECURITY

Current Initiatives:

- The plan emphasizes civil protection and safety, particularly in response to the post-war situation.
- There are efforts to improve public safety, particularly in border areas.

Gaps:

- **Conflict recovery:** There is no clear focus on addressing the psychological and social impact of conflict, particularly for displaced people and communities near the borders.
- **Community safety:** There is a need for more robust community safety infrastructure, such as shelters and safety protocols for emergencies.

Human Security Gap: Without adequate conflict recovery mechanisms and community safety measures, personal security remains fragile, particularly in conflict-affected areas.

6. COMMUNITY SECURITY

Current Initiatives:

- The plan highlights the need for improving social cohesion and promoting community participation in development projects.
- Integration of vulnerable groups, such as refugees and displaced persons, is a focus.

Gaps:

- **Social inclusion:** Although social inclusion is mentioned, there is limited focus on concrete actions to integrate marginalized communities (e.g., women, youth, refugees) into local development.
- **Public participation:** There are no clear mechanisms to ensure meaningful community involvement in decision-making processes.

Human Security Gap: Community security is undermined by insufficient mechanisms for social inclusion and public participation, particularly for marginalized groups.

7. POLITICAL SECURITY

Current Initiatives:

- The plan addresses the importance of local governance, including capacity-building efforts for public officials and improving transparency in governance.
- There is an emphasis on public engagement in local decision-making.

Gaps:

- **Political inclusion:** There is limited focus on ensuring that marginalized groups, such as women and minorities, are adequately represented in political processes.

Human Security Gap: Political security is weakened by the absence of clear accountability measures and political inclusion efforts for marginalized groups.

The Sisian 2023-2027 Community Development Plan addresses several key areas of human security, particularly in economic development, healthcare, and environmental protection. However, significant gaps remain in areas such as specialized healthcare access, food security, conflict recovery, and social inclusion. Addressing these gaps is crucial for creating a resilient, secure, and inclusive community in Sisian.

Examining the Sisian Development Plan from the perspective of **people-centeredness, comprehensiveness, context-specificity, prevention-orientation, and protection and empowerment**, it is found that:

PEOPLE-CENTERED

The document makes some effort to focus on people, particularly through sections about the community's social and economic situation, education, and healthcare. It addresses critical needs such as:

- **Employment:** It highlights the need for job creation and economic stability through sectors like agriculture, tourism, and small industry.

- **Public Services:** Attention is given to essential services like healthcare, education, and social protection.
- **Consultation with Residents:** The plan emphasizes that the views and suggestions of the community's residents were considered in the planning process.

However, the **people-centered approach** could be more explicit in terms of focusing on the specific needs of different social groups such as youth, elderly, women, and vulnerable populations (e.g., refugees, and people with disabilities), ensuring their voices are more prominent in decision-making processes.

COMPREHENSIVE

The plan covers a broad range of areas, including:

- **Economic Development:** Sectors such as agriculture, tourism, and industrial development are discussed, along with infrastructure needs like irrigation, transportation, and energy.
- **Social Development:** Education, healthcare, culture, and youth activities are detailed.
- **Environmental Protection:** The plan mentions sustainable land use, protection of water resources, and agricultural development.

While comprehensive in terms of sectors covered, the plan could benefit from a more integrated approach to ensure these areas are aligned and interconnected. For instance, it could link economic growth with environmental sustainability and social inclusion, showing how they feed into one another.

CONTEXT-SPECIFIC

The plan demonstrates an understanding of Sisian's unique context, including:

- **Geographical Characteristics:** It reflects Sisian's specific environmental conditions, like its high-altitude agricultural lands and tourism potential (e.g., historical sites like Zorats Karer).
- **Post-War and Security Needs:** The document references the post-war context and the need for civil protection and rebuilding, which are specific to Sisian's recent experiences.

However, more in-depth context-specific strategies for particular groups or regions within the community would make it even more relevant. For example, addressing different villages' unique agricultural capacities or tourism potentials in more detail would enhance the context specificity.

PREVENTION-ORIENTED

The plan shows some prevention-oriented thinking, especially in areas like:

- **Disaster Risk Reduction:** There is an emphasis on strengthening civil protection, improving infrastructure for irrigation and water supply, and addressing the community's vulnerability to environmental risks.
- **Health and Social Protection:** It mentions healthcare facilities and protection for vulnerable populations, showing an attempt to prevent social and economic fallout by addressing basic needs.

However, more preventive approaches could be integrated into the economic and social sectors, such as preventive healthcare measures, early education programs, and sustainable development practices to prevent environmental degradation.

PROTECTION AND EMPOWERMENT

The plan includes elements related to protection and empowerment, such as:

- **Job Creation and Economic Empowerment:** The focus on enhancing agriculture, tourism, and industrial sectors aims to create jobs and foster local economic growth, empowering people economically.
- **Social Protection:** It mentions social services, healthcare, and education, which are essential for protecting and empowering the community.
- **Focus on Women and Youth:** Although not emphasized heavily, the document touches on youth engagement through cultural activities and mentions the need for improved social services, which could help empower marginalized groups.

The empowerment dimension could be stronger by introducing targeted programs that actively involve women, youth, and other marginalized groups in decision-making, providing them with more ownership and control over their futures.

OVERALL EVALUATION

- **People-Centred:** Effort is made, but a more explicit focus on specific social groups and community participation could strengthen this.
- **Comprehensive:** The plan is quite comprehensive in covering economic, social, and environmental dimensions, though better integration across these dimensions is needed.
- **Context-Specific:** The document reflects an understanding of Sisian's unique challenges and potential, though more targeted strategies for different community segments would be beneficial.
- **Prevention-Oriented:** Disaster risk reduction is covered, but a stronger focus on preventive measures in healthcare, education, and environmental sustainability would enhance the plan.
- **Protection and Empowerment:** Economic and social protections are discussed, but more attention to empowering vulnerable and marginalized groups is required for a more robust empowerment approach.

This analysis suggests that while the Sisian Development Plan touches on many important elements, there are opportunities for further refinement, particularly in making it more people-centered, context-specific, and empowerment-focused.

The recommendations for Sisian's community development plan stem from an extensive value chain analysis report, which identified the dairy sector as the cornerstone for future growth and development. This strategic decision is underpinned by a multitude of factors that collectively highlight the dairy sector's potential as a driving force for economic development within the region. Sisian boasts a deep-rooted tradition in livestock farming, with dairy production serving as a central component of its agricultural heritage. This long-standing experience provides not only a foundation of knowledge and skills within the community but also a cultural alignment that can facilitate the successful implementation of development initiatives.

Furthermore, Sisian's unique geography and climate offer a significant natural advantage. The region's highland areas and fertile grazing lands provide an ideal environment for pasture-based dairy farming, enabling the production of high-quality dairy products. These natural conditions reduce the need for imported feed, thereby lowering production costs and increasing the sector's sustainability and competitiveness. In addition to these inherent strengths, the economic potential for value chain development in the dairy sector is considerable. There are ample opportunities to enhance productivity through the adoption of modern farming practices, improved breeding techniques, and better feed management. Moreover, strengthening market access for dairy products, both locally and nationally, can help unlock new revenue streams for farmers and producers in Sisian.

3.1. CAPACITIES OF THE STAKEHOLDERS

The following table provides a detailed overview of the capacities and roles of each stakeholder involved in the implementation of the proposed recommendations. This analysis aims to identify the strengths, resources, and areas of expertise that each stakeholder brings to the process, ensuring a collaborative and effective execution of the suggested measures.

STAKEHOLDER	ROLE	CAPACITIES
Syunik Regional Administration	Leadership in policy alignment and resource mobilization.	Experienced in regional planning and development. Coordinates with national ministries for policy support, funding, and strategic alignment.
Sisian Municipality	Local project implementation and support for community engagement.	Understands local needs and has access to municipal funds. Can connect with farmers and businesses for training, gender equality initiatives, and branding.
Private Sector (Local Businesses)	Investment, market access, and technology introduction.	Limited expertise and infrastructure in dairy/agriculture. Can support farmer trainings, introduces modern tools, and assists in branding campaigns.
NGOs	Capacity building, advocacy, and direct support to target beneficiaries.	Limited experience in community development and gender programs. Can provides training, financial literacy workshops, and health practices. Can ensure context-specific interventions.
VET Providers	Education and skills development.	Lack of knowledge and facilities for farmer training. Can collaborates with NGOs for tailored workshops for farmers and entrepreneurs.

4. RECOMMENDATIONS FOR SISIAN COMMUNITY DEVELOPMENT PLAN UPDATE

NEEDS	ACTIONS	TARGET BENEFICIARIES	STAKEHOLDERS	ADDRESSED HUMAN SECURITY
Enhance Dairy Farmers' Skills and Access to Technology	<ul style="list-style-type: none"> - Organize farmer trainings focused on modern dairy practices - Introduce digital tools for dairy farm management 	<ul style="list-style-type: none"> -Dairy farmers -Farm workers 	Ministry of Economy Ministry of Education, Science, Culture and Sports Syunik Governance Sisian Municipality VET providers Local businesses Local NGOs	Economic security through improved skills and technology access, leading to increased productivity and income.
Promote Gender Equality through Dairy Sector Empowerment Programs	<ul style="list-style-type: none"> - Provide financial literacy workshops for women. - Provide dairy farm management workshops for women. 	<ul style="list-style-type: none"> -Women dairy farmers -Aspiring female entrepreneurs 	Ministry of Education, Science, Culture and Sports Syunik Governance Sisian Municipality Local NGOs	Social security and economic security by empowering women through skill-building and access to economic opportunities.
Improve Healthcare and Working Conditions for Dairy Farmers	<ul style="list-style-type: none"> - Promote ergonomic tools and equipment to reduce physical strain. 	<ul style="list-style-type: none"> -Dairy Farmers -Farm workers 	Ministry of Health Syunik Governance Sisian Municipality Local businesses	Health security and personal security by improving working conditions and reducing health risks
Develop a Regional Branding Campaign	<ul style="list-style-type: none"> - Develop a regional branding campaign for Sisian dairy products - Set up an online marketplace for Sisian dairy products. 	<ul style="list-style-type: none"> -Dairy Farmers -Local businesses 	Ministry of Economy Syunik Governance Sisian Municipality Local businesses	Economic security by enhancing market access and income through improved branding and direct sales.

Next is an overview of the aforementioned suggested actions, integrating a human security approach:

1. ENHANCE DAIRY FARMERS' SKILLS AND ACCESS TO TECHNOLOGY

Actions:

- **Organize farmer trainings focused on modern dairy practices:** This initiative will provide dairy farmers with up-to-date knowledge and techniques to improve milk production, animal health, and overall farm efficiency. Topics covered will include feeding strategies, hygiene management, and efficient resource use.
- **Introduce digital tools for dairy farm management:** Farmers will be introduced to digital applications that help track milk production, animal health, feeding schedules, and financial management, enabling them to make data-driven decisions to enhance productivity.

2. PROMOTE GENDER EQUALITY THROUGH DAIRY SECTOR EMPOWERMENT PROGRAMS

Actions:

- **Provide financial literacy workshops for women:** Women in the dairy sector will be trained in personal and business financial management, empowering them to handle household and farm budgets, access credit, and invest in expanding their dairy operations.
- **Provide dairy farm management workshops for women:** These workshops will focus on farm management practices, helping women take on leadership roles in dairy farming, from decision-making to expanding their operations.

3. IMPROVE HEALTHCARE AND WORKING CONDITIONS FOR DAIRY FARMERS

Actions:

- **Promote ergonomic tools and equipment to reduce physical strain:** Ergonomic tools such as milking machines, easy-lift carts, and feed dispensers will be distributed to dairy farmers, reducing the physical burden of daily dairy farm tasks and improving their overall working conditions.

4. DEVELOP A REGIONAL BRANDING CAMPAIGN

Actions:

- **Develop a regional branding campaign for Sisian dairy products:** A marketing campaign will be launched to promote the unique qualities of Sisian's dairy products, emphasizing traditional methods, high-quality standards, and the region's cultural heritage. This will help create brand recognition and increase demand.
- **Set up an online marketplace for Sisian dairy products:** An e-commerce platform will be developed, allowing Sisian's dairy producers to sell directly to consumers, both locally and internationally. This will broaden market access and enable producers to sell their products more effectively.

5. GORIS COMMUNITY DEVELOPMENT PLAN: OVERVIEW

Next is presented the **gap analysis** of the Goris 2022-2027 Community Development Plan from a human security perspective, based on the seven pillars of human security.

1. ECONOMIC SECURITY

Current Initiatives:

- Emphasis on developing tourism, agriculture, and small businesses.
- Encouragement of investments through tax incentives and infrastructure improvements.
- Local economic development through the promotion of local industries, organic farming, and renewable energy projects.

Gaps:

- **Unemployment and youth disengagement:** Although there are efforts to develop the economy, high unemployment, particularly among youth, remains a significant issue. The plan doesn't provide enough actionable measures for reducing youth unemployment.
- **Insufficient diversification:** The economy heavily relies on agriculture and tourism, but there is limited focus on diversifying other sectors like manufacturing or technology to ensure long-term resilience.
- **Lack of modern infrastructure:** While infrastructure improvement is a goal, many areas still lack the necessary infrastructure to support economic growth (e.g., roads, public transport).

Human Security Gap: Insufficient economic diversification and high unemployment threaten economic security, especially for vulnerable groups like the youth and rural communities.

2. FOOD SECURITY

Current Initiatives:

- Modernizing agricultural practices, including irrigation, and promoting organic farming.
- Encouraging the production and branding of local agricultural products.

Gaps:

- **Outdated farming techniques:** Many farmers still rely on traditional methods due to a lack of access to modern equipment and techniques.
- **Limited access to markets:** There is insufficient focus on connecting local farmers to wider markets, which limits income potential.
- **Water scarcity and irrigation:** The plan mentions the need for improved irrigation systems but lacks clear strategies for addressing water shortages and ensuring sustainable water use.

Human Security Gap: Without modernized farming techniques and better market access, food security remains vulnerable, particularly for smallholder farmers.

3. HEALTH SECURITY

Current Initiatives:

- Plans to improve healthcare facilities and access in the community.
- Some focus on the quality of health services, particularly for vulnerable groups like children and the elderly.

Gaps:

- **Limited access to specialized healthcare:** The development plan lacks details on addressing the shortage of specialized health services, especially in rural areas.
- **Inadequate mental health support:** No mention of addressing mental health issues, which can be exacerbated by the post-war environment.
- **Health infrastructure in rural areas:** There is a significant disparity in health service availability between urban and rural areas.

Human Security Gap: The lack of specialized healthcare and mental health support undermines health security, particularly for vulnerable and conflict-affected populations.

4. ENVIRONMENTAL SECURITY

Current Initiatives:

- Focus on improving waste management, promoting eco-friendly tourism, and introducing energy-efficient technologies.
- Plans for sustainable management of natural resources, such as water and forests.

Gaps:

- **Waste management infrastructure:** Although improving waste management is a priority, the infrastructure remains inadequate, with poor waste sorting and disposal systems.
- **Water management:** There is a lack of a clear plan for addressing water pollution and ensuring sustainable water use, which threatens both environmental security and public health.
- **Climate adaptation measures:** The plan does not sufficiently address the impacts of climate change, particularly in terms of preparing for extreme weather events that could affect agriculture and infrastructure.

Human Security Gap: The incomplete waste management and lack of climate resilience measures pose risks to both environmental security and public health.

5. PERSONAL SECURITY

Current Initiatives:

- Focus on post-war recovery and rebuilding, including strategic security measures in response to the conflict.
- Strengthening border security and addressing post-conflict issues such as the presence of enemy forces.

Gaps:

- **Conflict recovery and trauma support:** The plan lacks specific programs for addressing the psychological impact of the conflict on the community, including support for PTSD and other mental health challenges.
- **Community safety infrastructure:** There is insufficient attention to building infrastructure that can provide long-term personal security in the face of potential future conflicts (e.g., shelters, evacuation plans).

Human Security Gap: Without proper conflict recovery mechanisms and safety infrastructure, personal security remains vulnerable, particularly for communities near conflict zones.

6. COMMUNITY SECURITY

Current Initiatives:

- Integration of refugees and marginalized groups, social inclusion programs, and promotion of community participation in development initiatives.
- Plans for creating recreational spaces to foster community cohesion.

Gaps:

- **Social cohesion:** While promoting social inclusion is a goal, there is limited detail on how marginalized communities, such as refugees or the poor, will be integrated into local governance and development.
- **Public participation:** The plan mentions encouraging participation, but there are no strong mechanisms for ensuring meaningful public involvement in decision-making processes.

Human Security Gap: Without stronger mechanisms for social inclusion and public participation, community security is at risk, particularly for vulnerable populations.

7. POLITICAL SECURITY

Current Initiatives:

- Improving local government capacity and public participation in decision-making.
- Addressing the post-war governance challenges, such as border disputes and rebuilding governance institutions.

Gaps:

- **Public accountability:** The plan lacks specific strategies to enhance transparency and accountability in governance, particularly in the context of post-conflict rebuilding.
- **Participation of marginalized groups:** There is a gap in ensuring that marginalized groups, such as women and refugees, are adequately represented in political processes.

Human Security Gap: The absence of clear strategies for enhancing transparency and ensuring political participation by marginalized groups threatens long-term political security.

The Goris 2022-2027 Community Development Plan covers several areas critical to human security, but significant gaps remain, particularly in economic diversification, modern healthcare, waste management, conflict recovery, social inclusion, and political accountability. Addressing these gaps is crucial for achieving comprehensive human security in Goris.

Examining the Goris Development Plan from the perspective of **people-centeredness, comprehensiveness, context-specificity, prevention-orientation, and protection and empowerment**, it appears that:

PEOPLE-CENTRED

The Goris Development Plan demonstrates a focus on improving the lives of its residents. It includes a variety of social and economic projects aimed at:

- **Employment:** Specific actions are outlined to improve local employment, including promoting tourism and agricultural sectors, which are key in the area.
- **Public Services:** There is an emphasis on improving education, healthcare, and municipal services (e.g., waste management, public transportation).
- **Community Engagement:** The plan mentions the involvement of civil society organizations and community members, suggesting a people-focused process in planning.

However, the people-centered approach could be strengthened by highlighting the specific needs of vulnerable populations like refugees, the elderly, and youth, ensuring that programs are equitable for different social groups.

COMPREHENSIVE

The plan is comprehensive, covering many areas of development, such as:

- **Infrastructure:** Roads, irrigation systems, and public transportation improvements.
- **Economic Development:** Sectors like tourism, agriculture, and local industries are addressed, including investment attraction and creating business-friendly environments.
- **Social Development:** Education, healthcare, cultural initiatives, and recreation spaces are detailed as areas of focus.

While the plan includes various sectors, better integration across these sectors would strengthen it, especially in terms of how improvements in one area (e.g., infrastructure) can support others (e.g., tourism).

CONTEXT-SPECIFIC

The plan reflects the unique context of Goris:

- **Post-War Situation:** The plan takes into account the post-war challenges, especially in terms of security and the need to rebuild infrastructure and services.
- **Geography and Tourism:** Goris's unique geographic location, historical heritage, and tourism potential are well-acknowledged.
- **Agriculture:** Local agricultural practices and the need for modern techniques and irrigation are highlighted.

The context-specificity could be improved by addressing the varying needs of different regions or villages within Goris and by providing targeted strategies for each community's strengths and challenges.

4. PREVENTION-ORIENTED

The plan includes preventive measures in areas such as:

- **Disaster Risk Reduction:** It mentions the need to clean the Vararakn River and repair flood prevention systems. Additionally, there are mentions of ensuring water safety and preventing environmental degradation.
- **Health and Social Protection:** There are measures for improving healthcare and social services, particularly focusing on vulnerable groups.

However, more proactive strategies in areas like healthcare prevention programs, education, and environmental sustainability would strengthen the prevention-oriented approach.

PROTECTION AND EMPOWERMENT

The plan includes several initiatives aimed at both protection and empowerment:

- **Economic Empowerment:** Efforts to attract investment, promote small businesses, and improve local production (e.g., through branding local agricultural products) aim to economically empower residents.
- **Social Protection:** There are clear initiatives to provide social support, particularly for vulnerable groups, through healthcare, education, and infrastructure improvements.
- **Youth and Cultural Empowerment:** The plan promotes cultural activities and sports, aimed at engaging youth and empowering them socially and economically through education and training programs.

Despite these efforts, further emphasis on empowering marginalized groups (e.g., women, refugees, and low-income families) with tailored programs would enhance the empowerment aspect of the plan.

OVERALL EVALUATION

- **People-Centred:** The plan has a strong focus on the community, but it could improve by explicitly addressing the needs of vulnerable populations.
- **Comprehensive:** The plan covers a wide range of sectors, though more integration and coordination across sectors would make it more effective.
- **Context-Specific:** It is well-tailored to Goris's specific post-war challenges and geographic opportunities, though more differentiation across regions would enhance its effectiveness.
- **Prevention-Oriented:** Preventive measures are included, but expanding them in areas like health, education, and environmental sustainability would be beneficial.
- **Protection and Empowerment:** Economic and social protection initiatives are present, but further empowering marginalized groups would strengthen the plan's impact.

By improving these areas, the Goris Development Plan could become even more robust and aligned with a comprehensive, people-centered, and sustainable development approach.

The recommendations regarding the tourism sector in Goris's community development plan are grounded in a thorough value chain analysis that identified tourism as the region's priority sector. This strategic focus arises from Goris's exceptional cultural heritage, diverse natural beauty, and a wealth of historical landmarks, all of which make it an appealing destination for both domestic and international tourists. Goris is endowed with unique landscapes, including the striking canyons, caves, and picturesque villages, along with significant historical and architectural sites such as old monasteries, forts, and traditional stone houses. These features not only provide a strong foundation for tourism development but also offer diverse experiences for visitors seeking both adventure and cultural exploration.

Beyond its cultural and natural assets, the emphasis on tourism in Goris is also driven by its significant potential for economic growth and job creation. The sector has the capacity to stimulate employment opportunities in various related fields, including hospitality, tour operations, guiding services, transportation, handicrafts, and local food production. This broad range of activities enables the tourism industry to contribute meaningfully to improving local livelihoods, particularly by engaging women, youth,

and rural communities. Furthermore, investment in tourism infrastructure, marketing, and skill development could enhance service quality, visitor experiences, and promote Goris as a sustainable travel destination. Consequently, the development of tourism in Goris is envisioned as a key driver for the region's overall socio-economic advancement, fostering inclusive growth, cultural preservation, and environmental sustainability.

5.1. CAPACITIES OF THE STAKEHOLDERS

The following table provides a detailed overview of the capacities and roles of each stakeholder involved in the implementation of the proposed recommendations. This analysis aims to identify the strengths, resources, and areas of expertise that each stakeholder brings to the process, ensuring a collaborative and effective execution of the suggested measures.

STAKEHOLDER	ROLE	CAPACITIES
Syunik Regional Administration	Policy alignment, resource mobilization, and regional strategic planning.	Experienced in regional planning, coordinates with national ministries for policy support, funding, and tourism alignment. Can facilitate cross-sector collaboration and eco-friendly tourism campaigns.
Goris Municipality	Local project implementation, community engagement, and support for public safety.	Understands local needs and manages municipal funds. Can facilitate training programs, eco-tourism initiatives, safety protocols, and community-based tourism with networks in local communities and businesses.
Private Sector (Local Businesses)	Investment, market access, tourism service delivery, and environmental stewardship.	Limited expertise and infrastructure in tourism. Can offer training, invests in eco-friendly practices, lead awareness campaigns, fund safety protocols, and promote community-based tourism.
NGOs	Capacity building, advocacy, community mobilization, and environmental conservation.	Limited experience in community development and environmental conservation. Can organize training, promote eco-tourism practices, and support homestay/artisan programs. Can ensure interventions are inclusive.
VET Providers	Education, skills development, and certification program delivery.	Limited knowledge in tourism education. Potentially can design and deliver training and certification programs, collaborating with businesses, and NGOs to enhance employability in the tourism sector.

6. RECOMMENDATIONS FOR GORIS COMMUNITY DEVELOPMENT PLAN UPDATE

NEEDS	ACTIONS	TARGET BENEFICIARIES	STAKEHOLDERS	ADDRESSED HUMAN SECURITY
Develop Skills and Employability in the Tourism Sector	<ul style="list-style-type: none"> -Create tourism training programs -Offer tourism certification programs -Create mentorship programs for youth 	<ul style="list-style-type: none"> -Youth -Local tourism workers -Unemployed individuals 	<ul style="list-style-type: none"> Ministry of Economy Ministry of Education, Science, Culture and Sports Syunik Governance Goris Municipality VET providers Local businesses 	Economic security and social security by improving job opportunities and skill development.
Promote Eco-friendly and Sustainable Tourism	<ul style="list-style-type: none"> -Implement eco-tourism initiatives -Create awareness campaigns 	<ul style="list-style-type: none"> -Local communities -Tourism businesses -Eco-tourism stakeholders 	<ul style="list-style-type: none"> Ministry of Environment, Syunik Governance Goris Municipality Local businesses 	Environmental security and economic security by promoting sustainable tourism and environmental conservation.
Improve Public Safety and Security for Tourists	<ul style="list-style-type: none"> -Develop safety protocol 	<ul style="list-style-type: none"> -Tourists -Local residents -Tourism operators 	<ul style="list-style-type: none"> Ministry of Emergency Situations Syunik Governance Goris Municipality Local businesses 	Personal security and community security by enhancing safety measures for tourists and locals.
Develop Community-based Tourism Initiatives	<ul style="list-style-type: none"> -Create homestay programs -Support local artisans 	<ul style="list-style-type: none"> -Local families -Artisans -Small businesses 	<ul style="list-style-type: none"> Ministry of Economy Syunik Governance Goris Municipality Local businesses 	Economic security and community security by promoting inclusive tourism and local economic growth.

Next is an overview of each action, integrating a human security approach:

1. DEVELOP SKILLS AND EMPLOYABILITY IN THE TOURISM SECTOR

Actions:

- **Create tourism training programs:** These programs will focus on building skills in various tourism-related professions, such as hospitality management, customer service, and tour guiding. The training will target local residents, particularly youth, to help them become competitive in the tourism sector.
- **Offer tourism certification programs:** Certification programs will standardize skills and ensure that individuals meet the expectations of tourists, enhancing service quality in accommodations, restaurants, and guided tours. Certifications will be provided for local guides, hotel staff, and tour operators.
- **Create mentorship programs for youth:** Young people will be paired with experienced professionals in the tourism sector to gain hands-on experience, helping them transition smoothly into the workforce and encouraging entrepreneurship in tourism.

2. PROMOTE ECO-FRIENDLY AND SUSTAINABLE TOURISM

Actions:

- **Implement eco-tourism initiatives:** This action will introduce guided nature hikes, wildlife observation tours, and eco-lodges. These initiatives will be designed to minimize environmental impact while showcasing the natural beauty of Goris. Sustainable tourism practices will be encouraged among local businesses, particularly in areas like waste management, energy efficiency, and water conservation.
- **Create awareness campaigns:** Public awareness campaigns will educate both tourists and local businesses about the importance of sustainable tourism. The campaigns will promote responsible tourist behaviors, such as reducing waste and conserving energy, and encourage local businesses to adopt eco-friendly practices.

3. IMPROVE PUBLIC SAFETY AND SECURITY FOR TOURISTS

Actions:

- **Develop safety protocol:** A safety protocol will be developed to guide emergency responses, safe zones, and security measures in key tourist areas. This will involve establishing tourist safety standards and providing peace of mind to both tourists and businesses.

4. DEVELOP COMMUNITY-BASED TOURISM INITIATIVES

Actions:

- **Create homestay programs:** Homestay programs will allow tourists to experience Goris's local culture by staying with local families. These programs will be promoted to provide authentic experiences, benefiting both tourists and residents by facilitating cultural exchange and direct income generation for families.
- **Support local artisans:** Financial and technical support will be provided to local artisans, encouraging the production and sale of traditional crafts and souvenirs. This action will help preserve cultural heritage and create new income streams for the community.

7. KAPAN COMMUNITY DEVELOPMENT PLAN: OVERVIEW

Next is presented the **gap analysis** of the Kapan 2022-2026 Community Development Plan from a human security perspective, based on the seven pillars of human security.

1. ECONOMIC SECURITY

Current Initiatives:

- The plan prioritizes mining and agriculture as the major economic drivers, with an emphasis on small and medium-sized enterprises (SMEs).
- There are efforts to support job creation and improve the business environment, including support for agriculture, specifically dairy and meat production.

Gaps:

- **Over-reliance on mining:** The local economy is heavily dependent on mining, which creates vulnerability due to external shocks, such as fluctuations in global commodity prices.
- **Youth and female unemployment:** Despite initiatives to support SMEs, there is insufficient attention given to addressing high unemployment rates, particularly among youth and women.

Human Security Gap: Without a diversified economy and more focused job creation programs for women and youth, economic security remains fragile, especially for marginalized groups.

2. FOOD SECURITY

Current Initiatives:

- Agriculture, particularly dairy and meat production, is a focus area, with support for local farmers.
- There is mention of promoting agricultural cooperatives and enhancing productivity through modern farming techniques.

Gaps:

- **Limited infrastructure for dairy processing:** While dairy production is highlighted, there is a lack of detailed plans for developing the infrastructure necessary for processing and distribution.
- **Market access:** The plan does not provide sufficient strategies to improve market access for local farmers, which limits income potential.

Human Security Gap: Without the necessary infrastructure and market access, food security for dairy farmers is compromised, reducing their resilience to economic fluctuations.

3. HEALTH SECURITY

Current Initiatives:

- The plan mentions efforts to improve healthcare access, especially in rural areas, including the renovation of healthcare centers and improving medical equipment.

Gaps:

- **Limited specialized healthcare services:** There is little focus on addressing the shortage of specialized healthcare services, such as mental health support, which is critical in post-conflict regions.
- **Inadequate healthcare infrastructure in rural areas:** While healthcare improvements are mentioned, there are no detailed strategies for increasing healthcare accessibility in remote villages.

Human Security Gap: Health security is compromised by insufficient access to specialized care and inadequate infrastructure in rural areas, especially for vulnerable populations such as children, the elderly, and conflict-affected individuals.

4. ENVIRONMENTAL SECURITY

Current Initiatives:

- Environmental sustainability is mentioned, including efforts to protect forests and rivers, manage waste, and promote eco-tourism.

Gaps:

- **Mining impact:** The environmental consequences of mining, such as water contamination and land degradation, are not adequately addressed.
- **Climate adaptation:** There is little focus on preparing for climate change impacts, such as extreme weather events, which could further threaten agricultural production and public health.

Human Security Gap: The lack of climate adaptation strategies and the environmental risks posed by mining activities endanger both environmental and health security.

5. PERSONAL AND COMMUNITY SECURITY

Current Initiatives:

- The plan highlights improving civil protection, especially in response to emergencies and the post-war situation, with specific measures for border security.

Gaps:

- **Conflict recovery:** The psychological and social recovery of communities affected by the conflict is not fully addressed, with limited focus on mental health services for trauma survivors.
- **Shelters and emergency infrastructure:** There is a lack of robust infrastructure for community safety, such as shelters and emergency response systems in conflict-prone areas.

Human Security Gap: Personal and community security remains vulnerable without adequate conflict recovery mechanisms, shelters, and emergency response plans for border communities.

6. POLITICAL SECURITY

Current Initiatives:

- Efforts to enhance governance include increasing transparency in local government operations and strengthening citizen participation in decision-making processes.

Gaps:

- **Public participation:** There is limited focus on ensuring that marginalized groups, such as women, youth, and refugees, are adequately represented in governance and decision-making.

Human Security Gap: Political security is weakened by the lack of robust mechanisms for public participation and accountability, which can undermine trust in governance and hinder long-term stability.

Examining the Kapan Development Plan from the perspective of **people-centeredness, comprehensiveness, context-specificity, prevention-orientation, and protection and empowerment**, it appears that:

PEOPLE-CENTERED

The Kapan Development Plan demonstrates a people-centered approach, focusing on various aspects that affect the local population, including:

- **Employment:** The plan highlights efforts to increase job opportunities, particularly in sectors like mining, agriculture, and tourism. This aligns with the primary economic needs of the population.
- **Public Services:** There is attention to infrastructure improvement, such as roads, public transportation, and water supply, which directly benefit the people.
- **Healthcare and Social Welfare:** The plan emphasizes social protection, particularly for vulnerable groups, with provisions for healthcare services, education, and social welfare programs.

However, the people-centered focus could be enhanced by explicitly addressing the needs of marginalized groups, such as women, youth, and those living in poverty, with more targeted interventions.

COMPREHENSIVE

The Kapan Development Plan covers a wide range of sectors and development areas, making it comprehensive. It addresses:

- **Economic Development:** The plan emphasizes economic growth through mining, agriculture, and tourism, which are key sectors for the region.
- **Social Services:** Education, healthcare, cultural development, and social protection are all part of the plan.
- **Infrastructure and Environment:** Roads, irrigation systems, water supply, and environmental protection initiatives are also detailed.

While the plan is comprehensive, it could benefit from a more integrated approach that shows how different sectors (e.g., economic growth and environmental sustainability) interact and support one another.

CONTEXT-SPECIFIC

The plan demonstrates an understanding of the specific challenges and opportunities facing Kapan:

- **Geographical and Economic Context:** Kapan's economy is heavily dependent on mining, and the plan acknowledges this by emphasizing mining sector development. It also highlights the area's tourism potential and agricultural capacity.
- **Security Concerns:** Given the town's proximity to conflict zones, there is a strong focus on security and civil protection, which is contextually relevant.
- **Demographic Factors:** The plan includes detailed demographic data, recognizing the impact of population changes and the need for targeted social services.

Further context-specific solutions for different communities within the region would enhance the plan's effectiveness, particularly in addressing the varying needs of rural and urban areas.

PREVENTION-ORIENTED

The plan includes several prevention-oriented measures, particularly in:

- **Disaster Risk Reduction:** Provisions for flood protection and ensuring safe water supply systems indicate a focus on preventing environmental disasters.
- **Social Protection:** The plan includes social welfare programs aimed at preventing poverty and addressing unemployment.
- **Infrastructure Maintenance:** There is a focus on maintaining and upgrading public infrastructure, which is preventive in nature, ensuring long-term service delivery.

However, there could be more emphasis on preventive healthcare measures, early education programs, and proactive environmental protection strategies.

PROTECTION AND EMPOWERMENT

The plan focuses on both protection and empowerment, particularly in the following areas:

- **Economic Empowerment:** The emphasis on job creation, particularly in the mining and agriculture sectors, aims to economically empower local residents.
- **Social Protection:** There are programs targeting vulnerable groups, such as social welfare schemes and healthcare initiatives.
- **Community Participation:** The plan indicates that community members, including civil society organizations and local leaders, were involved in its creation, which promotes empowerment through participation.

However, there could be more focus on gender equality and the empowerment of women and marginalized groups, as well as more specific programs aimed at fostering leadership and skills development among the youth.

OVERALL EVALUATION

- **People-Centered:** The plan is relatively people-centered but could do more to address the needs of marginalized groups.
- **Comprehensive:** The plan covers a broad range of sectors, but more integration across them would enhance its strategic coherence.
- **Context-Specific:** The plan reflects an understanding of Kapan's unique economic and geographical context, though more specific strategies for different areas within the region could improve its impact.

- **Prevention-Oriented:** Preventive measures are included, but additional attention to areas like healthcare and environmental sustainability would make the plan more robust.
- **Protection and Empowerment:** While economic and social protections are present, the empowerment of marginalized groups, particularly women and youth, could be further emphasized.

By refining these elements, the Kapan Development Plan could better serve the community and align more closely with comprehensive and sustainable development goals.

The recommendations concerning the mining sector in Kapan's community development plan are primarily grounded in the comprehensive value chain analysis report, which identified mining as the central economic pillar for the region. This prioritization is not arbitrary; it reflects the significant role mining has played in Kapan's economy, both historically and currently. As a long-standing hub for mining activities, Kapan has developed an industrial landscape closely intertwined with its natural resource endowment, particularly in minerals such as copper, molybdenum, and gold.

This sector's influence extends beyond mere economic output; it is a critical source of employment for a substantial portion of the local population, thereby contributing to the overall economic stability of the region. Moreover, mining in Kapan is characterized by relatively high wages and stable working conditions, a factor that stands out compared to other sectors within the community. The availability of skilled labor, existing infrastructure, and the presence of established mining companies have further solidified the sector's prominence.

Given these aspects, the community development plan places a strategic focus on mining, not just for its current economic benefits but also for its potential to drive future growth. By enhancing the value chain, improving workforce skills, and ensuring sustainable and responsible mining practices, the plan aims to leverage the sector's strengths while mitigating potential environmental and social impacts. Therefore, the prioritization of mining in Kapan's community development plan is a multifaceted decision, shaped by its historical importance, economic significance, employment stability, and capacity for generating higher income levels for the local workforce.

7.1. CAPACITIES OF THE STAKEHOLDERS

The following table provides a detailed overview of the capacities and roles of each stakeholder involved in the implementation of the proposed recommendations. This analysis aims to identify the strengths, resources, and areas of expertise that each stakeholder brings to the process, ensuring a collaborative and effective execution of the suggested measures.

STAKEHOLDER	ROLE	CAPACITIES
Syunik Regional Administration	Policy alignment, resource mobilization, and strategic planning.	The administration has experience in regional planning and can coordinate with national to secure policy support and funding for compensation packages, safety programs, scholarships, and empowerment initiatives. It has the capacity to facilitate cross-sector collaboration and promote community welfare programs.

STAKEHOLDER	ROLE	CAPACITIES
Kapan Municipality	Local project implementation, community engagement, and public safety oversight.	Kapan Municipality is deeply familiar with local needs and has access to municipal funds to support livelihood programs, safety initiatives, and educational programs. Its established networks with local communities and businesses make it well-suited to implement compensation packages, facilitate safety training, and promote women's empowerment.
Private Sector (Local Businesses)	Funding, occupational safety enhancement, scholarship creation, and community support.	Local businesses, particularly those in the mining sector, have the resources and infrastructure to provide financial support for community compensation packages, health improvements, and scholarships. They can also introduce and enforce comprehensive occupational safety programs, ensuring the well-being of their workforce. Their involvement in women's empowerment programs, through financial literacy and leadership training, adds a crucial dimension to social security in the region.
NGOs	Capacity building, community advocacy, and support for women's empowerment.	NGOs in Kapan have limited experience in community development, social welfare, and gender equality programs. Potentially they can assist in the design and delivery of livelihood support programs, provide financial literacy workshops for women, and support the implementation of leadership and business training programs. NGOs' presence in the community will allow them to act as advocates for the needs of displaced families and mining-impacted communities.

8. RECOMMENDATIONS FOR KAPAN COMMUNITY DEVELOPMENT PLAN UPDATE

NEEDS	ACTIONS	TARGET BENEFICIARIES	STAKEHOLDERS	ADDRESSED HUMAN SECURITY
Provide compensation packages for communities directly impacted by mining	<ul style="list-style-type: none"> -Offer livelihood support programs -Provide financial assistance for healthcare improvements 	<ul style="list-style-type: none"> Communities living near mining areas -Displaced families 	<ul style="list-style-type: none"> Ministry of Economy Syunik Governance Kapan Municipality Local businesses 	Economic security and health security by providing financial support and livelihood programs to affected communities.
Introduce comprehensive occupational safety programs	<ul style="list-style-type: none"> - Launch mandatory safety training programs - Develop a grievance mechanism for safety violations 	<ul style="list-style-type: none"> -Employees in the mining sector 	<ul style="list-style-type: none"> Ministry of Labor and Social Affairs, Syunik Governance Kapan Municipality Local businesses 	Personal security and health security by ensuring workplace safety and offering a platform for reporting violations.
Create scholarship programs for children of miners	<ul style="list-style-type: none"> - Establish a scholarship fund for children of miners 	<ul style="list-style-type: none"> -Children of mining workers 	<ul style="list-style-type: none"> Ministry of Education, Science, Culture and Sports Syunik Governance Kapan Municipality Local businesses 	Social security and economic security by improving access to education and future opportunities for miners' children.
Launch women empowerment programs	<ul style="list-style-type: none"> - Develop financial literacy workshops for women - Launch leadership and business training programs 	<ul style="list-style-type: none"> -Women in mining communities -Aspiring female entrepreneurs 	<ul style="list-style-type: none"> Ministry of Education, Science, Culture and Sports Syunik Governance Kapan Municipality Local NGOs 	Social security and economic security by empowering women through financial and leadership training.

Next is an overview of each action, integrating a human security approach:

1. PROVIDE COMPENSATION PACKAGES FOR COMMUNITIES DIRECTLY IMPACTED BY MINING

Actions:

- **Offer livelihood support programs:** These programs will help affected communities transition to new livelihoods by providing training and resources for alternative income-generating activities such as agriculture, tourism, or small business development. The aim is to reduce dependency on mining and create diversified, sustainable income streams.
- **Provide financial assistance for healthcare improvements:** Financial support will be provided to improve healthcare facilities and services for affected communities. This includes funding for medical treatment, health insurance, and infrastructure improvements to local health centers.

2. INTRODUCE COMPREHENSIVE OCCUPATIONAL SAFETY PROGRAMS

Actions:

- **Launch mandatory safety training programs:** Mining companies will implement mandatory safety training sessions for all workers to ensure they are equipped with the knowledge to prevent accidents and respond to emergencies. This will cover the proper use of protective equipment, risk management, and emergency protocols.
- **Develop a grievance mechanism for safety violations:** A formal system will be set up for workers to report safety concerns or violations. This will ensure timely resolution of issues and hold companies accountable for maintaining safety standards in mining operations.

3. CREATE SCHOLARSHIP PROGRAMS FOR CHILDREN OF MINERS

Actions:

- **Establish a scholarship fund for children of miners:** The fund will provide financial assistance to children of mining workers, enabling them to pursue higher education or vocational training in fields beyond mining. The goal is to offer opportunities for economic mobility and diversify future career options.

4. LAUNCH WOMEN EMPOWERMENT PROGRAMS

Actions:

- **Develop financial literacy workshops for women:** These workshops will teach women in mining communities how to manage personal and business finances, including budgeting, saving, accessing credit, and investment opportunities. This knowledge will empower women to make informed financial decisions.
- **Launch leadership and business training programs:** Leadership and entrepreneurship training will help women start and grow businesses, equipping them with the skills needed for business management, marketing, and scaling their ventures. The programs will also promote women's leadership roles within their communities.

9. MEGHRI COMMUNITY DEVELOPMENT PLAN: OVERVIEW

Next is presented the **gap analysis** of the Meghri 2022-2026 Community Development Plan from a human security perspective, based on the seven pillars of human security.

1. ECONOMIC SECURITY

Current Initiatives:

- The plan emphasizes key industries such as agriculture (especially pomegranate and fig production), tourism, and mining.
- Various economic development projects are outlined, including partnerships with local and international organizations.

Gaps:

- **Unemployment and job diversification:** Although industries like agriculture and mining are significant, they provide limited employment diversification. There are no clear plans for enhancing employment opportunities outside traditional sectors, leading to economic vulnerability.
- **Lack of focus on marginalized groups:** The plan doesn't address specific programs to tackle unemployment for vulnerable groups, such as women and youth, leading to inequality.

Human Security Gap: Without targeted interventions for job creation and economic diversification, especially for vulnerable populations, economic security is fragile.

2. FOOD SECURITY

Current Initiatives:

- The development of pomegranate and fig production, along with small-scale livestock farming, forms the backbone of agricultural activities.
- The plan discusses modernizing irrigation systems and improving agricultural techniques.

Gaps:

- **Outdated agricultural practices:** The majority of farmers still rely on traditional methods, resulting in inefficiencies and lower productivity.
- **Market access:** Small-scale farmers face difficulties accessing broader markets, limiting their ability to scale production.

Human Security Gap: The reliance on traditional farming techniques and inadequate market access threatens food security. Addressing these issues is essential to ensuring sustainable livelihoods and improved food production.

3. HEALTH SECURITY

Current Initiatives:

- The plan highlights the improvement of healthcare infrastructure, particularly in rural areas.

Gaps:

- **Access to specialized healthcare:** Rural communities lack access to specialized services, especially concerning chronic illnesses and preventive care.
- **Mental health services:** There's no mention of mental health services, a critical area considering the socio-political challenges faced by the region.

Human Security Gap: Without adequate healthcare services and specialized support, health security remains weak, especially for rural populations. The absence of mental health support is a critical gap that should be addressed.

4. ENVIRONMENTAL SECURITY

Current Initiatives:

- Emphasis on waste management, irrigation, and water conservation.
- Promotion of sustainable agricultural practices and tourism.

Gaps:

- **Water management:** Inconsistent water supply and outdated irrigation systems undermine the efficiency of agricultural production.
- **Climate change adaptation:** The plan does not address climate adaptation strategies, despite the increasing threat of climate-related risks to agriculture.

Human Security Gap: Environmental security is compromised by inadequate water management and a lack of climate adaptation strategies, putting agricultural livelihoods at risk.

5. PERSONAL SECURITY

Current Initiatives:

- The plan discusses infrastructure development for civil protection, particularly in the aftermath of the regional conflict.

Gaps:

- **Conflict recovery:** The focus on physical reconstruction neglects psychological support and community recovery in the context of post-conflict trauma.
- **Safety in border areas:** The plan does not sufficiently address safety protocols for communities near conflict-prone zones.

Human Security Gap: The lack of robust conflict recovery mechanisms and insufficient community safety measures, especially in border areas, undermines personal security.

6. COMMUNITY SECURITY

Current Initiatives:

- The plan focuses on improving community participation and integrating vulnerable groups into development projects.

Gaps:

- **Social inclusion:** Although vulnerable groups are mentioned, there are few concrete strategies to promote meaningful social inclusion, especially for women, youth, and displaced persons.

- **Public participation:** There are limited mechanisms for ensuring inclusive public participation in decision-making.

Human Security Gap: Community security is weakened by the absence of specific actions to foster social inclusion and enhance community involvement in governance processes.

7. POLITICAL SECURITY

Current Initiatives:

- Efforts to improve local governance and build the capacity of local officials.

Gaps:

- **Political inclusion:** There is minimal focus on ensuring political representation for marginalized groups, particularly women and minorities.

Human Security Gap: Political security is compromised by the lack of focus on political inclusion, limiting the participation of marginalized groups in local governance.

Examining the Meghri Development Plan from the perspective of **people-centeredness, comprehensiveness, context-specificity, prevention-orientation, and protection and empowerment**, it is found that:

PEOPLE-CENTERED

The plan shows a strong people-centered approach, focusing on:

- **Social Services:** There is a focus on education (e.g., renovation of kindergartens and schools), healthcare (e.g., improving medical centers), and public utilities (e.g., water supply).
- **Employment and Economic Development:** The plan emphasizes economic development through agriculture, mining, and tourism, all aimed at improving employment and living standards for the community.
- **Community Involvement:** The plan mentions that it was developed using a participatory model, indicating that community consultations took place.

However, it could benefit from more explicit attention to marginalized groups, such as women, the elderly, and youth, with tailored actions for their needs.

COMPREHENSIVE

The plan is quite comprehensive and covers:

- **Economic Sectors:** Mining, agriculture (notably fruit production and bee-keeping), and tourism are all addressed, with strategies for development in each sector.
- **Infrastructure:** There is a strong focus on improving transportation, water supply, and energy infrastructure.
- **Social Services:** In addition to infrastructure, social services like healthcare and education are emphasized.

While it covers a wide range of sectors, it could integrate more specific links between sectors, such as how infrastructure improvements might directly impact agricultural productivity or how tourism development can support job creation.

CONTEXT-SPECIFIC

The plan demonstrates a clear understanding of Meghri's unique context:

- **Geographical and Economic Context:** Meghri's economy is based heavily on agriculture (especially fruit production), mining, and tourism. The plan reflects this by focusing on these sectors for development.
- **Climate and Resources:** The mention of irrigation and renewable energy (e.g., solar panels) shows an awareness of the area's natural resources and specific needs, such as water for agriculture.
- **Post-War Context:** There is attention to civil protection and reconstruction, recognizing Meghri's proximity to conflict areas.

To strengthen this, the plan could include more targeted solutions for the varying needs of different villages within the Meghri community.

PREVENTION-ORIENTED

The plan includes several prevention-oriented measures:

- **Disaster Risk and Infrastructure:** The focus on flood prevention, irrigation system maintenance, and civil protection improvements is preventive in nature.
- **Social Services:** The expansion of healthcare and education services shows an understanding of preventive measures in health and social stability.
- **Environmental Sustainability:** Initiatives like the installation of solar panels and the improvement of irrigation systems contribute to long-term sustainability and resource management.

While preventive in some areas, it could expand on preventive healthcare initiatives or early education programs to ensure long-term resilience.

PROTECTION AND EMPOWERMENT

The plan addresses protection and empowerment in several ways:

- **Economic Empowerment:** By emphasizing sectors like agriculture and tourism, the plan aims to create jobs and improve living standards, which economically empowers residents.
- **Social Protection:** The plan discusses the need for social services, particularly for vulnerable groups, and mentions specific programs for children, youth, and the elderly.
- **Environmental Protection:** The initiatives related to sustainable energy and waste management are proactive measures for protecting the environment.

However, more targeted programs aimed at the empowerment of women, youth, and marginalized communities could enhance this aspect of the plan.

OVERALL EVALUATION

- **People-Centered:** The plan is relatively people-centered, though more explicit attention to marginalized groups would enhance it.
- **Comprehensive:** It covers various sectors, though further integration across economic, social, and environmental sectors would improve its comprehensiveness.
- **Context-Specific:** The plan is well-tailored to Meghri's specific economic and geographical context, though more differentiation across different communities within Meghri could improve its specificity.

- **Prevention-Oriented:** The plan includes some preventive measures but could benefit from additional proactive strategies in healthcare and education.
- **Protection and Empowerment:** While economic and social protections are present, further empowerment of marginalized groups, such as women and youth, would make the plan more impactful.

By refining these areas, the Meghri Development Plan could better serve the community and contribute to sustainable and inclusive development.

The recommendations for the fruit and berry processing sector in Meghri's community development plan are primarily based on an in-depth value chain analysis report, which identified this sector as the top priority for regional economic development. Meghri's unique climate and geographical conditions, characterized by its fertile soil and favorable microclimates, support the cultivation of a wide variety of high-quality fruits and berries, such as pomegranates, persimmons, figs, and other stone fruits. This agricultural richness not only provides a competitive edge but also positions the region as a prime candidate for developing a robust fruit and berry processing industry.

The plan emphasizes the strategic importance of transitioning from raw agricultural production to value-added processing activities. By focusing on processing, Meghri can convert its abundant fruit and berry harvests into products like dried fruits, jams, juices, and preserves, thereby extending shelf life, reducing post-harvest losses, and increasing marketability. This shift to processing not only improves profitability but also creates diverse employment opportunities in areas such as food processing, quality control, packaging, marketing, and distribution. Furthermore, investing in modern processing facilities and technology would enhance product quality, enabling Meghri to access premium markets both domestically and internationally.

In addition, the development of this sector can foster community resilience by stabilizing farmers' incomes and reducing their vulnerability to market fluctuations. The community development plan also suggests establishing cooperatives and fostering public-private partnerships to strengthen the processing industry's infrastructure and promote sustainable growth. These efforts can significantly contribute to regional economic diversification, stimulate investment, and promote Meghri as a model of agricultural innovation and sustainable development.

9.1. CAPACITIES OF THE STAKEHOLDERS

STAKEHOLDER	ROLE	CAPACITIES
Syunik Regional Administration	Policy alignment, resource mobilization, strategic planning, and coordination.	The administration has experience in regional economic development and can coordinate with national ministries to provide policy support and funding. It has the capacity to work with certification bodies and donor organizations to streamline the process for organic certifications, promote eco-friendly packaging solutions, and facilitate training programs on climate-resilient agriculture.

STAKEHOLDER	ROLE	CAPACITIES
Meghri Municipality	Local project implementation, community engagement, and support for sustainable agricultural initiatives.	Meghri Municipality has somewhat understanding of local agricultural practices and can access municipal funds to support workshops and training programs. It can establish connections with farmers and local businesses to position it well to facilitate the creation of an e-commerce platform, organize training sessions, and promote public awareness campaigns on sustainable packaging.
Private Sector (Local Businesses)	Investment, market access, technology development, and environmental stewardship.	Local businesses, particularly those involved in agriculture and packaging, partially have the resources and expertise to support farmers in obtaining organic certifications, develop eco-friendly packaging solutions, and participate in the creation of an e-commerce platform. They can invest in the design and production of biodegradable packaging, collaborate with farmers on direct sales strategies, and sponsor digital literacy training for farmers. Their market knowledge can also help promote products with organic certifications and eco-friendly packaging.
NGOs and Donor Organizations	Capacity building, advocacy, technical support, and financial assistance.	NGOs and donor organizations working in Meghri have limited experience in community development, environmental sustainability, and capacity-building programs. They can potentially provide technical support for obtaining organic certifications, promote climate-resilient agricultural practices, and offer financial assistance to small-scale farmers. They can ensure that interventions are responsive to the specific needs of Meghri's farmers and businesses. Additionally, environmental NGOs can spearhead awareness campaigns for eco-friendly packaging solutions and sustainable farming practices.
Organic Certification Bodies	Standard-setting, training, and certification.	Certification bodies can offer technical expertise to guide farmers through the process of obtaining organic certifications. They can partner with Syunik Governance and Meghri Municipality to organize workshops, offer consultations, and provide ongoing support for farmers transitioning to organic practices.

10. RECOMMENDATIONS FOR MEGHRI COMMUNITY DEVELOPMENT PLAN UPDATE

NEEDS	ACTIONS	TARGET BENEFICIARIES	STAKEHOLDERS	HUMAN SECURITIES ADDRESSED
Provide Assistance for Obtaining Organic Certifications	<ul style="list-style-type: none"> - Offer financial and technical support for farmers to obtain organic certifications - Organize workshops to educate farmers on certification standards and processes 	<ul style="list-style-type: none"> -Farmers -Small-scale agricultural producers 	Ministry of Economy Syunik Governance Meghri Municipality Organic Certification bodies Donor Organizations	Economic security through access to premium markets and environmental security by promoting sustainable practices.
Partner with Local Businesses to Develop Eco-Friendly, Biodegradable Packaging Solutions	<ul style="list-style-type: none"> - Collaborate with local packaging companies to create biodegradable packaging solutions for fruit/berry products. - Launch public awareness campaigns on eco-friendly packaging. 	<ul style="list-style-type: none"> -Local businesses -Packaging companies -Consumers 	Ministry of Environment, Syunik Governance Meghri Municipality Local businesses Environmental NGOs	Environmental security by reducing plastic waste and economic security through improved market appeal.
Develop a Farmer-Led E-Commerce Platform for Direct Sales of Fruit/Berry Products	<ul style="list-style-type: none"> - Develop an e-commerce platform enabling direct-to-consumer sales for farmers - Provide digital literacy training for farmers to manage their profiles and sales. 	<ul style="list-style-type: none"> -Local businesses -Farmers -Consumers -E-commerce developers 	Ministry of High Tech Syunik Governance Meghri Municipality Local businesses	Economic security by increasing market access and social security by building digital literacy.
Train Farmers in Climate-Resilient Agricultural Practices	<ul style="list-style-type: none"> - Organize training sessions focused on drought-tolerant crop varieties, water conservation, and crop diversification. 	<ul style="list-style-type: none"> -Farmers -Small-scale producers 	Ministry of Economy Syunik Governance Meghri Municipality Local businesses	Environmental security by promoting sustainable practices and economic security through improved diversification.

Next is an overview of each action, integrating a human security approach:

1. PROVIDE ASSISTANCE FOR OBTAINING ORGANIC CERTIFICATIONS

Actions:

- **Offer financial and technical support for farmers to obtain organic certifications:** Financial aid and technical assistance will be provided to small-scale farmers to help cover the costs of certification, which can be a barrier for many. This support will include access to consultants, technical guidance, and the required documentation for certification.
- **Organize workshops to educate farmers on certification standards and processes:** Workshops will be held to train farmers on organic farming principles, the steps needed for certification, and best practices to maintain certification standards, which will enhance their marketability and access to premium markets.

2. PARTNER WITH LOCAL BUSINESSES TO DEVELOP ECO-FRIENDLY, BIODEGRADABLE PACKAGING SOLUTIONS

Actions:

- **Collaborate with local packaging companies to create biodegradable packaging solutions for fruit/berry products:** This action will involve working with local packaging companies to develop eco-friendly alternatives to plastic, such as biodegradable or compostable packaging, tailored for fruit/berry products.
- **Launch public awareness campaigns on eco-friendly packaging:** Public awareness campaigns will inform consumers and businesses about the importance of reducing plastic use and encourage the adoption of sustainable packaging solutions.

3. DEVELOP A FARMER-LED E-COMMERCE PLATFORM FOR DIRECT SALES OF FRUIT/BERRY PRODUCTS

Actions:

- **Develop an e-commerce platform enabling direct-to-consumer sales for farmers:** The platform will allow farmers to bypass intermediaries and sell their products directly to consumers, increasing their profit margins. The platform will include logistics support for deliveries and payment gateways.
- **Provide digital literacy training for farmers to manage their profiles and sales:** Farmers will receive training to develop the digital skills necessary to manage their online presence, track orders, and handle customer inquiries, ensuring they can fully utilize the platform.

4. TRAIN FARMERS IN CLIMATE-RESILIENT AGRICULTURAL PRACTICES

Actions:

- **Organize training sessions focused on drought-tolerant crop varieties, water conservation, and crop diversification:** Farmers will be trained in sustainable agricultural practices that increase their resilience to climate change, including using water-saving irrigation techniques and planting drought-resistant crop varieties. Diversifying crops will reduce their vulnerability to market fluctuations and climate risks.

These actions are designed to strengthen **Meghri's fruit/berry value chain**, making it more resilient, sustainable, and profitable for small-scale farmers while also addressing key human security issues such as environmental sustainability, market access, and economic inclusion.

11. KEY FINDINGS

The Syunik region's human security challenges are deeply rooted in its socio-economic and geographical context, compounded by recent conflicts and ongoing environmental changes. This report has examined the human security dimensions—economic, food, health, environmental, personal, community, and political security—across the communities of Sisian, Goris, Kapan, and Meghri. By utilizing the Human Security Approach, the gaps have been identified in current development plans while offering tailored recommendations to foster resilience, inclusivity, and sustainable development.

ECONOMIC SECURITY

Economic vulnerabilities in the Syunik region are primarily characterized by a high unemployment rate, particularly among women and youth, and an over-reliance on traditional sectors like agriculture and mining. In Sisian, for example, while there are efforts to improve the business environment and infrastructure, the region's reliance on agriculture and small-scale hydropower leaves it susceptible to external shocks. Similarly, Goris faces challenges in diversifying its economy beyond tourism and agriculture, resulting in high youth unemployment. Kapan, heavily reliant on mining, risks economic instability due to fluctuations in global commodity prices.

To address these issues, the report recommends a diversified approach to economic development. Communities should invest in value chain development for sectors like dairy in Sisian and tourism in Goris. Additionally, introducing targeted vocational training and entrepreneurship programs for women and youth will address unemployment and create more inclusive economic opportunities.

FOOD SECURITY

Food security remains a pressing concern, with many farmers in Meghri and Sisian still relying on traditional agricultural methods that limit productivity and market access. Although both communities have significant potential in fruit/berry processing and dairy production, respectively, outdated infrastructure and insufficient market linkages exacerbate their vulnerability to economic and environmental shocks. Goris also faces challenges with water management for agriculture, a critical factor for food security.

The report's recommendations emphasize modernizing agricultural practices through access to organic certification, eco-friendly packaging solutions, and climate-resilient farming techniques. These steps will increase productivity and open access to premium markets. Additionally, farmer-led e-commerce platforms can improve market access, allowing small-scale producers to sell directly to consumers, thereby enhancing their income and food security.

HEALTH SECURITY

Healthcare access, especially in rural and conflict-affected areas, remains a significant challenge. Across all communities, the limited availability of specialized healthcare services, such as mental health support, weakens overall health security. Kapan, with its high mining activity, faces specific health risks from occupational hazards, while Sisian and Meghri struggle with outdated healthcare infrastructure and a shortage of healthcare professionals, particularly in remote areas.

To improve health security, this report recommends targeted interventions to increase access to both basic and specialized healthcare. Rural health centers should be equipped with modern medical equipment, and for communities like Kapan, comprehensive occupational safety programs, including mandatory safety training and grievance mechanisms for workplace violations, are crucial. Additionally, integrating mental health services across all regions is necessary to address the psychological toll of conflict and insecurity.

ENVIRONMENTAL SECURITY

Environmental challenges, such as climate change and unsustainable mining practices, significantly threaten the region's ecological balance and the livelihoods that depend on it. In Kapan, mining activities are a major source of environmental degradation, while across all regions, outdated irrigation systems and limited water conservation efforts undermine agricultural productivity. Furthermore, climate change exacerbates these issues, with increasing risks of droughts and extreme weather events impacting food production and public health.

To enhance environmental security, the report recommends investing in climate adaptation strategies, including the adoption of drought-resistant crops, improved water management practices, and sustainable mining regulations. Promoting eco-tourism and organic agriculture, as proposed for Goris and Meghri, can provide alternative economic opportunities while protecting the environment. Additionally, waste management systems need to be overhauled across all regions, particularly in Sisian and Goris, where pollution threatens both public health and natural resources.

PERSONAL AND COMMUNITY SECURITY

The post-war environment in Syunik continues to shape the personal and community security landscape. Communities near conflict-prone areas, such as Meghri and Kapan, face heightened risks, and while physical reconstruction efforts are underway, psychological recovery and community cohesion remain insufficiently addressed. Personal insecurity, exacerbated by limited conflict recovery mechanisms, leaves many residents, particularly those in rural areas, feeling unsafe.

This report emphasizes the need for robust conflict recovery programs, including mental health support for trauma survivors and infrastructure development for civil protection (e.g., shelters and emergency response systems). Community-based policing and safety initiatives, especially in border regions, are essential for building trust and ensuring security. Programs aimed at social cohesion, such as community-based tourism initiatives and the inclusion of vulnerable groups in decision-making processes, will further strengthen community resilience.

POLITICAL SECURITY

Political insecurity, particularly the exclusion of marginalized groups like women and refugees from decision-making processes, undermines long-term stability in Syunik. While local governance reforms are underway, there is a lack of political participation mechanisms, particularly in Kapan and Meghri.

To enhance political security, this report recommends capacity-building programs for local leaders, with an emphasis on inclusive governance. Civic education programs can empower marginalized groups, increasing their political participation and ensuring that community development plans reflect the needs of all residents.

The integration of the Human Security Approach across the Syunik region's community development plans is essential to addressing the multidimensional challenges facing Sisian, Goris, Kapan, and Meghri. By focusing on economic diversification, modernizing agriculture, enhancing healthcare access, promoting environmental sustainability, and fostering inclusive governance, these communities can move toward long-term stability and resilience. The recommendations in this report offer a roadmap for regional and community administrations to adopt comprehensive, people-centered strategies that prioritize both protection and empowerment, ensuring that the Syunik region is better equipped to face future challenges while safeguarding the well-being and dignity of its people.

ANNEX 1: BRIEF ON THE METHODOLOGY

This methodology outlines a comprehensive framework aimed at enhancing economic development and creating green jobs in the Syunik region of Armenia. The approach integrates the human security framework to address complex, multi-dimensional challenges in a post-conflict context, with a focus on ensuring sustainable livelihoods and reducing economic vulnerability. The project is jointly designed by ILO and UNDP and aligns with Armenia's national employment strategies.

Project Objectives and Human Security Approach:

The project's primary objectives are to:

1. **Enhance local capacity** in the human security approach, enabling local governments and communities to assess, analyze, and plan development initiatives that reinforce the protection and empowerment of individuals.
2. **Foster green jobs and entrepreneurship**, with a focus on gender inclusion, by leveraging local natural and human resources for sustainable development.

The **human security framework** adopted in this project provides a holistic and multi-sectoral strategy to address issues related to poverty, unemployment, and economic instability. This approach considers security from a people-centered perspective, encompassing economic, environmental, and social factors to protect communities from critical threats while empowering them to develop sustainably.

Potential of Green Job Creation:

The methodology emphasizes the significant potential for green job development in Syunik. The region's rich natural resources and diverse ecological landscape offer opportunities for creating sustainable livelihoods through:

- **Renewable energy projects**, such as solar farms.
- **Sustainable agriculture** and eco-tourism, which preserve the environment while enhancing economic resilience.
- **Technological innovation**, where new green technologies can spur local entrepreneurial ventures and create high-value jobs.

Additionally, the project recognizes the importance of integrating marginalized groups, particularly women, into green job initiatives by addressing structural barriers like limited financial access and property rights.

Local Market Employment and Diversification Analysis:

The project's **Local Market Employment and Diversification Analysis** focuses on examining the current employment landscape in Syunik, identifying growth sectors, and assessing the potential for job creation in green industries. Through a combination of desk research, surveys, and stakeholder engagement, the analysis evaluates:

- **Employment quality:** Assessing the formal and informal job markets, as well as the working conditions.
- **Sectoral growth potential:** Prioritizing sectors like agriculture, mining, and renewable energy for their potential to generate sustainable employment.

Stakeholder Engagement and Training:

A **participatory approach** ensures the engagement of local government bodies, NGOs, international organizations, businesses, and educational institutions in the project. Key stakeholders, including representatives from local municipalities, employers, trade unions, and community organizations, are identified through a power-interest matrix that ensures broad-based participation.

The methodology includes targeted **training sessions** for stakeholders on key topics such as:

1. **Human Security and Just Transition:** Focusing on sustainable development, decent work, and social justice.
2. **Value Chain Analysis:** Equipping participants with skills to assess local value chains, integrate green job dimensions, and identify market opportunities.
3. **International Labor Standards:** Introducing guidelines on labor rights, workplace safety, and fair wages.

Training sessions are designed to be interactive, incorporating real-world case studies relevant to Syunik, and include pre- and post-assessments to measure learning outcomes and tailor future support.

Value Chain Analysis:

The **Value Chain Analysis** follows a three-phase approach:

1. **Strategy Phase:** In this phase, target groups and sectors are identified based on economic significance, alignment with local skills, and the potential for green job creation. Gender-disaggregated data is collected to ensure inclusivity.
2. **Analysis Phase: A Rapid Market Assessment (RMA)** is conducted to evaluate key value chains, followed by a **Gap Analysis** that identifies barriers to market access, inefficiencies in production, and constraints to job creation. The focus is on sectors with the greatest potential for sustainable growth and job creation, such as agriculture, renewable energy, and eco-tourism.
3. **Action Phase:** Based on the insights from the analysis, tailored interventions are developed to address bottlenecks in the value chains, improve productivity, and enhance working conditions. Partnerships with local institutions and businesses are established to pilot initiatives aimed at boosting green job opportunities.

Gender Dimensions and Inclusivity:

A key focus of the project is on ensuring that **women and marginalized groups** are included in the green job initiatives. Gender-sensitive strategies are incorporated into the VCA to address the specific challenges faced by women in accessing financial resources, land ownership, and employment opportunities. The project encourages the development of women-led green enterprises and promotes gender equality in community decision-making processes.

Monitoring, Reporting, and Sustainability:

The methodology incorporates a **monitoring and evaluation framework** that includes continuous feedback mechanisms and rigorous assessments at various stages of the project. This ensures that the interventions are adaptable to evolving needs and are aligned with the overarching goal of improving human security. Key performance indicators include:

- Job creation rates in targeted green sectors.
- Reduction of economic vulnerability through increased income stability.
- Sustainability of interventions, measured through the long-term viability of the businesses and sectors supported by the project.

Final reports will synthesize the findings from the value chain analysis, stakeholder engagement, and training sessions to inform **policy recommendations**. These recommendations will be integrated into **community development plans**, ensuring coherence with national employment strategies and contributing to the long-term economic sustainability of the Syunik region.

Please find the final methodology here: https://drive.google.com/file/d/1yfYUsZvuts5ZLCAWffJh9Fj-ZvgurBM0/view?usp=drive_link

ANNEX 2: BREIF ON THE INCEPTION REPORT

This report provides the foundation for the project “Supporting Regional and Social Dialogue to Enhance Economic and Green Jobs—Just Transition Aspects of Human Security in the Syunik Region.” The initiative, implemented by the International Labour Organization (ILO) and the United Nations Development Programme (UNDP), aims to address the challenges faced by Syunik's regional and community administrations. Funded by the United Nations Trust Fund for Human Security (UNTFHS), the project focuses on enhancing human security through sustainable economic development and green job creation in Sisian, Goris, Kapan, and Meghri.

Introduction to the Assignment

The main objective of the assignment is to assist the Syunik Regional Government and targeted community administrations in enhancing their understanding of the Human Security Approach (HSA). This involves creating citizen-centered policies and strategies tailored to local needs. The project emphasizes a holistic and preventative approach, integrating economic, social, and environmental dimensions to address regional vulnerabilities and improve income stability for local populations. Key activities include value chain analysis, stakeholder engagement, and capacity building in green job creation.

Approach

The project uses a participatory and comprehensive methodology to address entrenched poverty and human security challenges in the Syunik region. This approach combines value chain analysis with stakeholder consultations, training, and capacity-building activities. The emphasis is on improving local production capacities, promoting green jobs, and addressing gender disparities in the labor market. Stakeholders include local governments, private sector actors, and civil society organizations, whose active involvement ensures that strategies are tailored to real local needs.

Project Management

A dedicated project manager oversees the day-to-day implementation of the project, coordinating with local, national, and international experts. The project team ensures quality control, timely deliverables, and effective communication with stakeholders. Risk management and mitigation strategies are also in place to address potential challenges during implementation. Progress reports are provided regularly to UNDP and ILO to maintain transparency and accountability.

Context Analysis of Syunik Region

The Syunik region is characterized by a mix of urban and rural communities, with significant socio-economic challenges. The livelihood situation reveals a population of approximately 134,600, of which 67% live in urban areas. Employment in the region is concentrated in mining, agriculture, and small and medium enterprises, though there are notable gaps in gender participation and household income distribution.

The labor market is marked by high unemployment rates, particularly among women, and limited opportunities for skills development and education. The region has 117 schools and eight vocational education centers, but many young people migrate to Yerevan for better education and job prospects. Inadequate lifelong learning opportunities further limit local workforce development, particularly for women re-entering the workforce after maternity leave.

The **regional economy** is driven by mining, which accounts for 18.8% of Armenia's total industrial output. However, the region's agriculture and manufacturing sectors are underdeveloped, with fragmented land holdings and outdated equipment limiting productivity. The **tourism sector** is emerging as a key growth area, with attractions like Tatev Monastery and the Tatever ropeway drawing visitors, though challenges such as underdeveloped infrastructure and lack of digitalization persist.

Environment and Natural Resources

Syunik is rich in natural resources, particularly in mining, but this sector also poses significant environmental challenges, including water pollution and biodiversity loss. The region hosts several protected areas, such as Shikahogh and Areviq National Park, which are vital for biodiversity conservation and eco-tourism. However, tensions around border villages with Azerbaijan limit the safe use of pastures and other natural resources.

Local Market Employment and Diversification Analysis

The project includes a thorough employment and diversification analysis, focusing on job creation, green jobs, and the identification of growth sectors. This analysis assesses local employment structures, skills gaps, and institutional capacities to inform interventions aimed at economic diversification and human security enhancement.

Stakeholder Identification

A wide range of stakeholders is involved in the project, including local governments, businesses, international organizations, and civil society. Stakeholders are mapped based on their influence and interest, ensuring that key actors in government, private sector, and community groups are engaged throughout the project.

Training for Stakeholders

Training programs are designed to build local capacity in the Human Security Approach, value chain analysis, and green job creation. The focus is on practical skills, such as integrating green jobs and gender equality into local development strategies, as well as fostering collaboration among stakeholders. Training sessions use participatory methods, including group discussions, case studies, and hands-on exercises.

Initial Assessment

The initial assessment phase includes both quantitative and qualitative studies. Surveys of local businesses and stakeholders assess the current state of employment, gender participation, and skills development in the region. **Focus group discussions and in-depth interviews** are conducted to gather insights into local challenges and opportunities, with a particular emphasis on green job potential and gender inclusion.

Value Chain Analysis and Strategy Development

The project employs a three-phase value chain analysis approach: strategy, analysis, and action. This analysis identifies critical bottlenecks in key sectors, such as agriculture, renewable energy, and tourism, and develops targeted interventions to address these challenges. The strategy development process aligns with national policies, ensuring that local development plans are consistent with Armenia's broader economic goals.

Work Plan

The project includes a detailed work plan that outlines key activities, timelines, and deliverables. The plan ensures a coordinated and systematic approach to achieving the project's objectives, with regular monitoring and evaluation to track progress and make adjustments as needed.

Please find the inception report here: https://drive.google.com/file/d/1nXXuwct_T0K-Qeam3wJfQXAI7eawN1Hx/view?usp=drive_link

ANNEX 3: BRIEF ON THE REGIONAL VISIT

Introduction

From May 6 to 8, 2024, Civitta and KASA Swiss Humanitarian Foundation conducted a regional visit to Syunik as part of the "Supporting Regional and Social Dialogue to Enhance Economic and Green Jobs - Just Transition Aspects of Human Security in the Syunik Region" project. This project, funded by the United Nations Trust Fund for Human Security and jointly implemented by the International Labor Organization and the United Nations Development Programme (UNDP), aims to support Syunik's local administrations in adopting holistic, people-centered approaches tailored to local contexts. The field trip's main objectives were to conduct training on the Human Security Approach, Value Chain Analysis, Green Jobs-Just Transition Guidelines, and International Labor Standards, while also gathering insights from local stakeholders.

Preparation

The field trip was meticulously planned to maximize stakeholder engagement, ensuring diverse perspectives were included. Key figures from government, business, and community groups were identified and involved. Activities were scheduled to balance educational sessions, practical workshops, and interactive discussions, aligning the visit with Syunik's socioeconomic landscape and development goals.

Participants

The training session attracted a diverse group of 22 stakeholders, including representatives from local and regional governments, businesses, NGOs, and trade unions. Notable attendees included deputy heads of regional governments, local business leaders, and members of civil society organizations. This diverse representation ensured a robust dialogue on sustainable practices and comprehensive strategies to integrate human security principles into the region's development agenda.

Activities

During the three-day visit, the main activity was the training session on human security, green jobs, just transition, and value chain analysis. These interactive sessions emphasized real-world applications relevant to the Syunik region. Participants engaged in practical exercises, including mapping local value chains, exploring international labor standards, and discussing social dialogue as a key component of sustainable development. Parallel to the training, a series of interviews and a focus group discussion were conducted to gain insights into the regional context and the challenges faced by local stakeholders. Notable interviews included discussions with deputy mayors and government officials, providing valuable perspectives on just transition and economic development in the region.

Training Highlights

The training covered six sessions focusing on key concepts:

1. **Human Security Approach:** Introduced as a holistic lens for addressing complex socio-economic and environmental challenges.
2. **Value Chain Analysis:** Participants learned to analyze local value chains, identify strengths and gaps, and develop sustainable and equitable solutions.
3. **International Labor Standards:** Emphasized the importance of aligning local practices with global benchmarks.
4. **Social Dialogue:** Explored strategies for strengthening collaboration among various stakeholders to support just transitions.
5. **Green Jobs:** Provided practical tools for integrating green job creation and just transition principles into local strategies.

Results and Preliminary Findings

The training achieved its primary objectives of enhancing participants' understanding of key concepts and

building practical skills. Participants displayed significant improvement in their knowledge, as indicated by the results of pre- and post-training assessments. Additionally, the field visit fostered crucial dialogues, revealing the region's commitment to adopting the human security approach and improving labor standards. However, challenges, such as funding limitations, were also identified, highlighting the need for strategic planning and sustainable financial sources.

Recommendations

Participants emphasized the need for infrastructure development, support for agricultural modernization, tourism development, multi-stakeholder collaboration, community engagement, and transparent decision-making processes. These recommendations are crucial for fostering a sustainable and inclusive development path for Syunik.

Conclusion

The regional visit to Syunik successfully enhanced participants' knowledge and laid the groundwork for future collaborative efforts. Through targeted interventions and strategic planning, the region can progress towards an integrated, human-centered approach to economic resilience and sustainable development.

Please see the Regional Visit Report and the training Concept Note here:

https://drive.google.com/file/d/1deJg9RoIMrbvMAuxhnvi5F2pGPt_DcGW/view?usp=drive_link

https://drive.google.com/file/d/1THfx14rEoPepbUCpC9yRaBqPH8clH590/view?usp=drive_link

ANNEX 4: BRIEF ON QUANTITATIVE AND QUALITATIVE STUDY

Methodology

The study employed qualitative methods, including two focus group discussions and ten in-depth interviews with representatives from state, private, and non-governmental organizations. Participants were selected from Kapan, Goris, Sisian, and Meghri. The qualitative research focused on understanding how the human security framework could be used to create sustainable employment opportunities, evaluate the potential of green jobs, and identify barriers to job creation. Additionally, a quantitative survey was conducted with **161 business representatives** in Syunik's main communities, focusing on business operations, labor market conditions, and the role of government support.

Key Findings

1. Socioeconomic Challenges and Security

- **Geopolitical Instability:** The region suffers from frequent conflicts, leading to economic uncertainty and deterring long-term investments. Poor infrastructure, inadequate water supply, and limited market access further hinder economic development.
- **Short-term Planning:** Businesses in the region focus on short-term planning due to political instability and job scarcity, impeding sustainable economic growth.
- **Labor Market Gaps:** Syunik faces a shortage of skilled professionals and "brain drain" as young people leave the region for better opportunities elsewhere.
- **Infrastructure:** Poor road conditions and limited telecommunication facilities restrict market access, reduce agricultural productivity, and stifle growth.

2. Skills Gaps and Employment Opportunities

- **Agriculture:** Modernizing agricultural practices is essential to meet current needs. The region needs skilled agronomists and improvements in marketing and sales strategies.
- **Tourism:** The tourism sector has significant potential but suffers from a lack of trained professionals. Enhanced training programs and improved services are necessary for growth.
- **Renewable Energy:** Syunik's climate is favorable for solar energy projects. Promoting renewable energy can create job opportunities and enhance community resilience.
- **Vocational Skills:** There is a shortage of vocational skills in trades like welding, electrical work, and machinery operation, requiring revitalization of vocational education.

3. Community Dialogue and Engagement

- International and local initiatives have promoted social dialogue in Syunik, focusing on community development and resilience. However, efforts are seen as insufficient, with a need for stronger institutional frameworks.
- There is a lack of specialists, such as economists and agriculturists, in communities, limiting comprehensive development planning.
- Positive engagement examples include community projects in Kapan, such as the Mantashyants Business Club and greenhouse economy initiatives.

4. Gender-Specific Employment Challenges

- Traditional gender roles limit women's participation in the workforce, particularly in more traditional communities. The tourism and hospitality sectors hold potential job opportunities for women but face challenges due to societal norms.
- Addressing the needs of NEET (Not in Education, Employment, or Training) individuals requires enhanced support programs and training packages.

5. Quantitative Survey Insights

- **Business Operations:** The survey revealed a dominance of the services sector (38%), followed by trade (23%) and manufacturing (19%). Businesses employ more women than men on average.
- **Workforce Expansion:** 48% of surveyed businesses plan to expand their workforce in the next 12 months, with a strong demand for skilled labor and sales/marketing positions.
- **Challenges:** The main barriers to recruiting qualified candidates include a lack of skilled professionals and low salary offerings. High initial costs and a lack of knowledge are obstacles to adopting sustainable practices.
- **Green Job Awareness:** A majority of businesses see moderate growth potential for green industries, but awareness of green job opportunities among job seekers remains limited.
- **Government Support:** Businesses prioritize tax incentives, grants, and subsidies for green job development initiatives. However, 60% are unaware of available support for adopting green practices.

The Syunik region faces socioeconomic challenges, including geopolitical instability, infrastructure limitations, skills gaps, and gender-specific employment barriers. Despite these challenges, the region holds significant potential for growth, particularly in agriculture, tourism, and renewable energy. Enhancing social dialogue, promoting vocational skills, and increasing government support are crucial steps toward sustainable development and job creation.

Please see the report and questionnaires here: https://drive.google.com/drive/folders/1pOhu81_JfX3On-eJhbmvWaD1h47v9wH?usp=drive_link