

# Baseline Questionnaire— Community Profile

## Gavar

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### GENERAL FEATURES OF COMMUNITY

Gavar is the administrative center of Gegharkunik *marz*. On the western side of Lake Sevan, the city is on the eastern slopes of the Geghama mountain range. The city is approximately 98 kilometers from Yerevan on highway H-39.



### General Executive Summary

The city of Gavar, founded in 1830 and known as Kamo during the Soviet period, has a population of 26,300 and approximately 11,000 households. About 9 percent of the population resides temporarily outside Armenia. The city covers a very large area, approximately 67 square miles (17,393 hectares).

Despite its relatively modern rebirth, the center of Gavar has an ancient past. Monuments from the Bronze Age dot the region, and other evidence indicates that Armenians have lived in the area for a thousand years.

Gavar is an important agricultural and industrial center of the Sevan basin. Half of the economy is based on agriculture. There are some light and heavy industries, as well as services. Major local manufacturers include electronics and machinery plants and textile mills. The estimated unemployment rate for Gavar is 15.4 percent.

Gavar's mayor, Gurgen Martirosyan, is in his first term, having been elected in November 2005. Of the 15-member city council, 2 of which are women, 11 were newly elected. City Hall administration has 44 employees.

Gavar received a large capital project subvention<sup>1</sup> from the national government in 2004. Land and property tax collections increased 34 percent during 2003-2005. However, this increase can be improved if the 40-percent error rate in the land and property tax database can be reduced.

The city lacks regulations for the sale or lease of property; however, it does require public announcements of the sale or lease of community property. Although the city publishes and distributes a budget in brief, citizen participation in or access to the budget development process is limited. The city needs to establish a municipal asset management program to better manage the use of its assets and to make more informed decisions on the use and disposition of its assets.

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<sup>1</sup> Subventions are national government grants for capital projects.

Gavar’s water and sewer services are provided by Armenia Water and Sewerage Company (AWSC), a national-government-owned and privately managed company.<sup>2</sup> Other basic services such as solid waste collection, street lighting, and street cleaning and repairs are on contract with a local contractor. City departments carry out storm drainage maintenance, cemetery operations and maintenance, and apartment housing maintenance for 3,300 apartment units.

The city provides cultural and education services such as eight kindergartens, art and fine arts schools, a music school, and a sports school. The city also maintains several facilities such as a library, a children’s art center, a community center, and a training center. The kindergartens and art and music schools are partially financed by fees, with the remainder funded through the city budget. The city has 170 employees in administration and municipal enterprises.

Gavar is served by one *marz* newspaper and a TV station but no local radio. Public relations responsibility is assigned to an information analysis department. Although an information board is maintained at City Hall, the city does not publish a newsletter.

Council sessions are open to citizens, but citizens do not actively participate in council meetings or in the annual budget process. The city has undertaken activities to encourage youth to participate in local government affairs.

None of the local council members of Gavar have received formal training on the roles and responsibilities of council members. They have established rules of procedures, but not all of the required procedures are followed.

Council members meet with constituents regularly and consider themselves knowledgeable about city operations. The council conducts periodic oversight of city services and participates in developing strategic plans for the community. Legal guidance on passing local laws is provided by a municipal staff attorney.

**Table 1-1. Key Contacts**

| Position       | Name               | Telephone                      |
|----------------|--------------------|--------------------------------|
| Mayor          | Gurgen Martirosyan | (0264) 2-34-23; (091) 40-44-97 |
| Deputy Mayor   | Grigor Boshyan     | (0264) 2-23-91; (091) 49-92-77 |
| Chief of Staff | Karine Manoukyan   | (0264) 2-76-69; (091) 76-44-14 |

<sup>2</sup> In 2005, the AWSC entered into a 5 -year management contract with SAUR.

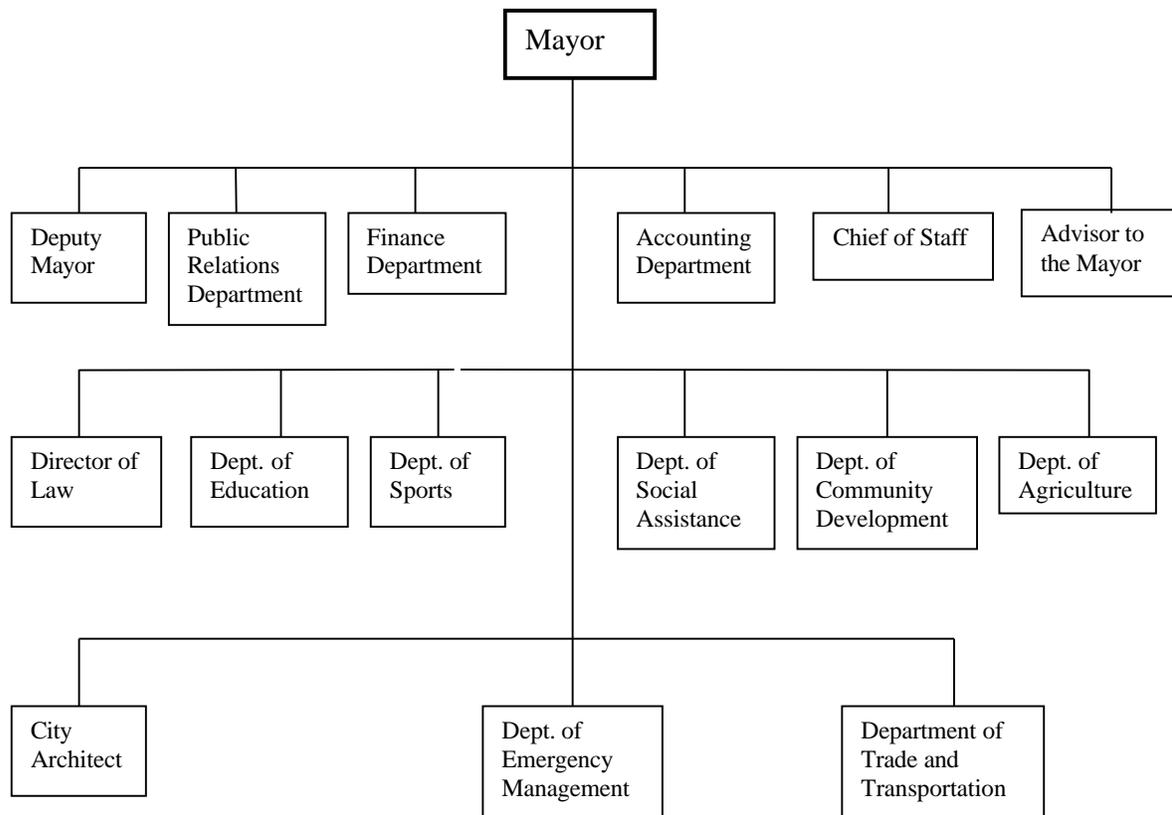
**Table 1-2. General Information**

| Item                                      | Number   | Yes | No |
|---|----------|-----|----|
| Population, 2002 census                   | 26,300   |     |    |
| Number of households                      | 11,000   |     |    |
| Area (est.)                               | 17,393   |     |    |
| Certification of boundary                 |          |     | X  |
| Term of mayor (1 st, 2nd, etc.)           | 1st term |     |    |
| Number of local council members           | 15       |     |    |
| Number of local council members reelected | 4        |     |    |

**Table 1-3. Gender Mix of Council and City Staff**

| Office             | No. of Males | Percent of Total | No. of Females | Percent of Total |
|--------------------|--------------|------------------|----------------|------------------|
| Mayor              | 1            | 100              | 0              | 0                |
| Local council      | 13           | 87               | 2              | 13               |
| Staff of City Hall | 32           | 73               | 12             | 27               |
| Total              | 46           | 77               | 14             | 23               |

**Figure 1-1. Organization Chart of Local Government**

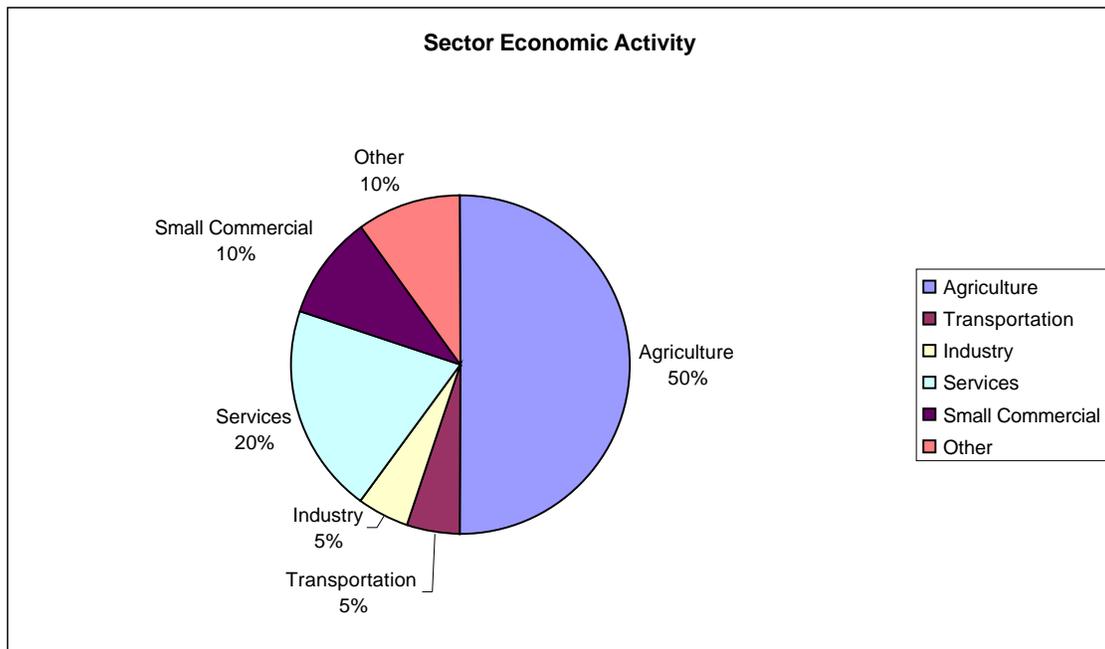


**Table 1-4. Economic Base of City**

| Sector                     | Estimated Percentage of Local Activity |
|----------------------------|--|
| Agriculture                | 50                                     |
| Transportation             | 5                                      |
| Tourism                    | 0                                      |
| Industry (Light and Heavy) | 5                                      |
| Services                   | 20                                     |
| Small Commercial           | 10                                     |
| Other                      | 10                                     |
| <b>Total</b>               | <b>100</b>                             |

The estimated unemployment rate for the city is 15.4 percent (people who own land are not considered unemployed). An estimated 2,600 residents (9.9 percent of the total current population) work in other countries in temporary or permanent work.

**Figure 1-2. Gavar Economic Activity by Sector**



**Table 1-5. Computer and Office Equipment of Local Government**

| Equipment Type     | Number | Yes | No |
|--------------------|--------|-----|----|
| Notebook computers | 0      |     |    |
| Desktop computers  | 10     |     |    |
| Servers            | 2      |     |    |
| Networked          |        | X   |    |
| Copiers            | 1      |     |    |
| Fax machines       | 1      |     |    |
| Internet service   |        | X   |    |

**Table 1-6. Computer Software in Use**

| Software Function   | Yes | No |
|---|-----|----|
| Word processing   | X   |    |
| Microsoft Excel   | X   |    |
| Specialized budget  |     | X  |
| Oracle (tax collection)   | X   |    |
| Geographic information systems (GIS)  |     | X  |
| Citizen registry  | X   |    |
| Office Works by the Information Systems Development Training Center (ISDTC) | X   |    |

**Table 1-7. USAID or Other Donor Programs Active in Community**

| Donor              | Type of Program  |
|--------------------|--|
| Eurasia Foundation | Information Analytical Center  |
| USAID              | Link to National Assembly through the Armenia Legislative Strengthening Program (ALSP) |
| USAID              | United States Agency for International Development                                     |

**Table 1-8. Active Nongovernmental Organizations or Civil Society Organizations**

| NGO or CSO         | Type of Cooperation or Service with Local Government |
|--------------------|--|
| Environmental NGO  | Consultative   |
| Women's Issues NGO | Advisory   |

CSO = civil society organization ; NGO = nongovernmental organization

**Table 1-9. How the City Receives Information about Adopted Legislation**

| Source                           | Yes | No |
|----------------------------------|-----|----|
| IRTEK (Legal Information Center) |     | X  |
| Union of Communities             | X   |    |
| <i>Marzped</i>                   |     | X  |
| National Assembly Web site       |     | X  |
| Newspapers, TV, etc.             | X   |    |

## COMPONENT TWO

### LOCAL GOVERNMENT FINANCIAL MANAGEMENT SYSTEMS

#### Executive Summary

Gavar received a large capital project subvention from the national government in 2004. Land and property tax collections have increased 34 percent during 2003-2005. However, this increase can be improved upon if the 40-percent error in the land and property tax database can be reduced.

The city lacks regulations for the sale or lease of property; however, it does require public announcements of the sale or lease of community property. Although the city publishes and distributes a budget in brief, citizen participation in or access to the budget development process is limited. The city needs to establish a municipal asset management program to better manage the use of its assets and to make more informed decisions on the use and disposition of its assets.

**Table 2-1. Revenues and Expenditures, 2003-2005—Planned**

| Fiscal Year | Revenues (AMD) | Per Capita Revenues* (AMD) | Expenditures (AMD) | Per Capita Expenditures* (AMD) |
|-------------|----------------|----------------------------|--------------------|--------------------------------|
| 2005        | 210,699,000    | 8,011                      | 211,473,200        | 8,040                          |
| 2004        | 219,135,800    | 8,332                      | 220,505,100        | 8,384                          |
| 2003        | 170,278,200    | 6,474                      | 170,278,200        | 6,474                          |

AMD = Armenian drams

Budget figures include both operating and capital budgets. Budget figures not adjusted for inflation.

\* Based on census population

**Table 2-2. Revenues and Expenditures, 2003-2005—Actual**

| Fiscal Year | Revenues (AMD) | Per Capita Revenues* (AMD) | Expenditures (AMD) | Per Capita Expenditures* (AMD) |
|-------------|----------------|----------------------------|--------------------|--------------------------------|
| 2005        | 142,265,100    | 5,409                      | 146,154,800        | 5,557                          |
| 2004        | 160,875,100    | 6,117                      | 159,910,300        | 6,080                          |
| 2003        | 122,994,800    | 4,677                      | 111,625,600        | 4,244                          |

AMD = Armenian drams

Budget figures include both operating and capital budgets. Budget figures not adjusted for inflation.

\* Based on census population figures.

**Table 2-3. Property Tax Collections, 2003-2005**

| Fiscal Year | Property Tax (AMD) | Per Capita (AMD) |
|-------------|--------------------|------------------|
| 2005        | 28,239,200         | 1,074            |
| 2004        | 24,096,600         | 916              |
| 2003        | 21,089,200         | 802              |

AMD = Armenian drams

Budget figures not adjusted for inflation. \* Based on census population figures.

**Table 2-4. Property Tax Collection Process**

| Activity                              | Amount         | Description   |
|---------------------------------------|----------------|---|
| Percentage error in property tax data | 40% on average | Personal and legal taxes                            |
| Who collects the property tax ?       |                | Department of Trade, Transport and Revenues         |
| Tax collection commissions            |                | Not applicable                                      |
| Tax collection problems               |                | Data accuracy because many residents work in Russia |

**Table 2-5. Budget Process**

| Activity   | Amount | Yes | No |
|--|--------|-----|----|
| Borrowed money from a bank                             |        |     | X  |
| Citizen participation in the formation of the budget   |        |     | X  |
| Citizen participation in the adoption of the budget    |        |     | X  |
| Produced a budget in brief                             |        | X   |    |
| Funding for projects in the community development plan |        |     | X  |

**Table 2-6. Asset Management**

| Activity  | Amount    | Yes    | No |
|---|-----------|--------|----|
| Asset management plan developed                                       |           |        | X  |
| Local legislation regulating the sale or lease of property            |           |        | X  |
| Public announcement of sale or lease of property                      |           | X      |    |
| Sale or lease of municipal property                                   |           | Leases |    |
| Number of responses received  | 3 minimum |        |    |
| City has real estate market information for sale or lease of property |           |        | X  |

AMD = Armenian drams

**Table 2-7. Anticorruption Effort**

| Activity  | Description   |
|---|---|
| Who do citizens report suspected corruption to?   | Mayor   |
| Have there been any reports of possible corruption ?  | No  |
| Are procurement bids published?   | Yes   |
| Are the advertisements posted in locations and in ways to solicit the maximum number of competitive offers? | Yes, posted locally and in a national newspaper                                   |
| How many bids are sought ?  | Not less than two   |
| Are bid evaluation committees staffed with professionals to review offers?                                  | Department heads and staff  |
| Are the winning bids announced publicly?  | Yes   |
| What are the most useful criteria used by the city for accepting an offer for goods or services?            | Quality and price for purchases; price for leases and sale                        |
| Is an internal control system in place ?  | Yes   |
| Who is the internal auditor and who does he report to?  | Finance director; reports to mayor  |
| How is the collection of cash handled?  | Payments made to local banks (Ardshininvestbank, ACBA, Anelik and Armsavingsbank) |

# COMPONENT THREE

## PUBLIC SERVICE DELIVERY

### Executive Summary

Gavar’s water and sewer services are provided by Armenia Water and Sewerage Company (AWSC), a national-government-owned and privately managed company.<sup>3</sup> Other basic services such as solid waste collection, street lighting, and street cleaning and repairs are on contract with a local contractor. City departments carry out storm drainage maintenance, cemetery operations and maintenance, and apartment housing maintenance for 3,300 apartment units.

The city provides cultural and education services such as eight kindergartens, art and fine arts schools, a music school, and a sports school. The city also maintains several facilities such as a library, a children’s art center, a community center, and a training center. The kindergartens and arts and music schools are partially financed by fees, with the remainder funded through the city budget. The city has 170 employees in administration and municipal enterprises.

**Table 3-1. Basic Services Provided by the City**

| Mandatory Service  | Service Provider                         | Approximate No. of People Served | Number of Employees | Funding Source      |
|--|--|----------------------------------|---------------------|---------------------|
| Kindergarten (8)   | City budget org.                         | 245                              | 83                  | 78% budget; 22% fee |
| Library  | Community NCO                            | Entire city                      | 14                  | 100% budget         |
| Sports school  | Community NCO                            | 120                              | 26                  | 100% budget         |
| Art school   | City budget org.                         | 130                              | 40                  | 78% budget; 22% fee |
| Fine arts school   | City budget org.                         | 29                               | 10                  | 78% budget; 22% fee |
| Music school   | City budget org.                         | 100                              | 10                  | 78% budget; 22% fee |
| Community center   | Community NCO                            | Entire city                      | 6                   | 100% budget         |
| Children’s art center  | City budget org.                         | 90                               | 25                  | 100% budget         |
| Training center  | Community NCO                            | 130                              | 27                  | 100% budget         |
| Solid waste collection<br>Street cleaning<br>Landscaping<br>Street repair<br>Street lighting | GavarTrans, Ltd.<br>(private enterprise) | Entire city                      | 13                  | 100% budget         |

<sup>3</sup> In 2005, the AWSC entered into a 5-year management contract with the French company, SAUR.

| Mandatory Service              | Service Provider      | Approximate No. of People Served | Number of Employees | Funding Source |
|--------------------------------|-----------------------|----------------------------------|---------------------|----------------|
| Apartment building maintenance | Dept. of Architecture | 3,301 apartments                 | 2                   | No funding     |

NCO = noncommercial organization

**Table 3-2. Environmental Operations**

| Service or Activity        | Cited or Fined | Not Cited or Fined |
|----------------------------|----------------|--------------------|
| Water treatment and supply |                | X                  |
| Wastewater collection      |                | X                  |
| Solid waste collection     |                | X                  |

**Table 3-3. Collection Rates for Services**

| Service                        | 2003          | 2004          | 2005          | Remarks  |
|--------------------------------|---------------|---------------|---------------|--|
| Apartment building maintenance | 0%            | 0%            | 0%            | City collects prior to undertaking any repairs   |
| Solid waste collection         | Not available | Not available | Not available | New private company started in 2006 and collection rate for previous company not available |

# COMPONENT FOUR

## STRENGTHENING LOCAL GOVERNMENT PUBLIC RELATIONS

### Executive Summary

Gavar is served by one *marz* newspaper and a TV station but no local radio. Public relations responsibility is assigned to an information analysis department. Although an information board is maintained at City Hall, the city does not publish a newsletter.

Council sessions are open to citizens, but citizens do not actively participate in council meetings or in the annual budget process. The city has undertaken activities to encourage youth to participate in local government affairs.

**Table 4-1. Access to Local Media**

| Media Type                              | Yes | No |
|---|-----|----|
| Television                              | X   |    |
| Radio                                   |     | X  |
| Newspaper: <i>marz</i> -level newspaper | X   |    |

**Table 4-2. Local Government Public Relations Responsibility and Capacity**

| Activity   | Amount | Yes | No |
|--|--------|-----|----|
| Established public relations responsibility                    |        | X   |    |
| Aware of the freedom of information ( FOI) law                 |        | X   |    |
| Received training on the FOI law                               |        |     | X  |
| Established an information center                              |        |     | X  |
| Track citizen requests for information, service , or complaint |        | X   |    |
| Manual tracking system   |        | X   |    |
| Average monthly inquiries, service requests , and complaints   | 30     |     |    |
| Timely response to FOI requests                                | 80-90% |     |    |
| City has an information board                                  |        | X   |    |
| City Hall has a directory                                      |        |     | X  |
| City staff has access to citizens (TV, public meetings, etc.)  |        |     | X  |

| Activity   | Amount | Yes | No |
|--|--------|-----|----|
| City produces a newsletter for residents                                       |        |     | X  |
| City presents the budget to citizens   |        |     | X  |
| Youth involvement in local government activities                               |        |     | X  |
| City collaborates with local nongovernmental organizations (NGOs)              |        | X   |    |
| City Hall office numbers are published or otherwise made available to citizens |        |     | X  |

FOI = freedom of information; NGO = nongovernmental organization

# COMPONENT FIVE

## ASSISTANCE TO LOCAL COUNCILS

### Executive Summary

None of the local council members of Gavar have received formal training on the roles and responsibilities of council members. They have established rules of procedures, but not all of the required procedures are followed. Council members meet with constituents regularly and consider themselves knowledgeable about city operations. The council conducts periodic oversight of city services and participates in developing strategic plans for the community. Legal guidance on passing local laws is provided by a municipal staff attorney.

**Table 5-1. Local Council Composition and Contact Numbers**

| Council Member         | Gender | Contact Information |
|------------------------|--------|---------------------|
| 1. Khachatur Badalyan  | M      | (0276) 22-896       |
| 2. Gnel Aleksanyan     | M      | (0276) 22-738       |
| 3. Khachatur Bldeyan   | M      | (0276) 24-888       |
| 4. Kamo Edoyan         | M      | (0276) 21-323       |
| 5. Ghurghen Edoyan     | M      | (0276) 21-580       |
| 6. Mayranush Minasyan  | F      | (0276) 23-598       |
| 7. Hrachik Avetisyan   | M      | (0276) 23-765       |
| 8. Harut Hayrapetyan   | M      | (0276) 22-519       |
| 9. Armen Hoveyan       | M      | (0276) 22-026       |
| 10. Samvel Amirkhanyan | M      | (0276) 22-258       |
| 11. Gagrik Garibyan    | M      | (0276) 22-331       |
| 12. Gevorg Badeyan     | M      | (0276) 22-251       |
| 13. Frunz Mazmanyanyan | M      | (0276) 22-464       |
| 14. Anahit Shahzadyan  | F      | (0276) 26-931       |
| 15. Artak Dadoyan      | M      | (0276) 21-053       |

**Table 5-2. Council Training and Selected Practices**

| Item or Activity  | Yes                      | No |
|---|--------------------------|----|
| Are established rules of procedures in place?   | X                        |    |
| Have council members received training on the role and responsibilities of council ?      |                          | X  |
| Do newly elected council members receive any training ?                                   |                          | X  |
| Do council members receive meeting agendas 3 days prior to public meetings ?              | X                        |    |
| Are meeting agendas and time and place publicized prior to the meetings ?                 |                          | X  |
| Do citizens actively participate in council meetings ?                                    | when personally affected |    |
| Are minutes of council meetings open to the public?                                       | X                        |    |
| Does the council participate in the strategic planning for the city?                      | X                        |    |
| Does the council conduct service oversight hearings ?                                     | X                        |    |
| Have council members participated in publicizing issues ?                                 |                          | X  |
| Are council members knowledgeable of city operations ?                                    | X                        |    |
| Does the council receive legal guidance on passing local laws?                            | X                        |    |
| Do council members meet with constituents regularly ?                                     | X                        |    |
| Is there a place at City Hall where council members can meet with constituents ?          | X                        |    |
| Has the council used advisory committees, focus groups , or special problem workgroups?   |                          | X  |
| Does City Hall have a place for council members to receive mail or other communications ? |                          | X  |