

Baseline Questionnaire— Community Profile

Goris

GENERAL FEATURES OF COMMUNITY

Goris is located in Syunik *marz* approximately 240 km southeast of Yerevan on highway M-2. Founded in 1870, Goris lies in the valley of the Goris River and offers a unique landscape where medieval cave-dwellings carved out of soft rock abound. The town's unique features are its red roofs, many buildings designed by German architects, a museum, and a monument to the great Armenian writer, Axel Bakoots (Aksel Bakuntz).¹



General Executive Summary

Goris has a population of 23,276 in 5,468 households. About 3,000 residents work temporarily in other countries, principally Russia. The unemployment rate is estimated at 17 percent.

Goris has a diversified local economy. It is home to a number of large- and medium-sized firms involved in machinery manufacturing, electronic motors, and food processing. In 2002, a group of local entrepreneurs established a diamond-cutting facility employing 30 specialists.²

Mayor Nelson Voskanyan was reelected in May, 2006, for his third term. Goris has a 15-member city council, of which 11 are newly elected. City administration is made up of 33 staff.

A review of 2003-2005 budgets reveals that Goris's annual budget has seen a steady increase in expenditures and revenues. Tax collection has varied widely over the 2003-2005 budget years and is attributable to errors in the land tax database. A reduction in the 15-percent error rate will help increase the overall tax collection rate.

During the 3-year data period, the city did not borrow money from any source. The level of citizen participation in or access to the budget development process is left to the local council because the city does not produce or distribute a budget in brief to facilitate the budget review process. There is no funding for projects in the community development plan.

Goris's water and sewer services are provided by Armenia Water and Sewerage Company (AWSC), a national-government-owned and privately managed company.³ Other basic services such as solid waste collection, irrigation, street cleaning, street

¹ <http://www.aua.am/aua/faculty/info1.htm>

² *Armenia: Report on Syunik Province*, George Isayan, BISNIS Rep., U.S. Embassy Yerevan, Aug 2003

³ In 2005, the AWSC entered into a 5-year management contract with SAUR.

repairs and lighting, and the cemetery are maintained by a city-owned enterprise, Goris TNT. The city also maintains 2,187 apartment housing units.

The city provides a diverse cultural and education program. There are seven kindergartens, two art schools, a chess school, a music school, and a sports school. The city also provides a community center with a museum, an art gallery, and a central park, library, and teen center. The educational and cultural activities are partially financed by fees and the rest, through the city budget. A total of 287 city employees are in the departments and municipal enterprises.

Goris is served by one local newspaper and a local TV station but has no local radio station. City Hall has assigned the responsibility for public relations to a member of the staff. An information center has been established. Goris does not publish a periodic newsletter.

The local government has not received training on the freedom of information (FOI) law. City personnel stated that they are aware of the law’s requirements. City staff receives about 50 inquiries, requests for service, or complaints per month, and approximately 80 percent of these receive a response within the timeframe provided in the FOI law.

Council sessions are open to citizens. The city has made available some activities to encourage youth to participate and makes an effort to work with local nongovernmental organizations (NGOs). A room at City Hall is available for council members to meet with constituents, which expedites the information flow between citizens and City Hall. The local council has established local rules of procedures and is active in meeting with local constituents. The council has received some training on the roles and responsibilities of a council member; newly elected council members are given an orientation.

The local council receives the agenda prior to council meetings, and minutes of the meetings are made available to the public. The council is aware of municipal operations because it conducts periodic oversight hearings. The council receives legal advice from the city’s staff attorney for passing local legislation.

Table 1-1. Key Contacts

Position	Name	Telephone
Mayor	Nelson Voskanyan	(0284) 2-25-52
Deputy Mayor	Karen Ter-Mkrchyan	(0284) 2-64-74; (093) 64-31-26
Chief of Staff	Gaghik Hayrapetyan	(0284) 2-25-53; (093) 63-13-74

Table 1-2. General Information

Item	Number	Yes	No
Population, 2002 census	23,276		
Number of households	5,468		
Area (est.)	5,030 hectares		
Certification of boundary		X	
Term of mayor (1 st, 2nd, etc.)	2nd 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	14	93	1	7
Staff of City Hall	20	61	13	39
Total	35	71	14	29

Figure 1-1. Organization Chart of Local Government

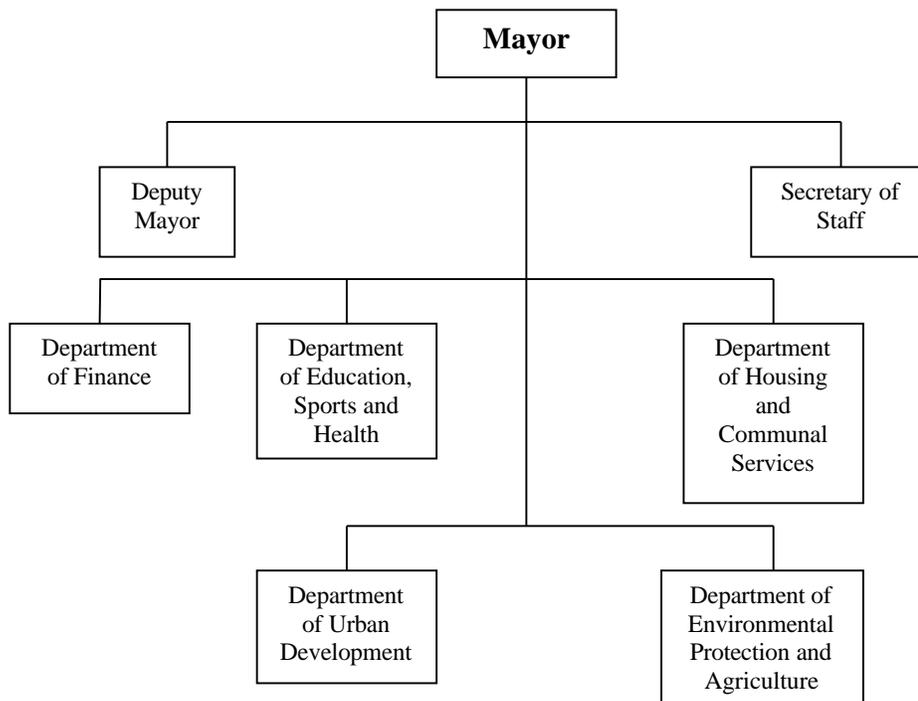


Table 1-4. Economic Base of City

Sector	Estimated Percentage of Local Activity
Agriculture	30
Transportation	15
Tourism	5
Industry (Light and Heavy)	10
Services	5
Small Commercial	20
Other	15
Total	100

The estimated unemployment rate for the city is 17.2 percent . An estimated 3,000 residents (13 percent of total population) work in other countries , primarily Russia.

Figure 1-2. Goris Economic Activity by Sector

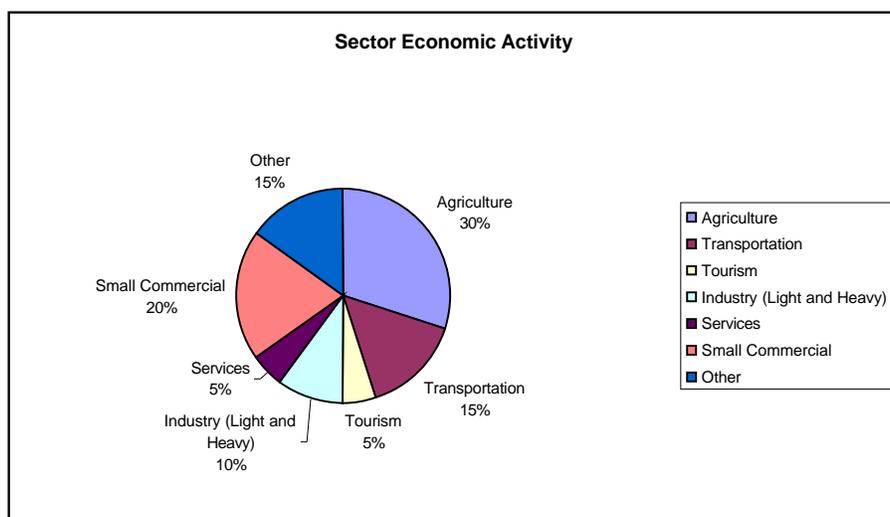


Table 1-5. Computer and Office Equipment of Local Government

Equipment Type	Number	Yes	No
Notebook computers	0		
Desktop computers	14		
Number of servers	1		
Networked		X	
Number of copiers	1		
Number of 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
IREX (International Research & Exchanges Board) –U.S. Embassy Bureau of Educational and Cultural Affairs	Internet Access and Training Program

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
Tsiriani Pogh	Disabled children
Young People Association of Goris	Volunteer assistance during election (voters list corrected)
Tiknantz Ojagh of Goris	Women's issues
Anankkak Creative Center	Children's cultural education
Community Union of Goris	Infrastructure projects
Teachers Union	Training of young teachers
Young Lawyers Association (branch of national association)	Legal assistance to poor

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	
LGU associations	X	
<i>Marzped</i>	X	
National Assembly		X
Other (newspapers, TV, et c.)	X	

LGU = local government unit

COMPONENT TWO

LOCAL GOVERNMENT FINANCIAL MANAGEMENT SYSTEMS

Executive Summary

A review of 2003-2005 budgets reveals that Goris's annual budget has seen a steady increase in expenditures and revenues. Tax collection has varied widely over the 3 years and is attributable to errors in the land tax database. A reduction in the 15-percent error rate will help increase the overall tax collection rate.

During the 3-year data period, the city did not borrow money from any source. The level of citizen participation in or access to the budget development process is left to the local council because the city does not produce or distribute a budget in brief to facilitate the budget review process. There is no funding for projects in the community development plan.

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

Fiscal Year	Revenues (AMD)	Per Capita Revenues* (AMD)	Expenditures (AMD)	Per Capita Expenditures* (AMD)
2005	186,500,000	8,013	186,500,000	8,013
2004	178,681,600	7,677	178,681,600	7,677
2003	153,151,500	6,580	153,151,500	6,580

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	199,837,900	8,586	195,856,000	8,416
2004	172,100,900	7,394	170,394,300	7,321
2003	164,480,700	7,067	156,250,000	6,713

AMD = Ar menian 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	19,572,100	841
2004	27,213,000	1,169
2003	17,854,300	767

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 pr operty tax data	15%	Land tax database lacks accuracy
Who collects the property tax ?		City financial department
Tax collection commissions		Not applicable
Tax collection problems		Database update needed

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 (7 leases, 1 sale)	5,930,000 AMD annual lease; 3,481,000AMD sale	X	
Number of responses received	Direct negotiation		
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 or <i>marzped</i>
Have there been any reports of possible corruption ?	No
Are procurement bids published?	No
Are the advertisements posted in locations and in ways to solicit the maximum number of competitive offers?	No
How many bids are sought ?	None-direct negotiation
Are bid evaluation committees staffed with professionals to review offers?	No
Are the winning bids announced publicly?	Yes
What is the most useful criterion used by the city for accepting an offer for goods or services ?	Best price
Is an internal control system in place ?	Yes
Who is the internal auditor and who does he report to?	Finance director ; reports to the mayor
How is the collection of cash handled?	Land and property taxes use the <i>Marzpetaran</i> Cash Collection Ledger System; other cash transactions are recorded at City Hall

COMPONENT THREE

PUBLIC SERVICE DELIVERY

Executive Summary

Goris's water and sewer services are provided by Armenia Water and Sewerage Company (AWSC), a national-government-owned and privately managed company.⁴ Other basic services such as solid waste collection, storm drainage maintenance, street cleaning, street repairs and lighting, and the cemetery are maintained by a city-owned enterprise, Goris TNT. The city also maintains 2,187 apartment housing units.

The city provides a diverse cultural and education program. There are seven kindergartens, two art schools, a chess school, a music school, and a sports school. The city also provides a community center with a museum, an art gallery, and a central park, library, and teen center. The educational and cultural activities are partially financed by fees, and the rest through the city budget. The total number of city employees in the departments and municipal enterprises is 287.

Table 3-1. Basic Services Provided by the City

Mandatory Service	Service Provider	Approximate No. of People Served	Number of Employees	Funding Source
Kindergarten (7)	City budget org.	654	141	81% budget; 19% fee
Art school (1)	City budget org.	44	10	77% budget; 23% fee
Music school (2)	City budget org.	297	43	83% budget; 17% fee
Sports school (1)	City budget org.	226	17	100% budget
Chess school (1)	City budget org.	23	5	100% budget
Community center: Museum Gallery Library Park	City budget org.	Entire city	50	100% budget
Youth center	City budget org.	Entire city	21	90% budget; 10% fee
Solid waste collection	Goris TNT, CJSC	9,360 (40% of the community)	18	100% fee

⁴ In 2005, the AWSC entered into a 5-year management contract with SAUR.

Mandatory Service	Service Provider	Approximate No. of People Served	Number of Employees	Funding Source
Street cleaning Landscaping Storm drainage maint. Street repair Street lighting Cemetery	Goris TNT, CJSC	Entire city	Same as above	100% budget
Apartment building maintenance	GorisTNT, CJSC	2,187 apartments	2	31% budget; 69% fee

CJSC = closed joint stock company

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	21%	30%	32%	No established condominium associations
Solid waste collection	52%	60%	60%	

COMPONENT FOUR

STRENGTHENING LOCAL GOVERNMENT PUBLIC RELATIONS

Executive Summary

Goris is served by one local newspaper and a local TV station but has no local radio station. City Hall has assigned the responsibility for public relations to a member of the staff. An information center has been established. Goris does not publish a periodic newsletter.

The local government has not received training on the FOI law. City personnel have stated that they are aware of the law’s requirements. Staff receive about 50 inquiries, requests for service, or complaints per month, and approximately 80 percent of these receive a response within the timeframe provided in the FOI law.

Table 4-1. Access to Local Media

Media Type	Yes	No
Television	X	
Radio		X
Newspaper, local	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	50		
Timely response to FOI reques ts	80%		
City has an information board			X
City Hall has a directory			X

Activity	Amount	Yes	No
City staff has access to citizens (TV, public meetings, etc.)		X	
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

Council sessions are open to citizens. The city has made available some activities to encourage youth to participate and makes an effort to work with local NGOs. A room at City Hall is available for council members to meet with constituents, which expedites the information flow between citizens and City Hall.

The local council has established local rules of procedures and is active in meeting with local constituents. The council has received some training on the roles and responsibilities of a council member; newly elected council members are given an orientation.

The local council receives the agenda prior to council meetings, and minutes of the meetings are made available to the public. The council is aware of municipal operations because it conducts periodic oversight hearings. The council receives legal advice from the city's staff attorney when passing local legislation.

Table 5-1. Local Council Composition and Contact Numbers

Council Member	Gender	Contact Information
1. Vahe Aklunts	M	(0284) 20-065
2. Edik Aghajanyan	M	(0284) 25-400
3. Erem Badiryan	M	(0284) 26-577
4. Lyudvig grigoryan	M	(0284) 20-514
5. Vardan Davtyan	M	(0284) 21-602
6. Karmen Karapetyan	F	(0284) 21-141
7. Tigran Karape tyan	M	(0284) 25-323
8. Sasun Hakobyan	M	(0284) 24-195
9. Levon Harutyunyan	M	(0284) 23-448
10. Karo Harutyunyan	M	(0284) 25-398
11. Masis Ghevondyan	M	(0284) 22-220
12. Aram Melkonyan	M	(0284) 20-066
13. Boris Melkumyan	M	(0284) 20-714

Council Member	Gender	Contact Information
14. Edvard Mhughumyan	M	(0284) 22-950
15. Vardan Stepanyan	M	(0284) 20-739

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 the 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 ?	X	
Are minutes of council meetings open to 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 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