

Baseline Questionnaire— Community Profile

Noyemberyan

GENERAL FEATURES OF COMMUNITY

Noyemberyan is located in Tavush *marz* approximately 185 kilometers north of Yerevan on local road H-26, approximately 20 km east of highway M-6. Noyemberyan is west of the Azerbaijan border and south of the Georgian border.



General Executive Summary

Noyemberyan is a small rural community with a population of 5,712 and 1,700 households. About nine percent of the population resides and works temporarily in other parts of Armenia and in other countries. The economic base is predominately agriculture supported by some transportation, light and heavy industry, and small commercial enterprises. The estimated unemployment rate is eight percent.

Despite its remote location, a number of donor programs are active in the city. These donor programs include Save the Children, Eurasia Foundation, World Vision, German Technical Assistance Agency (GTZ), and Open Society Initiative (OSI). GTZ's major contribution is its financial assistance in creating the Noyemberyan Intercommunity Union. This is an association of 18 villages surrounding Noyemberyan which joined together to provide services and develop their infrastructure in irrigation, roads, and potable water.

Although Mayor Seryoja Amiramyan is serving his third term (terms not consecutive), 9 of the 11 local council members are newly elected. The city has 32 members of administrative staff. The city actively engages local nongovernmental organizations (NGOs) in municipal decision making.

A review of Noyemberyan's finances for the 2003-2005 fiscal years reveals that the overall trend is upward in both revenues and expenditures. Revenues and expenditures increased 44 percent from 2003 to 2005. However, a decline of 14 percent in land and property tax collections needs to be addressed. One source of this decline is the 30-percent error in the land and property tax database.

Noyemberyan has not produced a budget in brief, nor has the city established a municipal asset management plan.

Noyemberyan's water and sewer services are provided by Armenia Water and Sewerage Company (AWSC) a national-government-owned and privately managed company.¹ Other basic services such as solid waste collection; street lighting, cleaning, and repairs; irrigation; and the cemetery are provided by a city-owned enterprise.

¹ In 2005, the AWSC entered into a 5-year management agreement with SAUR.

The city also provides cultural and education services such as two kindergartens; art, music, and sports schools; a community center; a library; and a separate children’s library. A total of 167 city employees provide administration and service delivery.

Noyemberyan is served by a local TV station and one local newspaper but no local radio station. A member of the City Hall staff has been assigned public relations responsibility. The city has an information board at City Hall and operates an information center that responds to approximately 220 monthly inquiries, requests for service, and complaints.

The city staff is aware of the requirements of Armenia’s law on freedom of information (FOI) and meets the law’s requirements 95 percent of the time. Although council sessions are open to the public, citizens do not actively participate in council meetings or in the annual budget process.

Council members have not received formal training on the roles and responsibilities of council members. The local council has not established rules of procedures for conducting council business.

Council members do not meet with constituents on a regular basis, partly because there is no space set aside at City Hall for such meetings. Because the council carries out periodic oversight of municipal departments, it is knowledgeable about city operations.

Table 1-1. Key Contacts

| Position | Name | Telephone |
|-------------------------|---------------------|-------------------------|
| Mayor | Seryoja Amiramyan | (0266) 2-38-03, 2-27-03 |
| Deputy Mayor | Artsrun Harutiunyan | (0266) 2-38-04 |
| City Hall reception/fax | Felix Isrealyan | (0266) 2-23-93 |

Table 1-2. General Information

| Item | Number | Yes | No |
|---|--------------|-----|----|
| Population, 2002 census | 5,712 | | |
| Number of households | 1,760 | | |
| Area (est.) | 301 hectares | | |
| Certification of boundary | | | X |
| Term of mayor (1 st, 2nd, etc.) | 1st term | | |
| Number of local council members | 10 | | |
| Number of local council members reelected | 2 | | |

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 | 10 | 100 | 0 | 0 |
| Staff of City Hall | 19 | 60 | 13 | 40 |
| Total | 30 | 70 | 13 | 30 |

Figure 1-1. Organization Chart of Local Government

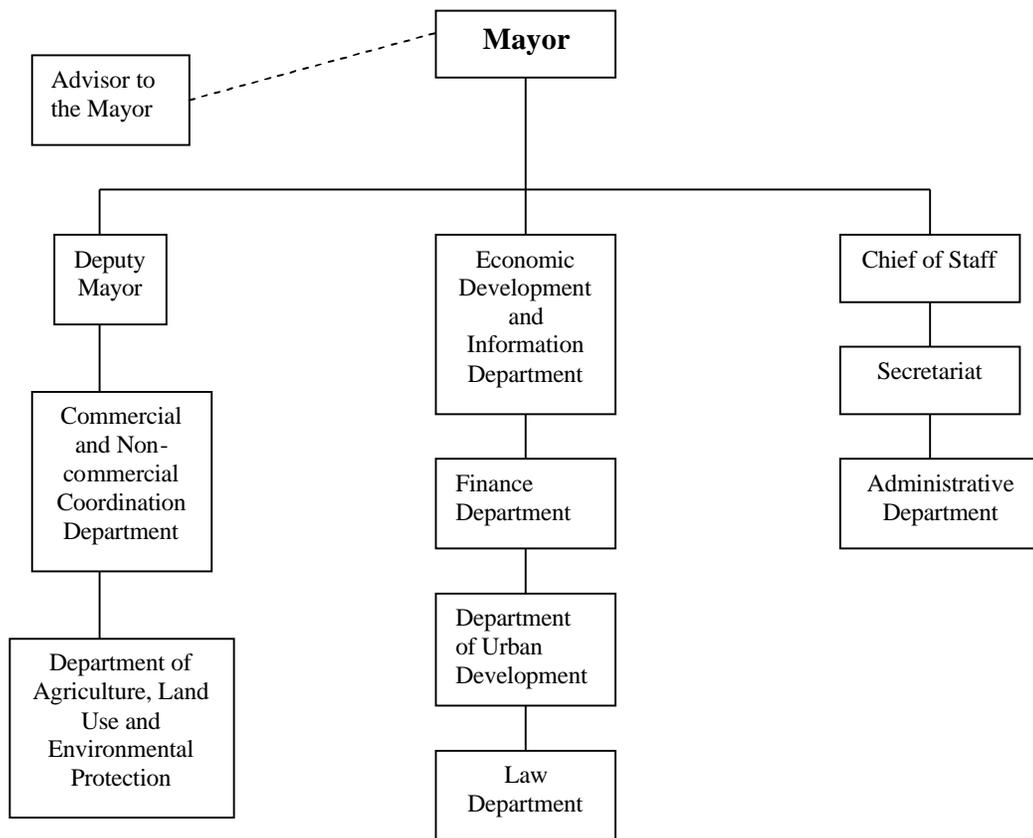


Table 1-4. Economic Base of City

| Sector | Estimated Percentage of Local Activity |
|----------------------------|--|
| Agriculture | 60 |
| Transportation | 5 |
| Tourism | 0 |
| Industry (Light and Heavy) | 5 |

| Sector | Estimated Percentage of Local Activity |
|------------------|--|
| Services | 5 |
| Small Commercial | 15 |
| Other | 10 |
| Total | 100 |

The estimated unemployment rate for the city is 8 percent. An estimated 500 residents (9 percent of total population) work in other countries, primarily Russia.

Figure 1-2. Noyemberyan Economic Activity by Sector

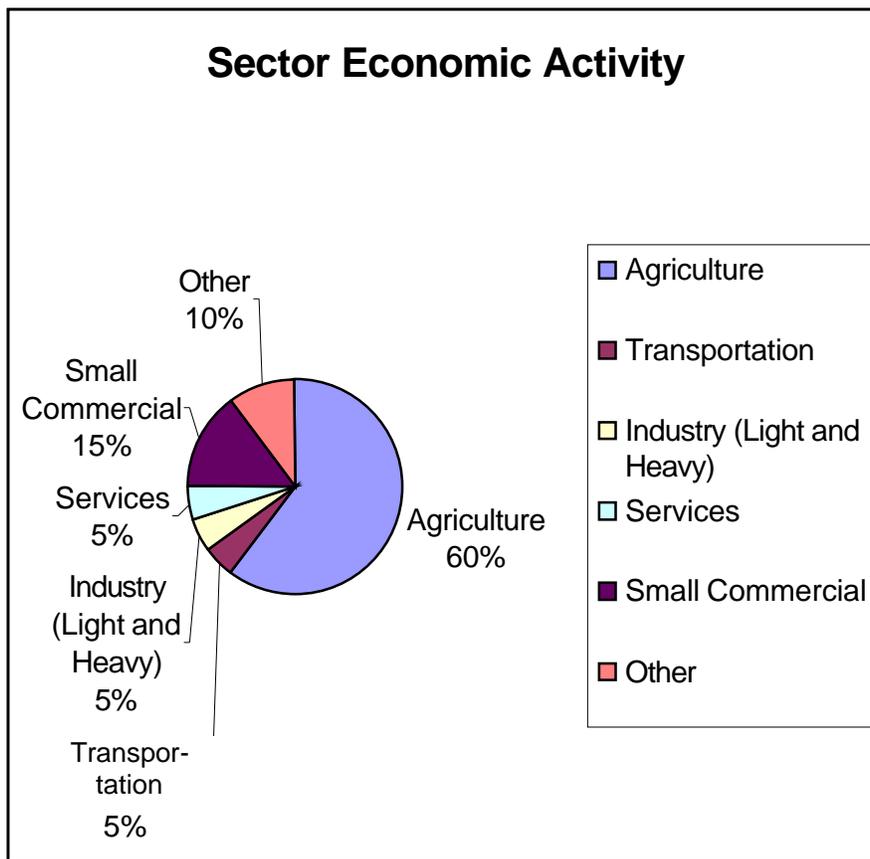


Table 1-5. Computer and Office Equipment of Local Government

| Equipment Type | Number | Yes | No |
|--------------------|--------|-----|----|
| Notebook computers | | | X |
| Desktop computers | 7 | | |
| Servers | 2 | | |

| Equipment Type | Number | Yes | No |
|------------------|--------|-----|----|
| 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 |
|---|--|
| Save the Children | Equipment for sports school |
| Eurasia Foundation | Information center, library assistance |
| World Vision | Bridge construction |
| German Technical Assistance Agency (GTZ) | Flood creek repair |
| Open Society International (OSI) | Kindergarten furniture |

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 |
|------------|--|
| Erevak | Consultation on community development |
| Lusatir | Women's issues |

| NGO or CSO | Type of Cooperation or Service with Local Government |
|-------------------------------|--|
| Huso Shogh | Media |
| Regional Association of Women | Advocacy for women's interest |
| Vosketsghi | Cultural crafts development |
| Noy-astgh | Represent disabled people |
| Assistance–Noyemberyan | Community development advocacy |

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, etc.) | X | |

LGU = local government unit

COMPONENT TWO

Local Government Financial Management Systems

Executive Summary

A review of Noyemberyan's finances for the 2003-2005 fiscal years reveals that the overall trend is upward in both revenues and expenditures. Revenues and expenditures increased 44 percent from 2003 to 2005. However, a decline of 14 percent in land and property tax collections needs to be addressed. One source of this decline is a 30-percent error rate in the land and property tax database.

Noyemberyan has neither produced a budget in brief nor established a municipal asset management 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 | 61,110,300 | 10,699 | 62,895,700 | 11,011 |
| 2004 | 52,090,400 | 9,119 | 52,090,400 | 9,119 |
| 2003 | 46,457,600 | 8,133 | 46,457,600 | 8,133 |

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 | 66,447,600 | 11,633 | 66,511,700 | 11,644 |
| 2004 | 51,502,984 | 9,017 | 53,350,000 | 9,340 |
| 2003 | 46,128,200 | 8,076 | 44,086,000 | 7,718 |

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 | 5,582,100 | 977 |
| 2004 | 6,645,390 | 1,163 |
| 2003 | 6,362,569 | 1,114 |

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 | 30% | |
| Who collects the property tax? | | Municipal Transport and Tax Collection Department |
| Tax collection | | All |
| Tax collection commissions | | Does not apply |
| Tax collection problems | | Database errors, especially for vehicles |

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 | 3,409,200 AMD in annual leases | | |
| Number of responses received | 75 | | |
| 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? | No |
| Are the advertisements posted in locations and in ways to solicit the maximum number of competitive offers? | No |
| How many bids are sought ? | Two |
| Are bid evaluation committees staffed with professionals to review offers? | No evaluation committees |
| Are the winning bids announced publicly? | No |
| What is the most useful criterion used by the city for accepting an offer for goods or services ? | Lowest price if purchasing; highest price if leasing and selling |
| Is an internal control system in place ? | No internal audit function has been established |
| Who is the internal auditor and who does he report to? | None |
| How is the collection of cash handled? | Cash receipt numbered system in department of finance |

COMPONENT THREE

Public Service Delivery

Executive Summary

Noyemberyan’s water and sewer services are provided by Armenia Water and Sewerage Company (AWSC) a national-government-owned and privately managed company.² Other basic services such as solid waste collection; street lighting, cleaning, and repairs; irrigation; and the cemetery are provided by a city-owned enterprise.

The city also provides cultural and education services such as two kindergartens; art, music, and sports school; a community center; a library; and a separate children’s library. A total of 167 city employees provide administration and service delivery.

Table 3-1. Basic Services Provided by the City

| Mandatory Service | Service Provider | Approximate No. of People Served | Number of Employees | Funding Source |
|--|----------------------------------|----------------------------------|---------------------|---|
| Kindergarten (2) | City budget org. | 130 | 34 | 76% budget; 24 % fee |
| Art school (1) | City budget org. | 25 | 9 | 45% budget; 55 % fee |
| Music school (1) | City budget org. | 144 | 94 | 51 % budget; 49% fee |
| Sports school (1) | City budget org. | 80 | 7 | 93% budget; 7% fee |
| Community center | City budget org. | Entire city | 8 | 100% budget |
| Library | City budget org. | Entire city | 7 | 100% budget |
| Children’s library | City budget org. | Entire city | 6 | 100% budget |
| Solid waste collection Street cleaning Street repair Street lighting Landscaping Irrigation Cemetery | Baretos, CJSC 100% city owned | Entire city | 9* | Solid waste collection is fee supported 84 %, and budget 16%; other services are 100 % budget |
| Apartment building maintenance | City department | 525 apartments | 0 | 100% budget through intercommunity union projects |

CJSC = closed joint stock company; * Included in the number of municipal employees

² In 2005, the AWSC entered into a 5 -year management agreement with SAUR.

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 | One established condominium is not actually working and collects no fees |
| Solid waste collection | 20% | 25% | 40% | It appears that the city is funding the operation |

COMPONENT FOUR

Strengthening Local Government Public Relations

Executive Summary

Noyemberyan is served by a local TV station and one local newspaper but no local radio station. A member of the City Hall staff has been assigned public relations responsibility. The city has an information board at City Hall and operates an information center that responds to approximately 220 monthly inquiries, requests for service or complaints.

The city staff is aware of the requirements of Armenia’s law on freedom of information (FOI) and meets the law’s requirements 95 percent of the time. Although council sessions are open to the public, citizens do not actively participate in council meetings or in the annual budget process.

Table 4-1. Access to Local Media

| Media Type | Yes | No |
|------------|-----|----|
| Television | X | |
| Radio | | X |
| 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 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 | 220 | | |
| Timely response to FOI requests | 95% | | |
| 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

Local council members of Noyemberyan have not received formal training on the roles and responsibilities of council members. The local council has not established rules of procedures for conducting council business.

Council members do not meet with constituents on a regular basis, partly because there is no space set aside at City Hall for such meetings. Because the council carries out periodic oversight of municipal departments, it is knowledgeable about city operations.

Table 5-1. Local Council Composition and Contact Numbers

| Council Member | Gender | Contact Information |
|-------------------------|--------|---------------------|
| 1. Vardan Azibekyan | M | (0266) 2-17-20 |
| 2. Arthur Amiraghyan | M | (0266) 2-22-84 |
| 3. Arthur Ananyan | M | (0266) 2-20-56 |
| 4. Rashid Antonyan | M | (0266) 2-28-43 |
| 5. Sashik Asatryan | M | (0266) 2-24-59 |
| 6. Varouzhan Babajanyan | M | (0266) 2-37-89 |
| 7. Levon Gasparyan | M | (0266) 2-31-12 |
| 8. Samvel Gasparyan | M | (0266) 2-26-63 |
| 9. Sasha Gishyan | M | (0266) 2-32-92 |
| 10. Suren Gishyan | M | (0266) 2-27-57 |
| 11. Ladik Mamyán | M | (0266) 2-33-18 |

Table 5-2. Council Training and Selected Practices

| Item or Activity | Yes | No |
|---|-----|----|
| Are established rules of procedure s 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 meeting s 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 me mbers 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 Hal l 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 |