

PN-ACF-124

**Assistance in Municipal Development
and Real Estate Market Privatization
in the Republic of Armenia**

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Section I: History of the Program

ICMA has worked in Armenia as a USAID Grantee since 1992. While the scope of work for ICMA has varied in its detail from year to year, facilitating the development of private real estate/housing markets and the strengthening of local government fiscal capabilities have been the principal themes of activities.

The role of ICMA in Armenia has been to provide technical assistance to the Central Government, the National Assembly and local governments. This technical assistance has been delivered through the use of local consultants, TDY expatriate consultants and a cadre of Armenian professional trainers in the various areas of our expertise. Our work is facilitated through the advice and council provided by an extensive network of Armenian counterparts working at the ministerial, legislative and mayoral levels.

Synthesis of Prior Work Activities

Initial activities involved assessment of the national institutions relating to local government and real estate markets. This required analysis of needs, identification of constraints and planning for new legislation and organizational reform. Within the general mandates of assisting in the development of real estate markets and the promotion of effective local government, the ICMA work program evolved into six logical areas of endeavor:

- 1) **Land and Property Taxation-** ICMA recommended early on that taxes on real property be reserved as revenue sources for local governments. The development of a fair and equitable system of property taxation is a middle step in a progression of parallel systems involving property registration, appraisal/assessment, and laws on property rights. Pursuit of revenues for local government therefore set in motion much of the other ICMA historical work elements. The core work on land and property administration involved establishing a legal basis for taxes and an administrative system for their collection. Major work products included

- Draft Law on Immovable Property Taxes for Armenia, 1993
 - Implementation plan for Land and Property Taxes and Establishment of a Fiscal Cadastre for Armenia, 1993
 - Land and Property Tax Administration A Prototype Manual, 1994
 - Draft Law for Property Taxes, 1995
 - Report to the Mission on Introduction of Land and Property Taxes in Armenia, 1996
- 2) **Development of Real Estate Markets-** Effective and free real estate markets are a function of a myriad of antecedent institutions such as definition and guarantee of property rights, property registration and titling, access to capital markets and public market awareness. In Armenia, the development of real estate markets had began with promulgation of concepts of privatization of land and buildings and gradually moved through all the other institution building processes. Thus, real estate markets have been a stand alone work element and also an integral part of all other technical assistance work activities. Sustaining real estate markets is a never-ending process for any country. The current ICMA program is largely dedicated to real estate market support but a number of major work products were produced in the 1992-97 period
- Land and Building Markets in Armenia Preliminary Check List for Action, 1992
 - Review and Comment on GOA Decision to Permit Sale of Land by Auction in Cities and Urbanized Settlements, 1993
 - Draft and Review/Comment the Land Code, 1994
 - Draft and Review/Comment on the Mortgage Law of Armenia, 1994
 - Approaches to an Urban Planning Law, 1994
- 3) **Training of Real Estate Professionals-** The advent of housing privatization in 1992 and the program to form condominium associations in 1993 led to the real need for developing professions in Armenia that would facilitate the sale, appraisal and management of the nation's housing stock. ICMA began to develop organizational strategies and training curriculums for the various emerging professions. In January of 1997, USAID authorized the creation of the Real Estate and Condominium Training Center (REACT) to establish a formal training facility for the real estate

industry. The REACT center functions to this day and is an integral part of the most recent ICMA work program. REACT has published twenty different training manuals for different professions. Early work products included:

- Conduct of Training Workshops for Condominium Management, 1993
 - Housing Maintenance – a Budgeting and Financial Control System, 1993
 - Procedure Manual for Property Managers, 1994
 - Analysis – Housing Management Reform in Armenia, 1995
 - Assessment and Training Report on the Organization of the Real Estate Industry in Armenia, 1995
- 4) **Housing Policy and Privatization-** Armenia was the first country of the NIS to implement a nation wide program of housing privatization. Privatization was an important program in and of itself but immediately created the need for other technical assistance in developing national housing policies and programs for maintenance of private dwellings. ICMA responded with a series of studies that attempted to place the privatization process with the context of overall housing policy. Work products included:
- Analysis of Proposed Privatization Laws Before the Parliament, 1992
 - Adoption of the Condominium Law in Armenia – a Preliminary Review, 1992
 - Review/Comment on Armenia’s Agricultural Privatization Law, 1993
 - Armenia’s Housing Maintenance Delivery System, 1993
 - Overview of Armenia’s Reforms – Housing and Urban Development Policy 1989-1995, 1995
 - Action Plan on Housing Policy Reform in Armenia, 1995
- 5) **Unified State Cadastre System-** As ICMA planned for the development of real estate markets, it was clear that the foundation of the real estate system would be to create a central inventory of all real property and a system for issuing and guaranteeing title to each parcel of land and buildings. It was envisioned that the Cadastre would first support the program of privatization and then evolve into the base for appraisal and assessment of property for purposes of taxation. The

database thus created and maintained also serves as a tool for housing policy development and a research resource for the private sector, particularly the capital markets. In 1996, ICMA began the process of designing a complete Cadastre system for Armenia. This involved development of model forms and reports, procurement of computer hardware and design of software for property registration. The project included the introduction of modern cartographic and survey methodologies and related computer-assisted processes. The complete system was turned over to the government in October of 1997. The system included all documentation for system maintenance and training materials for the staff. Other Cadastre related work products include

- Cadastral Records, Property Taxation and the Privatization of Property in Armenia, 1993
 - Aspects of the Legal Cadastre in Armenia, 1993
 - Strategy and Workplan for the Creation of a Modern Fiscal Cadastre in Armenia, 1994
- 6) **Local Government Training-** Prior to 1996, cities as we know them today did not exist in Armenia. Local government was merely an extension of the central government and there was no locally elected officials. Beginning in 1995, ICMA began advising the Central Government on the concept and theory of local government. Of particular concern to USAID was that the newly formed cities would be capable of proper budgeting and financial management and would conduct financial transactions in a transparent manner. In 1995, ICMA began drafting legislation on the formation of local governments and the method of electing local officials. After the first local elections in 1996, ICMA then addressed the training of Mayors and finance officers in modern techniques of financial management. The Local Government Training Center was opened in 1997 with the Armenian School of Public Administration as a counterpart organization. A full and comprehensive curriculum was developed to support a nine-month educational program for local officials in city and financial management. Officials from eighteen Armenian cities have now graduated from the training center. Indirect benefits from the program include the formation of national professional associations for Mayors, Finance Officers and City Council members. Work products include
- Municipal Development Program for Armenia, 1995
 - Central-Local Government Relations in Armenia, 1995
 - Draft and Review/Comment on the Law on Local Self Government
 - Draft and Review/Comment on the Law on Local Elections

- Draft and Review/Comment on laws for Financial Equalization, Local Duties and Fees and Property Taxes, 1996-98
- "Who, Me Make Policy?" A Manual for New Mayors, 1997
- Guide to Local Government in Armenia A Manual for New Mayors, 1997
- Modern Financial Management for Armenian Local Governments Curriculum for the Local Government Training Center, 1997
- Budget Manual for Armenian Local Governments, 1998

Section II: Current Program Activities

Overview and Summary

The current work program has built upon a continuum of related USAID sponsored activities carried out by ICMA since 1992. These efforts have advanced two broadly defined, highly inter-related objectives:

Objective #1

To help complete the enabling environment for fiscal decentralization and for local self-governance and to equip local governments to perform their new responsibilities in a democratic and cost effective manner, and

Objective #2

To advance the transfer of land and real property assets from the public to the private sector and help government regulate and facilitate private real estate markets

Completed activities can be summarized as follows:

Objective #1 Activities

Fiscal Federalism Legal Framework

- Drafted laws on Financial Equalization, Local Duties and Fees and Property Taxes, all of which have been enacted by the National Assembly. Provided extensive review and comment on the Civil Code as it relates to real estate and taxation.
- Prepared, published and distributed 1200 copies of The Armenian Budget Manual, officially adopted by the government.

Local Financial Management/Budget Capability Building

- With the School of Public Administration, revised the curriculum used for training local officials in municipal finance.
- Recruited and trained Deputy Mayors and Finance Officers from ten cities in Municipal Finance and Budgeting.

- Conducted a successful national conference on issues relating to intergovernmental finance and cooperation attended by 400 participants. Published the proceedings of the conference in English and Armenian for distribution to all elected officials

Municipal Association Development

- Helped form and register national associations for Mayors, Finance Officers and City Council Members

Municipal Service Delivery

- Drafted a Law on Competitive Bidding to be used by all government offices at all levels
- Published detailed guides for conducting competitive procurement practices which have been used by a number of cities
- Published detailed guides for cities on how to privatize municipal functions through competitive bidding
- Established a model social protection program for housing allowances in four cities
- In cooperation with the Mayor of Nor Hajn and two newly formed condominium associations in that city, designed a demonstration program to prove that small boilers for one or more buildings are the most effective form of central heating for Armenia

Objective #2 Activities

Property Registration Reform

- Drafted a Law on Property Registration
- Provided technical assistance to the State Cadastre in legislation drafting, systems analysis, property assessment and property appraisal techniques
- Assisted USAID and World Bank in designing and implementing plans for technical assistance and financial aid to the State Cadastre

Real Estate Training (REACT)

- Developed new curriculums for training of brokers, appraisers and property managers

- Conducted formal courses in Principles of Real Estate and Property Appraisal

Condominium Formation

- Advised the GOA as to needed changes in the Law on Condominiums
- Developed a national Public Awareness Media program explaining the benefits of condominium participation
- Formed the National Association of Condominium Owners (NACO)
- Designed a national Condominium Formation Program in cooperation with NACO and the Ministries of Urban Development and the Territories
- Wrote, published and distributed a comprehensive manual on how to form and manage a condominium association
- Registered 567 condominium associations containing 156,644 housing units. This represents approximately 40% of the nation's apartments

Relationship to USAID Strategic Objectives

The above activities relate to USAID Objectives SO 1.2 (Increased Soundness of Fiscal Policies and Management Practices) and SO 1.3 (Accelerated Development and Growth of Private Enterprise)

Lead Armenian Counterparts

The following individuals have provided invaluable assistance to ICMA in designing and implementing the current work program

David Zadoyan, Minister of the Territories

Armen Khoudaverdian, First Deputy Minister of the Territories

Hoslov Haroutunian, Speaker of the National Assembly

Felix Perumian, Minister of Urban Development

Andranik Andreassian, Deputy Minister of Urban Development

Pavel Safarian, Deputy Minister of Finance and Economy

Manouk Vardanian, Director of the State Cadastre

Gregor Voskerchian, Mayor of Abovian and President of the National Mayor's Association

Ruben Ter-Grigorian, President of NACO

Detailed Work Program Activities

The balance of this section deals with a more detailed description of work activities completed by ICMA. Each activity will be highlighted in terms of its objectives, background context, work activities, targeted results and probable sustainability.

Activity: Fiscal Federalism Legal Framework

Objectives

To develop model intergovernmental transfer and equalization laws and implementing regulations that result in

- more efficient and effective use of intergovernmental transfers by GOA officials,
- implementation of regulations for the budget laws that respect the autonomy of local governments as defined in the Law on Local Self Government, and,
- encourage the generation of local source revenues

Background

ICMA assisted the GOA with the Law on Local Self-Government and the Budget Law. A Fiscal Federalism study tour for GOA officials and Mayors was conducted in October of 1997. The Budget Law mandated the GOA to pass additional legislation during 1998 to define methods of intergovernmental transfers and fiscal equalization. The GOA also recognized that the vast majority of local community leaders had neither knowledge of their legal reporting responsibilities nor any concept of how to prepare and administer budgets. A final goal was to enact legislation to allow cities to generate purely local revenues not related to property taxes.

Activity

ICMA formed a study group within the Ministry of Finance and Economy headed by Deputy Minister Pavel Safarian. As the study group organized its work program, ICMA provided technical assistance through consultants to advise the group as to contemporary thought on intergovernmental relations and to share the experiences found in other transitional economies. By mid-1998, it was determined that several new laws would be required to meet the needs of the cities and that some instrument needed to be created to define a standard budget reporting format for all communities.

Results

ICMA drafted and/or provided extensive review and comment on three new laws for the Ministry ICMA also undertook the task of writing a comprehensive budget preparation manual to be used for all cities and communities By September the following products were completed

- The Law on Fiscal Equalization
- The Law on Local Duties and Fees
- The Law on Property Tax
- The GOA officially adopted and mandated Budget Preparation Manual

Sustainability

The Law on Fiscal Equalization is considered by ICMA to be good legislation but the actual process of intergovernmental transfers is flawed The pool of funds available for transfer consists only of 15% of the national income tax collected At this point in the development of Armenia's economy, this is not a significant amount and does not begin to meet municipal needs Furthermore the GOA uses the transfer fund to make subsidy payments to selected cities before the equalization formula is applied This further reduces the amount of money that is fairly distributed to other cities

The Law on Local Duties and Fees provides cities a small but dependable source of revenue Many of the permitted fees are tied to economic activity (i e construction and business permits) and mean little to most communities The Law on Property Tax will become the most significant source of local revenue but will not come into full play until the State Cadastre has registered and assessed all real property

The Budget Preparation Manual has been a huge success It has been universally praised by the GOA and the cities and appears to fully address the local government reporting requirements of the GOA

Activity: Local Financial Management/Budget Capability Building

Objectives

- Provide a newly developed, advanced budget/finance curriculum for the original eight cities that completed the basic course,
- replicate the basic course of budget/finance management with ten new cities,
- strengthen the institutional capacity of the School of Public Administration and secure their commitment to provide in-service training for public officials and
- develop the structure that supports the ongoing professionalism of municipal public finance officers in Armenia

Background

In February of 1997, ICMA created the Local Government Training Center, located at the Armenian School of Public Administration Eight cities were selected to participate in the first year of training Each city committed the time of their respective Deputy Mayor and Finance Director to attend a series of two-day seminars on budgeting and financial management Rigorous homework and case study assignments were assigned to participants between seminars The stated goal was to have each city prepare an annual budget and three-year financial plan as mandated by Armenian law During this process however, the participants became in effect, trained city managers with both basic technical skills and concepts of fair and transparent government

Activity

ICMA plans to develop a second year of curriculum for past and future participants was deleted from the work program at the request of USAID. Likewise, the objective of assisting the School of Public Administration in developing an in-service training program for public officials was deleted. Instead, the basic curriculum was expanded and enriched based upon the first year's experience. Much effort was made to make the curriculum more "Armenian" by using indigenous case studies that students could better relate to. Professional trainers reviewed all materials and made suggestions for improving content clarity and continuity. The cadre of Armenian trainers was expanded from four to nine persons and now includes municipal practitioners who are graduates of the first year's program. All trainers participated in a one-week 'training of trainers' course provided by an ICMA consultant.

Results

In January of 1998, the annual budgets of the program's first eight cities were delivered to the Ministry of Finance and Economy. These were the first program budgets ever prepared in Armenia. The quality of this work impressed the Ministry and increased their resolve to address the awareness of budgeting and financial management across the country.

First year graduates had developed a professional kinship during the course, which resulted in the formation of a national association of Finance Officers. This kinship rapidly developed in the second group as well and all of them are members of the association. This association is working closely with the newly formed national association of Mayors on a legislative program for the National Assembly designed to preserve and enhance the autonomy of local government. There are trained finance professionals now in every Marz and they have accepted the responsibility of acting as technology transfer agents to assist other cities in budget preparation.

In October, a national conference on budget and finance issues was organized by ICMA. More than 400 persons attended the two-day conference. There were representatives from cities, communities, the GOA, the National Assembly, universities and foreign donor agencies. The proceedings of the conference are currently being published in Armenian and will be distributed to every elected official in Armenia as well as other interested parties. An English version of the proceedings will be published separately by ICMA. The Armenian Budget Preparation Manual was distributed to all local governments prior to the conference and was discussed at length during the event.

Sustainability

Organizationally, the Local Government Training Center is considered sustainable at this time. The staff and trainers are experienced and competent and the School of Public Administration is a staunch counterpart. The existing curriculum is complete although ICMA feels that it needs to be expanded and continually updated. There is, however, no source of financing aside from that provided by USAID. In terms of fulfilling long-term objectives, many more cities need to be trained before Armenia can be said to have competent and enlightened local government financial practices. The perception of the program in the eyes of the GOA and the cities is excellent and many more cities wish to participate.

Activity: Municipal Association Development

Objectives

- To strengthen the role of local government in the overall governing process of Armenia and represent the interests of local government at the national level and
- to create a mechanism by which local government officials can exchange information and continue to expand their legislative and administrative capacity

Background

After participating in a 1997 ICMA study tour to America, several Armenian mayors decided to form a national association of elected local officials. The association was registered in January of 1998. The ICMA staff assisted

in this formation and drafted the group's bylaws and code of ethics and provided staff support for several organizational meetings

Activity

In September the association held its first national conference. The conference was attended by thirty-eight of the country's forty-eight Mayors and a like number of Community Chiefs participated as well. ICMA has continued to support the association with staffing of meetings, preparing and distributing communications to members and the hosting of committee meetings at the Local Government Center. ICMA had planned to provide an Association Development consultant to prepare an organizational and business plan but did not proceed with this work at the request of USAID.

Results

The association has adopted a dues structure for the members but the amount collected to date is insufficient to staff and equip a permanent office. The leadership of the association has been quite active in lobbying the National Assembly in support of municipal issues. It has also been diligent in defending mayors who have come under attack from Marzpets (regional governors appointed by the GOA) for various reasons. Other, usual functions of such an association such as training and technical assistance has not been attempted due to budget constraints.

Sustainability

There is little question as to the continued existence of the association or its ability to perform limited functions. It cannot reach the full potential of such a usually powerful association without some additional level of financial support, which it cannot provide internally at this time. 1999 will be a particularly important year for local government in Armenia. The National Assembly has a full agenda of municipal related legislation and the next election of Mayors and Community Chiefs will take place in November. The impact of the association on these events will necessarily be limited.

Activity: Municipal Service Delivery

Objectives

- To improve the quality and cost-effectiveness of municipal service delivery through introducing competitive practices and improved ability to collect properly priced utilities and services, and,
- to create opportunities for private firms to compete for municipal business through procurement of goods and services)

Background

In late 1997, ICMA established pilot programs in four cities to try to improve the efficiency and financial status of municipal utilities and services. The need for such a program came about as Armenia's housing stock was privatized and private owners had to assume home maintenance and utility payment responsibilities. The core activities of the program were

- to undertake more aggressive collection of full-cost fees for selected municipal utilities and services such as water, trash collection and common area building maintenance,
- to establish a housing allowance program (targeted subsidies based on income) to assist needy families to meet the costs of services and to help communicate that the more forceful collection of tariffs was being carried out in an equitable manner, and,
- to experiment with competitive bidding for private firms to provide selected municipal services to achieve more cost effective delivery

Activity

To support competitive bidding, ICMA drafted a national law for the Ministry of Finance and Economy based upon the initial success of the model municipal programs. The draft was subsequently enacted and became applicable to all government offices in the country.

ICMA had made preliminary plans with the Ministry of Social Protection and a National Assembly to co-sponsor a national conference to introduce a housing allowance concept to a nation wide audience of GOA officials and Mayors. USAID/Yerevan raised concerns about the consistency of the local housing allowance program with other social protection initiatives and requested a stop to the conference and the pilot programs.

Results

Although ICMA ceased to provide technical assistance to the pilot program, the initial comprehensive programs were continued by all participating cities. The program was eventually adopted by eight other cities in whole or in part with technical assistance provided by the model cities.

One city, which adopted the housing allowance program, was able to increase the monthly collection rate for water and trash removal from 10% of the population to 40% within three months time. Two more cities opted to bid out municipal services to private contractors and realized a minimum 30% cost reduction per annum for each service.

Sustainability

The comprehensive program has proved immanently sustainable in each participating city. The cost of program implementation and/or the providing of subsidies has been more than offset by reduced cost of services and higher collection rates for tariffs.

Activity: Property Registration Reform

Objective

To help develop a property registration system to support both housing privatization and the on-going formation of real estate markets. The information in the system should be readily accessible to the public and the registration process should be prompt and have affordable user fees.

Background

In October of 1997, USAID/ICMA delivered a model registration system to the GOA and helped to establish a Unified State Cadastre department to operate the system. The World Bank had planned a significant funding program to allow the Cadastre to begin national operations at the end of the ICMA work program. This funding was delayed however until mid-1998. Independently, USAID initiated a program of continued technical assistance to the Cadastre that began in July of 1998.

The ICMA work program was therefore modified to continue assistance to the Cadastre in filling in missing elements in the legal framework for property registration and limited assistance in training and registration methodologies to sustain minimal continuity of effort until the larger USAID and World Bank programs could commence.

Activity

Legal assistance concentrated on the design and draft of a Law on Property Registration. Careful construction of the law was required because of the need for this law to smoothly interface with other developing pieces of legislation such as the Civil Code and Mortgage Law.

Technical assistance was provided by a systems analyst to plan for human and hardware/software resources required to support a national system. Additional assistance was provided in the areas of appraisal and assessment methodologies.

Results

A draft law of registration was drafted and subsequently adopted by the National Assembly during the period of USAID follow-on assistance. ICMA provided technical assistance to the USAID assessment team charged with designing a Cadastre support program and with the World Bank team, which was charged with funding major equipment purchases.

Activity: Real Estate Training (REACT Center)

Objectives

- To modify existing training materials to reflect changes in Armenian Law and real estate practices
- Develop new materials and curriculums to expand the scope of real estate training to be available and
- Provide technical assistance to the GOA in developing housing policies

Background

The REACT Center was formed in January of 1997 with two major mandates. First, to assist the GOA in developing consistent housing policies to support real estate markets. Second, to maintain a formal training center for the instruction of proper real estate practices to a wide variety of real estate professionals.

Since that time, the center has developed a core curriculum and training staff that serves brokers, appraisers, property managers, accountants and elected officials of condominium associations. It conducted a national public awareness program for the GOA which greatly accelerated the privatization process.

Activity

1998 was a year of major legislative action in the area of real estate markets. Laws on property registration and adoption of a civil code impacted the industry, while changes in the condominium law and licensing requirements for practitioners required new training schedules. Extensive revision of existing curriculums was required.

The USAID/ICMA initiative in condominium formation required new curriculum and training schedules. This initiative also required the design and implementation of a national, multi-media public awareness program.

To support the State Cadastre, a special training regimen in property appraisal was prepared and delivered twice during the year. An advanced appraisal curriculum was also developed and passed on to the assistance providers for the USAID follow-on program of Cadastre assistance.

Results

REACT staff responded to a request from then Prime Minister (now President) Kocharian and prepared a White Paper on problems in condominium formation. This resulted in a decree ordering the Ministry of Urban Development to seek resources to expedite condominium formation and legislation amending a poorly written Law on Condominiums. USAID/ICMA responded to the GOA's request and designed and implemented a highly successful national program that continues to this date.

REACT developed six new textbooks to support the condominium formation program. It wrote and distributed 1000 copies of a text on how to form, register and manage a condominium association. Several hundred new condominium Presidents and Board Members received follow-up training at the REACT Center.

Consultants to the Center developed and delivered a professional course in property appraisal that has produced seventy-four graduates. Forty-eight participants graduated from a revised course for Brokers.

Sustainability

The entire curriculum for condominium training has been passed on to the National Association of Condominium Owners (NACO). NACO has hired training staff and plans to deliver these courses as an association service. The Appraiser Training curriculum has been passed on to RONCO, a USAID contractor providing technical assistance to the State Cadastre. Other REACT functions await USAID direction as to their future activity and funding.

Condominium Formation

Objectives

- To accelerate condominium formation to provide for the management and maintenance of privatized housing and
- to create opportunities for private firms to provide housing management and maintenance services

Background

ICMA has helped the GOA with the legal framework for housing privatization, including the drafting of the initial privatization law and subsequent decrees and laws for condominiums. In 1997, ICMA, working with the Ministry of Urban Development, carried out a national privatization program that resulted in 87% of state owned units being privatized prior to a statutory deadline.

The GOA has long considered condominium associations to be the vehicle for encouraging citizen acceptance of responsibility to maintain their housing. Condominium formation began in 1996 and proceeded reasonably well under a government decree authorizing such formation, which preceded adoption of a formal law. When the law was enacted, it contained a poorly conceived provision that each new association could contain only one building. This meant that each association would average less than 80 units of housing which is too little to achieve any economy of scale in property management and maintenance. Condominium formation languished and the GOA and ICMA began a review of options to launch a more effective program.

Activity

As previously mentioned, ICMA programmatic research encouraged the Prime Minister to issue a series of decisions in February and March that organized the government side for action and the National Assembly responded by making necessary legislative changes in May. USAID then authorized ICMA to organize a revised program of condominium formation which was implemented on July 1, 1998 when the Prime Minister made a much publicized speech on the importance of the program and pledged GOA support for the ICMA plan.

Key to the success of the revised program was the formation of a working group consisting of the Ministers of Urban Development and Territories, the President of the newly formed National Association of Condominium Owners (NACO) and the ICMA Resident Advisor. This group provided continued and consistent guidance to NACO field representatives who conducted the actual grassroots registration activities in each Marz of the country and the City of Yerevan. The group reported directly to the Prime Minister and the program received continued support at the highest level of the GOA.

The ICMA REACT Center developed a national public information campaign which consisted of six, one-minute commercials and a fifteen minute "infomercial" on the benefits of condominiums. The GOA provided TV and radio time at deeply discounted rates and a four-month media blitz supported the work of the NACO field representatives.

Other program elements consisted of a simplified association registration process, payment of registration fees for new associations and basic training for newly elected officers of each association. The ICMA Resident Advisor and the NACO President visited Mayors in each Marz to solicit their support for the program and explain expected benefits to the city administrations. The Mayors who had participated in the ICMA Local Government Training Program were particularly receptive to condominium formation and provided invaluable assistance not only in their own cities, but with phone calls and visits to their peers.

Results

The program reached its primary goal of enlisting 40% of the nation's apartment into condominium associations. As of March 10, 1999, there were 567 registered condominium associations containing 3,465 buildings and 156,644 housing units. An additional 29 associations with approximately 15,000 housing units are awaiting completion of the registration process.

There are newly formed associations in each Marz of the country except Ararat which now has two associations awaiting registration. All communities of Yerevan have formed associations.

The key officers of most associations have received rudimentary training in their new tasks. Extensive new curriculum is now available for more formal training of new professionals such as association presidents, board members, property managers and accountants.

The media program was well received by the public and is readily available for future use. The cities of Nor Hajn and Abovian incorporated 100% of their apartments into condominiums and are participating in a pilot project for competitive bidding of goods and services for the associations.

Sustainability

The program has been hugely successful in the eyes of the GOA, which supports its indefinite continuation. The GOA has earmarked \$200,000 from the central government budget to financially support the new associations and is now devising plans for how best to spend these funds. The GOA has high hopes that the associations will not only be implementers of housing maintenance policy but grassroots administrators of social programs, along with the cities, such as housing allowances, family allowances and utility tariff collections.

NACO earned enough fees for its services provided to the formation program to cover basic operating expenses for another eight to ten months. During this time it will be incumbent for NACO to prove its worth to the membership so that dues from the local associations will be freely paid to NACO for continued sustenance.

Section III: Property and Equipment Disposition Plan

ICMA helped establish three Armenian NGO associations that are recommended to become recipients of all USAID purchased equipment currently used by ICMA. These associations are considered to be sustainable to a degree that USAID equipment would be useful to the association and employed for objectives supported by USAID.

Local Government Training Center (LGTC)- The LGTC is the entity that conducts the ICMA activity of Local Financial Management/Budget Capability Building. It is housed in the Armenian School of Public Administration.

National Association of Condominium Owners (NACO)- NACO is the NGO created to administer the ICMA activity of Condominium Formation. It is housed in the Yerevan State University.

Community Union Association of Armenia This association is most commonly referred to as the "Mayor's Association." Membership in the association is open to all locally elected officials including Mayors and Community Heads. It is temporarily housed in The City of Abovian Municipal building but conducts most of its activities in the LGTC.

The following schedules reflect the recommended distribution of inventoried equipment with an initial purchase price of more than \$500.00. All other items of minor equipment, furniture and office supplies currently used by ICMA will be distributed to the associations as well.

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

USAID PCE-Q-00-95-00002-00

MDM DELIVERY ORDER NUMBER 27

PREPOSED EQUIPMENT DISPOSITION TO

LOCAL GOVERNMENT TRAINING CENTER

Item	Model No.	Serial No.	Date Purchased	Purchase Price	Condition
ZENITH LAPTOP	4SLC33	5C7TBKT004282	Dec 94	\$ 1,929	Fair
COMPAQ LAPTOP CONTURA	4/25C	732hdr20061	Feb 93	\$ 2,700	Good
Fax Machine	KXF-230B	4CCHC003346	Oct 94	\$ 590	Poor
Telex Personal Listening System 1 transmitter and 6 receivers			Sept 96	\$ 1,381	Good
Desktop Computer	NOVA	4E748C2082	Jun 98	\$ 1,460	Excellent
Laptop Computer	Toshiba Satellite320/325	78902755A-1	Aug 98	\$ 3,000	Excellent
HP Scanner	Scan Jet 6100C	SG83914068	Jun 98	\$ 855 00	Excellent
HP Printer Laser Jet	Jet 5	NLIW275847	Jul 98	\$ 1 265	Excellent
Copier NP	Canon 6216	UCW12160	Jun 98	\$ 1,905	Excellent
Air Conditioner	Panasonic OU- A7OKE	0321319148	Aug 98	\$ 973 60	Excellent

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

USAID CONTRACT PCE-Q-00-95-00002-00

MDM DELIVERY ORDER NUMBER 27

PREPOSED EQUIPMENT DISPOSITION TO

NATIONAL ASSOCIATION OF CONDOMINIUM OWNERS

Item	Model No.	Serial No.	Date Purchased	Purchase Price	Condition
Canon Copier	NP 1520	CWZO5862	Mar 93	\$ 2,700	Poor
Step-down Converter	SD14	SD14	May 93	\$ 700	Poor
Zenith Laptop	486 DX2/50	5CSCPS002105	July 95	\$ 2,425	Fair
Desk-top Computer	Packard Bell	65470638	Dec 94	\$ 2,025	Good
Pentium PC	HP-4848F	Q-1830	Apr 97	\$ 1,010	Excellent
Laptop Inspiron 3000	DELL	B4D2S	Aug 98	\$ 3,600	Excellent
IBM Computer PC	300 GL	5551ZYO	July 98	\$ 1,570	Excellent
HP Laser Jet Printer	Jet 6L	CNZM090291	Nov 97	\$ 552	Excellent

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

USAID CONTRACT PCE-Q-00-95-00002-00
MDM DELIVERY ORDER NUMBER 27

PREPOSED EQUIPMENT DISPOSITION TO

COMMUNITY UNION ASSOCIATION OF ARMENIA

(NATIONAL ASSOCIATION OF MAYORS)

Item	Model No.	Serial No.	Date Purchased	Purchase Price	Condition
IBM THINKPAD LAPTOP	M6-1	1M7B0057161	Oct 94	\$ 5,628	Good
HP Laser Jet Printer	Laser Jet 4	JPBS047900	June 94	\$ 2,060	Fair
UPS	BU600	W920507586	Feb 93	\$ 630	Poor
Copier with Sorter & Feeder	Xerox 5328FC	F4754-019	Jan 96	\$ 6,454	Poor
Air Conditioner – Westinghouse	AX15	A172202	June 96	\$ 903	Fair
Alnco VHF FM Transceiver 5 items	DJ-F1T DR 130T	0009571 T016697 0007614 T005692 T005693	Jan 95	\$ 1,425	Good
Pentium II PC	DELL	6385597	Dec 97	\$ 3,999 6	Excellent
Fax Machine	Panasonic	KX-F 1000	April 98	\$ 665	Excellent

APPENDIX A
ICMA CONSULTANT REPORTS

LIST OF ICMA CONSULTANT'S REPORTS

1992– 1999

RICHARD ALMY

- 1 Cadastral Records, Property Taxation and Privatization in RA, 1993 (hard copy)
- 2 Immovable Property Tax legislation, 1993 (hard copy)
- 3 Land and Property Administration Prototype Manual, 19949 (hard copy)
- 4 Report of Mission on Introduction of the Law on Property Tax 1995 (TRIPREP DOC)
- 5 Seminar on Real Property Appraisal , 1995 (1026SEM DOC)
- 6 Trip Report, Dec 1996 (TRIP7 DOC)
- 7 Seminar on Mass Appraisal of Land and Buildings for Taxation, July, 1996 (CAMASEM WPD)
- 8 Market Based Property Assessment Project, 1997(TRIP10 WPD)
- 9 Status of Property Taxation in RA, 1996 (TAXSTATU WPD)
- 10 Trip Report on Market Based Property Assessment, 1997 (TRIP8 DOC)
- 11 Trip Report, 1998 (TRIPLAST DOC)

RICHARD BINGHAM

- 1 Report on Subject of Equalization, 1998 (BING DOC)

BRENAN CLOSE

- 1 Report on Armenia Real Property Registration System, 1998 (KLOSERPT DOC, KLOSE DOC –Armenian)

FRED FISHER

- 1 Municipal Development Program for Armenia and Georgia Providing Key Officials and other Relevant Stakeholders with Assistance in Formatting a Municipal Development Plan of Action, 1995 (ARMENIA1 DOC)

IVAN FORD

Property Registration Final Report, 1997 (APRL97 DOC)

MARK GALAGHER

- 1 Central – Local Fiscal Relations in Armenia, 1995 (GALLAGHE DOC)
- 2 Proposed Decentralization and Local Self Government Action Plan,1996 (GALLA RPT)
- 3 Note on the Draft Treasury Law of RA,1996 (TREASURY DOC)

RICK GAYNOR

- 1 Proposed Model for Registration of Real Property, 1996(RGCOMM DOC, ARMLAW DOC)
- 2 Comments on Real Property Registration , 1997 (hard copy)
- 3 Comments on Part I OF THE Civil Code of RA, 1997 (CIVCOMM DOC)
- 4 Proposed Terms of Reference of Real Property Cadastre, 1998 (hard copy)
- 5 Trip Report (Jan 21-Feb 4, 1998) Registration of Real Property Rights (TRIRPT DOC)
- 6 Draft Law on Registration, 1998
- 7 Comments on "Mortgage Law of RA", 1996(MORTCOM1 DOC, MORTCOM2 DOC), ARK102 DOC

RICHARD KOBAYASHI

- 1 National Forum on Local –Self Government, 1996 (NFTOC DOC, PART1 DOC, PART2 DOC, INTROPRO DOC)
- 2 Decentralization Terms and Issues, 1996 (KOBAYSH3 DOC)
- 3 On Implementing the Local self-government Act (TERFAIR418 DOC)

MICHAEL KUCHARZAK

- 1 Condominium Association Workshop for City Administrators, 1995 (SPEECH DOC)
- 2 To encourage the Formation of City Offices of Condominium Services, Draft, 1995 (EXIT DOC)

JOHN LAWTON

- 1 Condominium Association Formation materials, 1995 (CONCRETE CTR, BID1 DOC)
- 2 Comments on Training Center at Yerevan State University Program, 1994 (YSUPRGM DOC)

MARTA LOMBARD

- 1 Proposal to the World bank from the RA , Ministry of Economy for development of Demonstration Cadastral Program, 1995 (YEREVAN DOC)
- 2 Project Implementation Plan Demonstration Program of Automated Cadastre system, 1995 (YEREVANA DOC)

DANIEL MALJANYAN

- 1 Proposed Municipal management /Finance Reform, 1994 (ICMA2 DOC)

ALEX MILLER

- 1 Training Workshops Condominium Management and Operations for Owners and Directors, 1993 (CONDEM MIL)

TIERRY PERCIVAL

- 1 Property Registration Project Materials, 1997 (CADASTR DOC, SEPT-REPORT DOC, RPREGUL DOC)
- 2 Property Registration Pilot Project Final Materials, 1998 (TR_RPT DOC)

MAHESH REDDY

- 1 Development of Housing Maintenance Budgeting and Financial Control System (FINALRPT DOC)
- 2 Housing Privatization Program of RA, 1993 (MAINST2 DOC)

WALTER ROBILARD

- 1 The Aspects of Implementing a Legal land Cadastre, 1995 (WRREPORT DOC)
- 2 Trip Progress Report The Aspects of implementation of a legal Land Cadastre in the RA, 1995 (MARCHA DOC)

EUGENE SIENKEWITCH

- 1 A Procedure Manual for Facilitators and Property managers (MANUAL MEM)
- 2 Housing Management Reform in Armenia, 1995 (MANUAL)

KAUFMAN WALLACE

- 1 Property Appraisal Materials, 1998 (hard copy)

ROBERT WEST

- 1 Professional Real Estate Skills Development, 1998 (ARMENIA DOC)

RICHARD WINNIE

- 1 Land Code General Comments, March 1994 (COMMENT DOC, COMMENT2 DOC)
- 2 Draft Land Code , 1994 (alandcom doc)
- 3 Draft Land Code of RA, 1995 (ENGRELP1 DOC)
- 4 Commentary on Local Duties and Fees (BUDGET2 DOC)
- 5 Urban Planning Law Approach to Development of Legislation, 1994 (hard copy)
- 6 Real Property Code of RA, 1995 (ENGRELP2 DOC)
- 7 Illustrative Provisions Regarding Eminent Domain 1996(AATCOM DOC)
- 8 Comments on Budgetary System, 1996 (BUDGWP1 DOC)
- 9 Comments on Council of Elders, 1996 (CHARTWP1 DOC)

ANTON YERGAT

- 1 The Basis of Real Estate License Law, 1995 (SEM3 DOC)
- 2 Trip Report, 1995 (TDYAPR DOC)
- 3 Real Estate Concept Materials, 1995 (YERGAT1 DOC, YERGAT1A DOC, YERGAT2 DOC, YERGAT2A DOC)

APPENDIX B
ICMA REALESTATE AND CONDOMINIUM CENTER
REPORTS

LIST OF PUBLICATIONS BY

REAL ESTATE AND CONDOMINIUM TRAINING CENTER

(REACT)

ITEM	TYPE OF PUBLICATION	LANGUAGE	Nº OF PAGES	
1	Formation of condominiums	Text book	Armenian	89
2	Condo Association Management	Handbook	Armenian	17
3	Choosing a Management Company	Handbook	Armenian	25
4	Service Contracting	Handbook	Armenian	21
5	Condo Association Leadership	Handbook	Armenian	23
6	The Role of Association Secretary	Handbook	Armenian	35
7	Drafting Association Rules	Handbook	Armenian	23
8	The Role of Association Treasurer	Handbook	Armenian	33
9	Guide to Annual Meetings & Elections	Handbook	Armenian	60
10	The Role of the Association President	Handbook	Armenian	33
11	An Overview of Armenia's Reforms Housing	Handbook	Russian	50
12	Collection of Articles on Housing Reforms	Handbook	Armenian	28
13	Condominiums	Textbook	Armenian	121
14	Principles of Real Estate	Textbook	Armenian	132
15	An Overview of Armenia s Reforms Housing	Handbook	English	35
16	Guide to Organization of Condo Association	Handbook	Russian	28
17	Package of Service Contracting Bid Does	Handbook	Russian	28
18	Condominiums	Textbook	Russian	93
19	Guide for Housing Allowances Centers	Handbook	Armenian	36
20	Property Management	Textbook	Armenian	198
21	Practical Guide for Condo Formation Activities	Handbook	Armenian	115

APPENDIX C
ICMA LOCAL GOVERNMENT PUBLICATIONS

LIST OF PUBLICATIONS BY

LOCAL GOVERNMENT TRAINING CENTER

WORKSHOP 1/GENERAL TOPICS

C/My documents/Seminars/Used 1998/Semin1'98/English
File -SEM1_ENG doc consisting of
TRANSPAR doc WORKSEE doc, SUMMARIE doc,
BACKGROU doc HOMEWORK doc

- Fiscal Reform in Transitional Countries
- Fiscal Reform in Armenia
- Budget Reform in the Armenian Communities
- What is a Budget, Purpose of a Budget

WORKSHOP 2/GENERAL TOPICS

C/My documents/Seminars/Used 1998/Semin2'98/English

Files AGENDA doc, TRANSPAR doc, CASEST doc, SUMMAR.doc
BACKRE doc, HOMEWORK doc

- Types of Budget
- Financial and Environmental Indicators for Armenian Communities
- Municipal Strategies Goals and Objectives

WORKSHOP 3/GENERAL TOPICS

C/My documents/Seminars/Used 1998/Semin3'98/English

Files 98-3 AGENDA doc TRANSPARNCIES-ENG PPT
VAHRAM-BUDGET CALENDAR doc, NAKHADPROTS-ENGLISH doc,
ABOVIAN-ENGLISH doc SUMMARY ENGLISH doc

- Three Year Plan of Community Development
- Budget Guidelines of the Government
- Organizing the Budget Process

WORKSHP 4/GENERAL TOPICS

C/My documents/Seminars/Used 1998/Semin4 98/English

Files AGENDA doc TRANSP-ENG4 PPT, TRANSP1 doc
CASE STUDIES doc SUMMARIES doc READINGS doc, HOMEWORK doc

- Organizing the Budget Process
- Community Tax Revenues
- Types of Revenues
- Revenue Alternatives
- Revenue Forecasting
- Revenue Work Plan

WORKSHOP 5/GENERAL TOPICS

C/My documents/Seminars/Used 1998/Semin5'98/Egfinal

Files TRANSP doc, SUMMARIES doc READINGS doc,
CASE STUDIES doc, AGENDA doc

- Classification of expenditures
- Capital Budgeting
- Cost Benefit Analysis
- Optimization
- Work Plan, Budget Preparation
- Budget Document
- Budget Presentation
- Citizen Participation

WORKSHOP 6/GENERAL TOPICS

C/My documents/Seminars/Used 1998/Semin6'98/Fmaleg

Files TRANSP doc READINGS doc, CASE STUDIES doc, AGENDA doc

- Performance Measurement
- Audit of Community Budget
- Budget Monitoring

OTHER PUBLICATIONS

- Guide to the Local Self Government (booklet in Armenian, translated into English /EGUIDE doc
- Make Policy Who, Me? (booklet in Armenian, translated into English /EMAKEPOL doc
- City of Oradea 1995 Budget (booklet in Armenian translated from English into Armenian
- Budget Manual (the materials in Armenian only)

APPENDIX D
ICMA LAWS OF ARMENIA IN ENGLISH

SELECTIVE LIST OF THE ENGLISH TRANSLATIONS OF LEGAL ACTS OF THE REPUBLIC OF ARMENIA AVAILABLE AT ICMA YEREVAN OFFICE

	NAME OF THE LEGAL ACT	STATUS	ICMA FILE NAME	NOTES / REFERENCES
1	PRIVATIZATION			
1 a	LAW ABOUT STATE AND PUBLIC HOUSING STOCK PRIVATIZATION	SIGNED BY PRES 06 29 95	HOUSPRV4 GN	
1 b	(i) DECISION on the Transfer of Property Rights of State Enterprises and Organizations to Communities			
1 c	(ii) DECISION on the Rules of Housing Stock Protection	GOA 1997		
1 d	(iii) DECISION ON PRIVATIZATION AND MANNER OF UNFINISHED CONSTRUCTION STATUS (SINGLE FAMILY)	SIGNED BY PRES 11 15 96	INFINCONSTR 2 DOC	
1 e	(iv) DECISION ON PRIVATIZATION OF UNFINISHED CONSTRUCTION STATUS (MULTI-FAMILY)	SIGNED BY PRES 6 18 97	UNFINCONST DOC1	
1 f	(v) DECISION N 114, ON INVENTORY AND STATE REGISTRATION OF UNAUTHORISED CONSTRUCTIONS	FEB 25 1998 SIGNED BY KOCHARIAN	HASKAR 027	
2	REAL PROPERTY / HOUSING / URBAN DEVELOPMENT			
2 a	LAW ON REAL PROPERTY OF THE ROA	NA 12 13 95 SIGNED BY PRES 01 22 96	ENGP13 DOC	
2 b	(i) (RESOLUTION #57) REGULATION for Auction Sales of State Owned Lands in the Republic of Armenia	GOA 02 03 1995	ARK032A DOC	
2 c	(ii) DECISION # 53/15 of the Yervan City Council Executive Committee on Regulation of Matters Related to the Transfer of the Title and Use of Lands Managed by the Executive Committee of Yerevan City Council	12 16 94	ARK093 DOC	
2 d	(iii) DECISION OF GOA on Regulation for Conveyance of Lands Owned by Citizens and Lands in Collective Ownership	DRAFT (TRANSL 08 22 96)	ARK106 DOC	
2 e	(iv) DECISION OF GOA on Regulation for Expropriation of Real Property for State of Public Needs	DRAFT (TRANSL 08 24 96)	ARK107 DOC	
2 f	(v) DECISION OF GOA on Approval of the Forms of Certificates of Ownership Title to Permanent Use, Lease and Mortgage of Real Property	DRAFT (TRANSL 08 25 96)	ARK109 DOC	
2 g	(vi) DECISION OF GOA ON GRANTING THE FAMILY ALLOWANCES	DECEMBER 9 1997 # 562	FAMALL DOC	
2 h	LAW ON PROPERTY (OWNERSHIP) IN THE ROA	SIGNED BY PRES 10 31 90	PROPERTY GN	
2 i	LAW ON MORTGAGE	SIGNED BY PRES 06 28 95	ARK060 DOC	
2 j	LAW ON MAKING ADDITIONS AND ALTERATIONS TO THE LAW ON MORTGAGE	SIGNED BY PRES ??????		

	NAME OF THE LEGAL ACT	STATUS	ICMA FILE NAME	NOTES / REFERENCES
2 k	LAW ON REAL PROPERTY STATE CADASTRE	DRAFT (TRANSL 07 14 97)	CADASTR DOC	
2 l	LAW ON STATE CADASTRE	DRAFT (TRANSL 20 04 98)	CADASTR2 DOC	
2	LAW ON STATE REGISTRATION OF REAL PROPERTY OF THE RA	DRAFT (TRANSL 20 04 98)	CADASTRE DOC	
	(i) DECISION #324 on the Creation and Operation of the Real Property State Unified CADASTRE	GOA 07 30 97	CADDEPT DOC	
	(ii) REGULATION #324 on the Creation and Operation of the Real Property State Unified CADASTRE	GOA 07 30 97	CADDEPT DOC	
2	(iii) REGULATION ON REAL PROPERTY STATE REGISTRATION	DRAFT (TRANSL 9 12 97)	RPREGUL DOC	
	LAW ON CONDOMINIUMS	SIGNED BY PRES 06 01 96	ICMA1730 DOC	
	(i) DECISION # 49 on the Model Charter of Condominiums	GOA 03 18 97		
2 s	(ii) DECISION # 122 ON MEASURES FOSTERING FORMATION OF CONDOMINIUMS	FEBRUARY 26 1998	HASKAR 025 DOC	
2 t	LAW ON MAKING ADDITIONS AND ALTERATIONS TO THE LAW ON CONDOMINIUMS	DRAFT (TRNASL 08 22 97)	ICMA565 DOC	
2 u	LAW ON URBAN DEVELOPMENT	DRAFT (TRNASL 00910)	URBLAW DOC	
2 v	LAW ON URBAN DEVELOPMENT (NEW)	DRAFT (TRANSL 3/24/98) ZARA	URBANLAND DOC	
2 w	LAW ON URBAN POLICY OF THE ROA	DRAFT 1995	LV001 DOC	
2 x	HOUSING LEGISLATION OF THE ROA	DRAFT 1995	KCH018A DOC	
2 y	LAW ON STATE PROCUREMENT	DRAFT 1998	PROC DOC	CCOMING INTO FORCE MAY 1998
2 z	LAW ON HOUSING POLICY OF THE ROA	DRAFT	ARK054 DOC	
2 aa	LAND CODE OF REPUBLIC OF ARMENIA	SIGNED BY PRES 04 02 91	LANDCODE LAW	
2 bb	LAW OF RA ABOUT THE AMMENDMENTS IN THE LAND CODE	SIGNED BY PRES 20 02 98	SUZI01 DOC	
2 cc	LAW ON RA ON THE ORDER OF ALIENATION OF THE STATE OWNED LANDS	DRAFT (TRANSL 21 04 98)	LAND LAW	
2 dd	INTERIM REGULATIONS ON RENT OF STATE OWNED LANDS FOR RENT IN THE CITY OF YEREVAN	(TRANSL 20 04 98)	HASKAR032 DOC	
2 ee	DECISION ON APPROVAL OF THE INTERIM REGULATIONS ON THE STATE OWNED LANDS FOR RENT IN THE CITY OF YEREVAN	DRAFT (TRANSL 21 04 98)	REVISEREG DOC	
2 ff	INTERIM REGULATIONS ON PROVISION OF STATE OWNED LAND FOR PERMANENT USE IN THE CITY OF YEREVAN	(TRANSL 21 04 98)	REGULAT DOC	
3	TAXES AND TAXATION			
3 a	LAW ABOUT TAXES AND DUTIES IN THE ROA	SIGNED BY PRES 04 19 92	TAXES DOC	

	NAME OF THE LEGAL ACT	STATUS	ICMA FILE NAME	NOTES / REFERENCES
3 b	LAW ON PROPERTY TAX	SIGNED BY PRES 02 03 95	ARK030 DOC	
3 c	LAW ON LAND TAX	SIGNED BY PRES 04 27 94	ARK062 DOC	
3 d	LAW ON INCOME TAX	SIGNED BY PRES 02 08 95	INCTAX DOC	
3 e	LAW ON PROPERTY TAX	DRAFT (TRANSL 08 12 97)	PROP_TAX DOC	
3 f	LAW ON LAND TAX	DRAFT (TRANSL 08 12 97)	LAND_TAX DOC	
3 g	PROPERTY TAX LAW (THE NEW ONE)	SIGNED BY PRES 01 13 1998	PROPTAX2 DOC	
3 h	LAW OF THE ON LOCAL DUTIES AND FEES	DRAFT (TRANSL 09 10 97)	FEELAW DOC	
3 i	LAW OF THE ON LOCAL DUTIES AND FEES(THE NEW ONE)	DRAFT (TRANSL 11 18 97)	HP040	
4	LOCAL SELF-GOVERNMENT			
4 a	LAW ON LOCAL SELF-GOVERNMENT	NA 06 30 96 SIGNED BY PRES 07 22 96	ARK088F DOC	
4 b	LAW ON MAKING ADDITIONS AND ALTERATIONS TO THE LAW ON LOCAL SELF GOVERNMENT	SIGNED BY PRES 06 24 97	SONA012 DOC	
4 c	(i) DECISION on the Number of Staff of the Community Chief	PRIME MINISTER 12 06 96	STUFNUMB DOC	
4 d	(ii) METHODOLOGICAL GUIDELINES "Model Charter of the Staff of the Community Chief"	DRAFT (TRANSL 12 14 96)	CHARTER2 DOC	
4 e	(iii) METHODOLOGICAL GUIDELINES "Model Charter of the Community Council of Elders"	DRAFT (TRANSL 12/12/96)	CHARTER1 DOC	
4 f	(iv) METHODOLOGICAL GUIDELINES "Model Charter of the Staff of the Community Chief"	???	???	
4 g	(v) RESOLUTION of GOA on Improving the Administrative Structure of Water Supply and Drainage Systems of Residential Areas of ROA	DRAFT (TRANSL 08 26 96)	WATERSUP DOC	
	LAW ON ELECTIONS FOR THE BODIES OF LOCAL SELF-GOVERNMENT	DRAFT??? 03 01 96	AM022 DOC	
	LAW ON ADMINISTRATIVE-TERRITORIAL DIVISION OF THE ROA	SIGNED BY PRES 11 07 95	ARK087 DOC	
	LAW ON FINANCIAL EQUALIZATION	DRAFT 06 12/98	EQL2 DOC	
	LAW ON MAKING ADDITIONS AND ALTERATIONS TO THE LAW ON ADMINISTRATIVE-TERRITORIAL DIVISION OF THE ROA	SIGNED BY PRES 06 30 96	MK001 DOC	
	LAW ON REGIONAL GOVERNMENT	DRAFT 17 10 95	ARK085 DOC	WAS NOT ADOPTED AND HAS BEEN REPLACED BY PRESIDENTIAL DECREE
	(i) DECREE of the President of ROA on Making Additions to the Decree of the President of ROA "On structure and rules of Procedure of GOA on Improving"	01 15 96	REGION15 DOC	
	LAW ON THE BUDGETARY SYSTEM OF THE REPUBLIC OF ARMENIA	NA 06 24 97 SIGNED BY PRES 07 21 97	BUDLAW DOC	
	(i) DECISION of the Board of Ministry of Finance on Interim Order for Allotment of Subsidies to Local	DECISION #9 06 12 96	HP013 DOC	

	NAME OF THE LEGAL ACT	STATUS	ICMA FILE NAME	NOTES / REFERENCES
	Budgets from the Republican Budget, and Financing of Institutions and Organizations Located in Marzes from the Republican Budget			
	(ii) METHODOLOGICAL INSTRUCTIONS on Elaboration of Development Programs for the Mrazes (Yerevan City) of RoA and the Social Economic Development Program of the Republic of Armenia for 1997	JULY 1996	HP006 DOC	
4 q	(iii) Treasury Regulations, Ministry of Finance of RoA	APPROVED BY THE DECREE 368 OF PRIME MINISTER 06 25 96	JUL005 DOC	
4 r	LAW ON THE STATE BUDGET OF THE REPUBLIC OF ARMENIA FOR THE YEAR 1996	NA 12 14 95 SIGNED BY PRES 12 29 95	HP005 DOC	
4 s	LAW ON LOCAL DUTIES AND FEES	DRAFT11/18/97	HP040 DOC	
5	GENERAL			
5 a	CONSTITUTION OF THE REPUBLIC OF ARMENIA	ADOPTED 07 05 95	CONSTIT DOC	
5 b	LAW ON PUBLIC ORGANIZATIONS (NGO'S)	DRAFT???? 01/12/96	AM013 DOC	ARK090 DOC
5 c	LAW ON FOREIGN INVESTMENT	SIGNED BY PRES 07 31 94	KCH004 DOC	
5 d	LAW ON ENTERPRISES AND ENTREPRENEURIAL ACTIVITY	NA 02 26 92 SIGNED BY PRES 03 14 92	0062932 01	
	CIVIL CODE OF THE REPUBLIC OF ARMENIA (PART 1, EXTRACT)	DRAFT 1997	CIVCO1EX DOC	
	CIVIL CODE OF THE REPUBLIC OF ARMENIA (PART 2)	DRAFT 03 01 1997	CIVCODE2 DOC	
	EQUILISATION LAW	DRAFT 06/12/98	EQLZ DOC	
	PROCUREMENT LAW	DRAFT01 11 97	PRZARA DOC	
5 i	DECREE ON PUBLIC ADMINISTRATION IN YEREVAN CITY	SIGNED BY PRES 05 05 1997		

APPENDIX E
COMPACT DISK OF ALL FILES