

Baseline Questionnaire— Community Profile

Byureghavan

GENERAL FEATURES OF COMMUNITY

Byureghavan is located in Kotayk *marz* approximately 18 kilometers north of Yerevan on highway H-2.



General Executive Summary

Close to two large cities, Yerevan and Abovian, Byureghavan is a relatively small city. Because Byureghavan has completed its city boundary process, the city can lease and sell municipal property and plan municipal asset use with certainty. The gender mix for elected and appointed staff is much more even and close to the national average than other cities. The mayor is in his first term, and 3 of the 11 members of council are newly elected.

Byureghavan's economy is suffering because the large industrial component of its economic activity has not been replaced. Many of the industrial sector enterprises will never reopen, and the city's unemployment and out-migration rates reflect this fact. However, the city's proximity to Yerevan and Abovian may provide opportunities to grow specific niche manufacturing and service enterprises.

As reflected in the actual budget revenues for 2003-2005, the revenue for the city has been substantially affected by outside influences such as plant closings and a high level of transfers from the national government. However, the expenditure history indicates that the city has carefully matched its expenditure level with its actual revenues. The growth in land and property tax collection has been steady over the period of implementation.

Public service provision in Byureghavan reflects an area where substantial improvements can be made. Of particular concern is the fact that solid waste collection and apartment building management do not cover the whole city (64 percent coverage).

The local council and city staff have not received training in public relations or media relations, or service orientation for public officials. The response to a freedom of information (FOI) law request is generally good, with a 90-percent timely response. The local council has no set rules of procedure, nor has it participated in community-wide, long-term strategic planning.

Table 1-1. Key Contacts

Position	Name	Telephone
Mayor	Shavarsh Sedrakyan	(0222) 3-66-14, (093) 42-03-04
Deputy Mayor	Edik Poghosyan	(0222) 3-09-51; (091) 33-97-27
Chief of Staff	Liana Dallakyan	(0222) 3-66-14

Table 1-2. General Information

Item	Number	Yes	No
Population 2002 census	10,200		
Number of households	2,754		
Area (est.)	400 hectares		
Certification of boundary		X	
Term of mayor (1st, 2nd, etc.)	2nd term		
Number of local council members	11		
Number of local council members reelected	3		

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	91	1	9
Staff of City Hall	7	47	8	53
Total	18	50	9	50

Figure 1-1. Organization Chart of Local Government

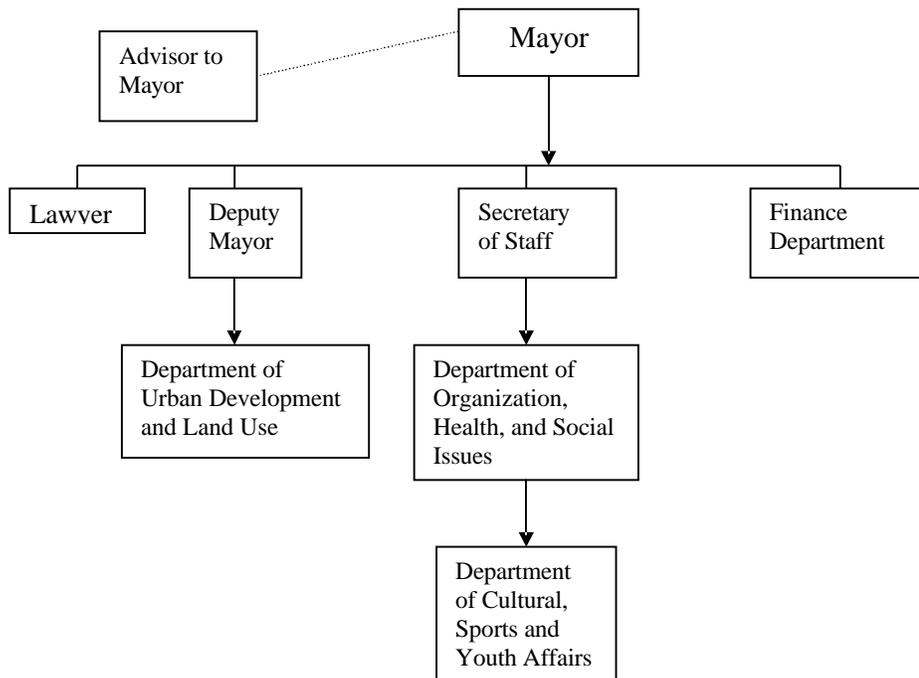


Table 1-4. Economic Base of City

Sector	Estimated Percentage of Local Activity
Agriculture	10
Transportation	10
Tourism	0
Industry (Light and Heavy)	70
Services	5
Small Commercial	5
Other	0
Total	100

The estimated unemployment rate for the city is 50 percent, and an estimated 20 percent of residents work in other countries.

Figure 1-2. Byureghavan Economic Activity by Sector

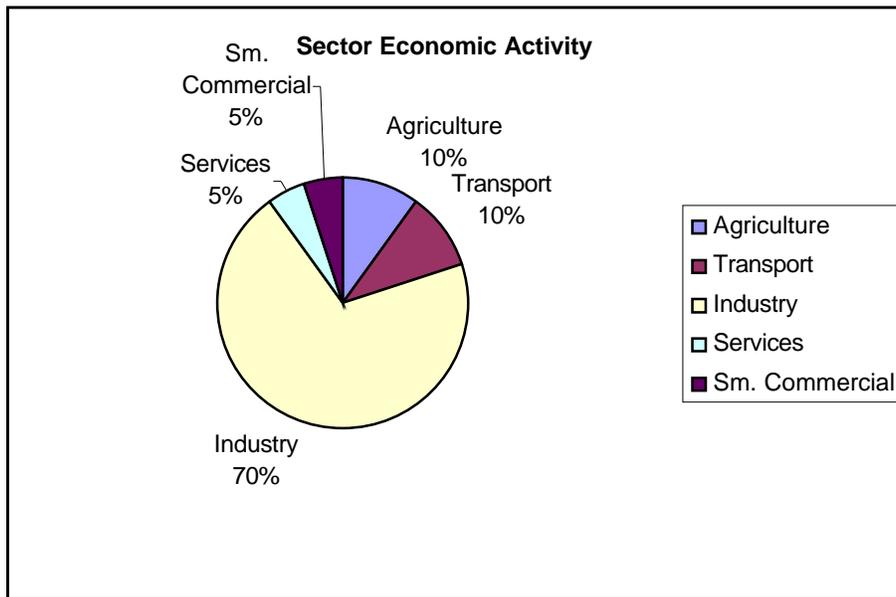


Table 1-5. Computer and Office Equipment of Local Government

Equipment Type	Number	Yes	No
Notebook computers	0		
Desktop computers	5		
Serveres	1		
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

Software Function	Yes	No
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
German Technical Assistance Agency (GTZ)	Provision of computers
USAID Community Environmental Action Groups Project	Tree planting project

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
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No NGOs or CSOs are active

CSO = civil society organization ; NGO = nongovernmental or ganization

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

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

Fiscal Year	Revenues (AMD)	Per Capita Revenues* (AMD)	Expenditures (AMD)	Per Capita Expenditures* (AMD)
2005	62,291,000	6,107	67,432,500	6,611
2004	92,108,000	9,030	96,710,500	9,481
2003	81,424,300	7,983	81,424,300	6,785

AMD = Armenian drams

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

* Based on census population figures.

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

Fiscal Year	Revenues (AMD)	Per Capita Revenues* (AMD)	Expenditures (AMD)	Per Capita Expenditures* (AMD)
2005	71,282,600	6,988	67,700,800	6,637
2004	62,253,000	6,103	57,111,100	5,599
2003	73,968,600	7,252	69,366,100	6,801

AMD = Armenian drams

Budget numbers 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	10,856,300	1,064
2004	10,687,000	1,048
2003	6,300,800	618

AMD = Armenian drams

Budget numbers include both operating and capital budgets. 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	15	Error due to registration records of vehicles and information from GAI for State Vehicle Inspectorate and information from State Tax Inspectorate
Who collects the property tax	Municipal employees	Finance Department
Tax collection	All	Finance Department
Tax collection commissions		Not applicable
Tax collection problems		Collection of taxes for previous years and collection of debts

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	3,000,000 AMD		X

AMD = Armenian drams

Table 2-6. Asset Management

Activity	Amount	Yes	No
Asset management plan developed			X
Local legislation regulating sale or lease of property			X
Public announcement of sale or lease of property		X	
Sale or lease of municipal property	7 parcels for 4,349,900 AMD		
Number of responses received	Minimum met each time ; Total of 48 responses		
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?	<i>Marzpetaran</i>
Have there been any reports of possible corruption?	Yes—sale of property to friends—referred to the Office of Supervisory Services of President of the Republic of Armenia
Are procurement bids published?	Yes
Are the advertisements posted in locations and in ways to solicit the maximum number of competitive offers?	Yes
How many bids are sought?	Auctions and bids over 1,000,000 AMD require three bids
Are bid evaluation committees staffed with professionals to review offers?	Yes, Finance Department staff
Are the winning bids announced publicly?	Yes (city council and municipal staff)
What is the most useful criterion used by the city for accepting an offer for goods or services?	Lowest price when purchasing; highest price when leasing or selling property
Is an internal control system in place?	Yes, marginally
Who is the internal auditor and who does he report to?	Finance Director functions as auditor and reports directly the mayor
How is the collection of cash handled?	City does not handle cash transactions. All cash transactions are carried out by the local branch of Armsaving Bank.

COMPONENT THREE

PUBLIC SERVICE DELIVERY

Executive Summary

Public service provision in Byureghavan reflects an area where substantial improvements can be made. Solid waste collection and apartment building management services do not cover the whole city. Only 64 percent of the city is covered by these services.

Table 3-1. Basic Services Provided by the City

Mandatory Service	Service Provider	Approximate No. of People Served	Number of Employees	Funding Source
Solid waste collection	Byureghavan , OJSC (34 percent owned by the city)	6,500	11	Fees
Landscaping, street cleaning, street lighting	Kanachapatum Enterprise (100 percent owned by city)	Entire city	30	Budget
Apartment building maintenance	Bnakspasarkum, CJSC (100 percent owned by city)	6,500	14	Fees and budget
Kindergarten	Communal noncommercial enterprise	85	18	90% budget and 10% fees
Art school	Budget organization	70	23	90% budget and 10% fees
Community center	Budget organization	Entire city	5	Budget
Library	Budget organization	Entire city	3	Budget

CJSC = closed joint stock company ; OJSC = open 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	60%	60%	60%	Occasionally the collection rate reaches 100 percent
Preschool	100%	100%	100%	This is 10 percent of total costs
Music school	100%	100%	100%	This is 10 percent of the total costs
Solid waste collection	25%	30%	34%	

COMPONENT FOUR

STRENGTHENING LOCAL GOVERNMENT PUBLIC RELATIONS

Executive Summary

Byureghavan is close to Abovian, where it has access to a private TV station for its public service announcements and programming to inform the public. There are no local radio stations or newspapers. Byureghavan makes its required announcements of procurement bids and asset leases and property sales in a paper of national circulation.

The local council and staff have not received training in public relations, media relations, or information handling. The city does not have an information center. The city has not identified a position on city staff responsible for public and media relations. The city is fairly effective in its response to inquiries, requests for service, and complaints. However, the system is manual and could be improved with proper computer hardware and software. Additionally, the City Hall facility could be made much more informative by establishing a directory and bulletin board to announce upcoming activities. Byureghavan has no youth involvement in local government programs and no collaboration with local nongovernmental organizations (NGOs).

Table 4-1. Access to Local Media

Media Type	Yes	No
Television—in nearby Abovian	X	
Radio		X
Newspaper; not local but use <i>Lav</i> , a national 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	25		

Activity	Amount	Yes	No
Timely response to FOI requests	90%		
City has an information board			X
City Hall has a directory			X
City staff as 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 NGOs			X
City Hall office numbers are published or otherwise made available to citizens			X

FOI = freedom of information; NGOs = nongovernmental organizations

Table 4-3. Communication with Residents and Citizen Access

Item or Activity	Yes	No
Newspaper of general circulation		X
TV or radio in the community or very nearby	TV	
Established policies and procedures for public/media relations		X
Individual or department tasked with public relations	X	
Aware and in conformity with freedom of information FOI law (generally)	X	
Recent training for staff or council on FOI		X
Information Analytical Center		X
Requests for information or service, and complaints are tracked	Manually	
Number of inquiries, requests for service, or complaints per month	10	
Percentage of inquiries, requests, and complaints responded to in a timely manner	90	
Percentage of inquiries, requests, and complaints forwarded to another agency	20	
City Hall entrance has a municipal directory		X
City Hall has a phone directory		X
City produces a periodic newsletter		X
City's budget hearings open to the public		X
City has involved youth in any municipal activities or programs	X	

COMPONENT FIVE

ASSISTANCE TO LOCAL COUNCILS

Executive Summary

The Byureghavan local council has not received training in its roles and responsibilities, nor has the council established rules of procedures. Newly elected council members do not receive training on their roles and responsibilities.

The council meets the local council meeting requirements and publishes notification of meetings prior to the meetings, generally on the private TV station in Abovian. However, copies of minutes of public meetings are difficult to obtain, and council members do not have designated mail boxes to receive mail or other communication.

Table 5-1. Local Council Composition and Contact Numbers

Council Member	Gender	Contact Information
1. Borik Davtyan	M	091-20-03-89
2. Ara Miroyan	M	091-38-38-06
3. Taguhi Petrosyan	F	093-24-08-16
4. Sanasar Tsaturyan	M	091-21-45-73
5. Vrezh Beglaryan	M	093-59-54-55
6. Argam Saroyan	M	093-52-59-33
7. Aragats Bugadaryan	M	091-48-91-59
8. Artur Agajanyan	M	093-58-75-64
9. Norayr Martirosyan	M	093-22-05-02
10. Hayk Egyan	M	091-59-16-90
11. Vardan Babayan	M	093-38-36-33

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

Item or Activity	Yes	No
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 open to the public?		X
Does the council participate in the strategic planning for the city?	X	
Does the council conduct service oversight hearings?	X	
Have council members participated in publicizing issues?	X	
Are council members knowledgeable of city operations?	X	
Does the council receive legal guidance on passing local laws?	X	
Do council members meet with constituents regularly?	X	
Is there a place at City Hall where council members can meet with constituents?	X	
Has 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	