



Ministry of Territorial  
Administration and  
Infrastructure of the  
Republic of Armenia



Implemented by  
**giz** Deutsche Gesellschaft  
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Zusammenarbeit (GIZ) GmbH

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# STEP BY STEP VISIBLE RESULTS

Stories and insights  
from Armenian communities

# 4





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YEREVAN, 2022



## About the Programme

The Good Governance for Local Development Programme South Caucasus (hereinafter “The Programme” or “GGLD”) advises and supports respective partner organizations at national, regional (sub-national) and local levels in Armenia, Georgia and Azerbaijan in the implementation of cooperation initiatives towards improved local governance. It supports the improvement of frame conditions, addresses regional (sub-national) governance issues and works towards the improvement of capacities of key actors in providing citizen-oriented municipal services.

To increase transparency and accountability of local governance, the Programme advises on the introduction of citizen participation and complaint mechanisms and support awareness raising for citizens. It also supports the elaboration and application of tools and strategies for regional and local economic development.

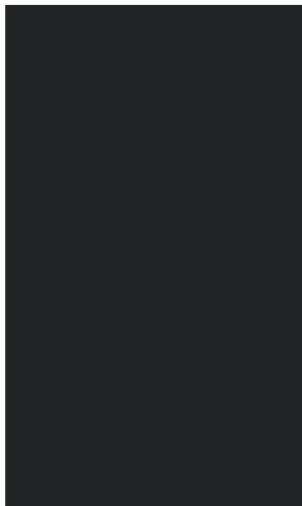
In the context of the German international cooperation approach, the Programme's objectives are oriented within the framework of the Caucasus Initiative; thus, the

improved professional exchange among the countries of the South Caucasus and their increasing cooperation are also objectives at regional South Caucasus level.

The Good Governance for Local Development Programme South Caucasus is the successor of the Good Local Governance in the South Caucasus Programme implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in Armenia co-financed by Swiss Agency for Development and Cooperation (SDC).

The Programme is carried out in close cooperation with the Ministry of Territorial Administration and Infrastructure (MTAI) as the main political partner.

The views expressed in this publication do not necessarily reflect the views of GIZ, SDC, or their respective governments.





## Pierre Bonifassi

Team Leader, Armenia

Good Governance for Local Development South  
Caucasus

Deutsche Gesellschaft für Internationale  
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Indeed, the overall goal of the TARA from its onset is to create the best-ever conducive environments for local self-governments and to build viable structures at local level, which would help the municipalities serve to the interests of their population in the most responsive and efficient manner. The newly established Citizen Offices are perhaps the most tangible and vivid examples of just one major structural set-up that is capable of accommodating so many innovative solutions that improve the daily lives of local inhabitants.

The Programme Good Governance for Local Development South Caucasus will continue strengthening the capacities of consolidated

municipalities in order to adapt key structures to the new requirements and to streamline core management and steering processes. Further, it will be supporting the modernisation of municipal administration and improvement of service delivery through the introduction of innovative e-governance tools and Citizen Offices in the unified municipalities.

With the help of Programme Budgeting, municipalities are better positioned to manage their expenditures focused on results and to provide easy-to-understand information to the local population. As a result, the use of public funds at local level will be more transparent and accountable.

Back in 2015, Armenia had a highly fragmented system of local self-governance, with over 900 municipalities, varying significantly in size, capacities, and distribution of financial resources. In most of these municipalities, local authorities were struggling to fulfill even the most basic of their own functions, which often resulted in decayed public infrastructure or serious drawbacks in the local potential to raise revenues and ensure economic and social development.

In a matter of several years, and as a result of the Territorial and Administrative Reform in Armenia (TARA), the number of municipalities in Armenia decreased by almost half. Due to some pervasive enlargement processes, 465 municipalities were merged into 52 consolidated municipalities, thus joining their capacities, resources, and opening up truly unprecedented opportunities for local economic development, inflow of investments, provision of high-quality public services, and effective citizen participation.



Municipalities are also the primary cell for local economic development. Enhanced planning capacities will enable the consolidated municipalities to develop realistic economic development strategies, identify priorities and formulate targeted applications for local investment projects. The Programme also addresses the need to increase the role of women in local decision-making processes through strengthening the capacities of female local politicians.

This book takes you on a tour through different regions of Armenia and tells you some positive stories about the successes in municipalities achieved through citizen-oriented interventions. Its title is to remind that meaningful outcomes do not happen overnight, but instead may be hard earned and thus well preserved only “step-by-step”.

They can become attainable through the active engagement and ongoing commitment of various stakeholders, fruitful cooperation and partnership between national institutions and local authorities, all with the joint support of international donors and implementing organisations.

This publication compiles records of success, vantage points and public statements of local decision-makers, practitioners in municipal bodies, as well as ordinary citizens sharing their experiences and opinions, providing insights into how their municipalities have benefitted from the recent changes.

Enjoy the reading!



# Alaverdi

The consolidated municipality of Alaverdi, Lori region, lies in the north of Armenia, at a distance of 170 km from capital Yerevan.

The Debed – the largest river by water flow in Armenia, the main railroad artery of the republic – the Yerevan-Tbilisi railway, and one of the major highways in the republic – Yerevan-Vanadzor-Alaverdi-Tbilisi run across the municipality.

The municipality of Alaverdi covers an area of about 300 square kilometers. The relief is characterized with very steep slopes and elevations, ranging from 750m to 1,700m. The consolidated Alaverdi municipality consists of the town of Alaverdi (with its rural neighborhoods of Akner and Sanahin), Akori, Kachachkut, Haghpat, Tsaghkashat and Jiliza. The town of Alaverdi is the center of the municipality. The municipality now has a permanent population of about 16,800 residents.



Alaverdi - a bird's-eye view

\*The Territorial and Administrative reform is envisaged to be continued in the municipality of Alaverdi in 2022.

The municipality is rich in historical and cultural monuments, including the monasteries of Sanahin and Haghpat that were erected in the 10-13th centuries and are on the list of UNESCO's World Heritage. The historical Stone bridge of Sanahin, built over the Debed, is also among the historical and cultural monuments.



Haghpat monastery



Sanahin historical bridge (Stone bridge)

Alaverdi that celebrates its rich cultural traditions was an established center of writing and script already 600 years ago, and 100 years ago it had a theater of its own.

Hrachya Papinyan, the artistic director of Alaverdi municipal theater, notes that ever since its launch in the Soviet years, the annual cultural festival “Lori” has never been cancelled. Besides, Alaverdi has been lucky to have leaders who prioritize and love the festival, theater, and culture.



H. Papinyan is the artistic director of Alaverdi municipal theater



Alaverdi municipal theater is preparing for “Lori” theater festival

“It is hard for our municipality to incur such costs and fund the festival, supporting cultural developments and events. This is a luxury for the community, but, fortunately, we are able to raise funds from external sources, find grant money to maintain the theater, boost the cultural life, unless our theatrical troupes in the capital are able to find the financial means and have the capabilities to tour in the regions as frequently as in the Soviet past,” Hrachya Papinyan says.

Along with supporting the permanent activities of the theater, the municipality also supports the Alaverdi ensemble of folk instruments Lazur.

The air and atmosphere in Alaverdi are absorbed with culture. Even the retaining walls and fences around the town bear illustrations of Tumanyan’s works.

Artist Varuzhan Vardumyan used to be the chief artist in Alaverdi. Currently, he is the principal of the Art school. He proposed the idea of painting illustrations on the retaining walls in town, an idea which he later implemented to improve his native town and contribute to self-governance. Participatory governance is prioritised here: the Council approved the projects he had proposed, and the municipality funded them.



Retaining walls in the town of Alaverdi, bearing illustrations by Varuzhan Vardumyan



Among various issues to be addressed, Varuzhan Vardumyan highly prioritises the policy of culture-based value education in the municipality, “Our municipality has always paid close attention to the extra-curricular education of our children: during these years the art school, music school, and sports school in Alaverdi never stopped their activity. Our municipality has been maintaining them at any cost, and thank God, children truly love attending those institutions, which means that the investment has been justified,” Varuzhan Vardumyan says.



There are 15 general education schools, 12 pre-school educational institutions, seven libraries, two art schools, two music schools, two sports schools, a primary vocational school, a secondary vocational college, and a higher educational institution in the municipality of Alaverdi.



The town of Alaverdi has a renovated and well-equipped sports school where the sport-loving youth from all over municipality train



Moreover, Alaverdi is among those exceptional municipalities that have an inclusive room in a pre-school institution, operating with the support of a specialist and a psychologist.



This is the pre-school institution of Sanahin neighborhood in Alaverdi





This is Sasun Khechumyan, the mayor of the consolidated municipality of Alaverdi

The districts and settlements in the municipality are located quite far apart because of the fragmented and difficult terrain. **Sasun Khechumyan**, the mayor of the municipality, explains that the number of the kindergartens is conditioned by this very specificity,

“We have seven kindergartens in the town of Alaverdi, but none in Jiliza settlement. I treat this matter from another perspective: the fact of being born in this settlement is none of the “fault” of these children, and should be given a higher priority, since they are guarding the border. But what do we have now? If these children live in Tsaghkashat or Kachachkut settlements, at 1,800 meters above the sea level, in the highlands, their right to education shall not be violated because it would mean that we are not ensuring social justice. We do try to ensure this justice,” the mayor of the municipality notes.

Karine Yeghinyan is the teacher at pre-school in Tsaghkashat settlement



A modern pre-school institution has been established recently in Tsaghkashat settlement, located at a distance of 12 km from Alaverdi, where no kindergarten ever existed, even during the Soviet times.

“There are three such pre-school institutions – in Jiliza, Kachachkut and here, in Tsaghkashat. The conditions here are very nice, they meet all the requirements, set for modern preschools,” Karine Yeghinyan, a teacher at Tsaghkashat pre-school says.



The new pre-school in Tsaghkashat

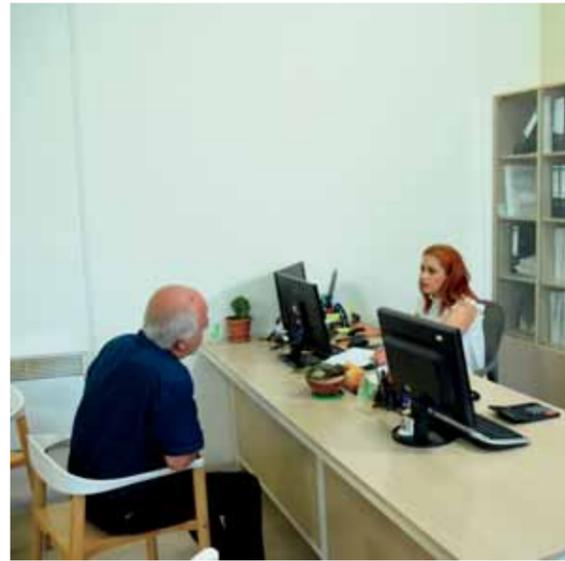
There is a playground in the pre-school, where children spend their active pastime

In this highly mountainous settlement, such administrative matters as the payment of property tax and land tax as well as issuance of reference notes shall be addressed effectively. Every settlement has an operator who is in charge of providing fast and quality services to the residents. If residents need certificates, they do not have to commute from this high mountainous settlement to the municipal center to visit the Citizen Office. The operator working in the settlement takes care of all the administrative issues, thus alleviating the citizens' burden.



Luiza Mehrabyan, the operator in Haghpat settlement

Luiza Mehrabyan is a specialist at Alaverdi municipality, she lives in Haghpat, and her office is in the administrative building in Haghpat. She issues reference notes, collects taxes, personally takes them to Alaverdi twice a week, makes the payments at the bank and submits the receipts to the municipality.



The Citizen Office in Alaverdi municipality

The Citizen Office in the municipality building was established as a result of the consolidation of the municipality in 2017 and was co-financed by the German, Swiss and U.S. governments. The office provides high quality services to the citizens through a “single window” approach with the use of the Municipal Management Information System (MMIS).



Edik Babajanyan, a resident of the town of Alaverdi, says that the roof of their building has already been repaired

Edik Babajanyan lives in Sarahart district in the town of Alaverdi. He told us that the roofs of the buildings in his neighborhood were old and completely depleted because of hail and snow,

“After the consolidation, they came and repaired them all, now they are fine, the rainwater does not pour into the apartment, the roof does not leak, in a word – we are very grateful.”

The staff members of the municipality prioritise the renovation of the building roofs, whereas the municipality of Alaverdi has 185 multi-apartment buildings.

The municipal roads have been resurfaced, and the potholes have been filled, LED lighting is no luxury anymore.





New retaining walls have been erected in the settlement of Alaverdi, solar photovoltaic stations have been installed on the roofs of some buildings, the staircase in front of the municipality building has been repaired.



The municipality has procured technical equipment and machinery, has solved the issue of garbage collection. The parks and gardens are improved and taken care of on a daily basis.



The young people at Akori settlement spend their time at the “smart” classroom.

The fence around the football pitch in the settlement has been renovated, a fence has been built around the cemetery, and the streets are lit now. However, there are still issues to be addressed.



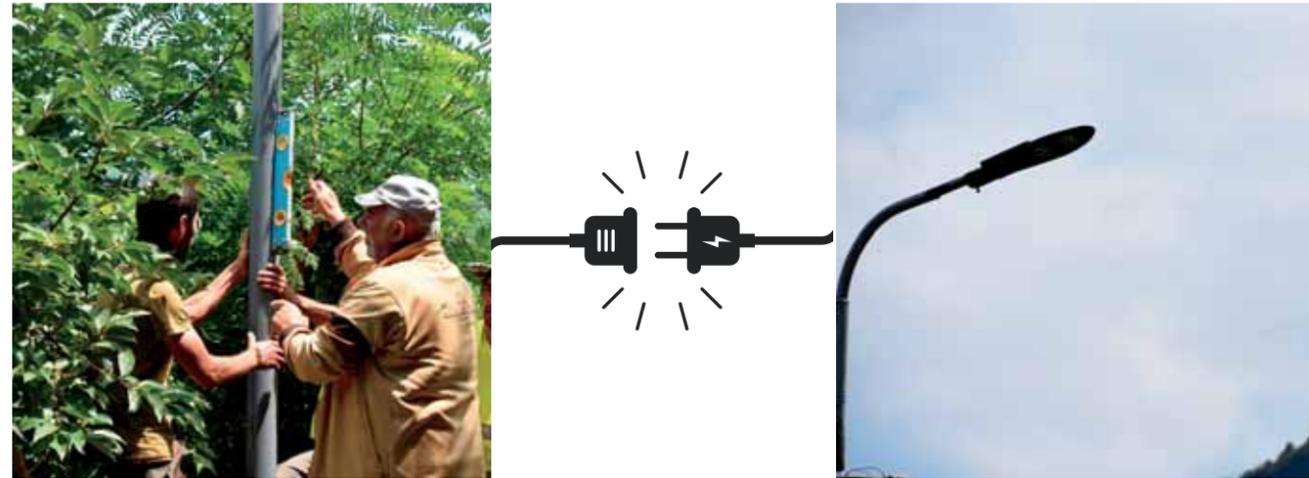
The kindergarten in Akori



A wire fencing has been installed around Akori football pitch



The renovated “smart” classroom in Akori settlement



The consolidated municipality of Alaverdi is almost fully lit at night. Works are still in progress



The symbolic MIG airplane, designed by Artyom Mikoyan, at the entrance to the Mikoyans' museum in Sanahin

Sanahin has an ambitious intention to become a serious tourism center not only due to its ancient monastery, but also the museum to the Mikoyans, which gives a special charm to this historical settlement.



Naira Ghardyan from Haghpat feels proud of her employment at Haghpat monastery. Naira tells about the recent reforms, "After the consolidation, Haghpat has many noticeable positive changes: the roads have been renovated, a street lighting system has been installed – a very important development because our village is believed to be a touristic attraction. Sometimes visitors would climb up to the church from their hotels quite late in the evening, and there was no light, they used their mobile phones and inbuilt flashlights to go up and down. And now the way is all lit up, the lights are turned off very late at night. We all have drinking water running at home, there is a kindergarten, too.

Most importantly, we have machinery and equipment, we used to ask for a tractor from a different community before, whereas now we have our own mower, baler, and this is a very significant achievement for the village. In addition, another significant issue, that of garbage collection, has finally been solved for the village as well."



This is the playground at Haghpat kindergarten

“It is necessary to ensure an individualised approach when governing Alaverdi municipality, as every settlement has its own problems,” Sasun Khechumyan, the mayor of the municipality, mentions. This area that used to be an industrial hub with huge potential for over a century should now adopt a different vector of development. It should be noted that the settlements of the municipality have differed in the pace of their development. In this sense, it would be inappropriate to compare a high mountainous settlement that traditionally engaged in land cultivation or animal husbandry with Sanahin or Haghpat, that have very serious ambitions to become major tourism attractions.



The roads and sidewalks in Haghpat have been improved

“We would like to have a unified approach in our strategy where in one case we can boost historical and cultural tourism, and in the other, we can boost the eco-agricultural tourism. Besides, we have significant potential for developing extreme tourism, we have rafting here, ropeway infrastructure, that is to say, time has come for us to develop these directions, too” the mayor of the municipality says.



Sanahin monastery



Road resurfacing, pothole filling and improvement works are at full swing in the municipality

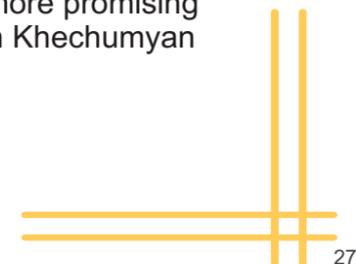
He assigns great value to the above-stated improvements and developments implemented with the support of the Government and various international organizations or under subvention projects, but he especially highlights the development of education and culture as the foundation for the further development of the community. He has a valid argument to justify his approach,

“Renovation of roads and roofs can be undertaken at any time, but the major and most significant investment is that in children: even our families adhere to this principle.

I am convinced that the cognitive and value education we would like to ensure for our children, may help them to improve our town. They will do a better job than we did. These children, our future citizens, will be appreciative of the renovated infrastructure, the renovated roofs, asphalt and roads, but if we concentrate all our means on renovation, ignoring education, they will not be able to realise their value,” Sasun Khechumyan, the mayor of Alaverdi emphasizes.

There is a need to change the vector of Alaverdi’s development, since the smoke and noise once typical of the formerly industrial town, have now been replaced with the noise of construction works, the lively chatter and activity of tourists.

“The old infrastructure, installed and built for the currently inoperative factory and around it, can be used to develop tourism. This can be a painful, time-consuming process, full of obstacles: new specialisations and new qualifications may be required, but this change may pave the way for Alaverdi’s brighter and more promising future,” Sasun Khechumyan says.





# Ashotsk

Ashotsk consolidated municipality in Shirak region is situated in the north-western part of the Republic of Armenia, in the upstream basin of the Akhuryan river, at a distance of 157 km from Yerevan.

It comprises Ashotsk, Bavra, Saragyush, Tavshut, Sizavet, Ghazanchi, Mets Sepasar, Pokr Sepasar, Krasar, Zuygaghbyur and Karmravan settlements.\*

The municipality is located high up in the mountains, and the lowest point in the territory of the municipality is 1,968 meters above the sea level, while the highest point is 3,196 meters above the sea level. The permanent population is about 7,600. The main occupations are animal husbandry, land cultivation, the cultivation of cereals and fodder crops. The municipality neighbours with Georgia in the north. The Gyumri-Ninotsminda (Georgia) interstate highway runs through Ashotsk.



\*Ashotsk consolidated municipality was formed in 2016, and already at the end of 2021 it was reconsolidated with Sarapat municipality. However, this has not made the stories of citizens and settlements any less important or worthy of mention.



Petros Melikyan's routine starts with cultivation works in the small land plot he owns in Mets Sepasar settlement. He has passed a long way to grow into a mayor from an ordinary field brigadier, which equips him with rich experience to make informed judgments about the reforms underway today and draw comparisons between the present and the past.

“When I was the mayor, the finances were scarce, and the funding from the state budget was limited. Now we have been granted great chances and opportunities, and the finances can contribute to the implementation of social and cultural programmes,” Petros Melikyan states.

He thinks that in 2016 the formation of Ashotsk consolidated municipality largely contributed to the solution of some fundamental issues.

“The series of reforms started with the irrigation of the distant pastures, which our municipality especially needs. This has led to the improved milk and meat yield of the cattle; and the distant pastures are fully used,” Petros Melikyan says.



Petros Melikyan, sitting with his grandchildren at the entrance to his small house in Mets Sepasar



The cattle, the sheep and goats had to cover 10 km every day to return to the sheds to drink water. The municipality will soon benefit from the full solution of its irrigation-related problems. Specialists think that if water is sufficient, every animal shall give at least two, if not three to four liters more milk.

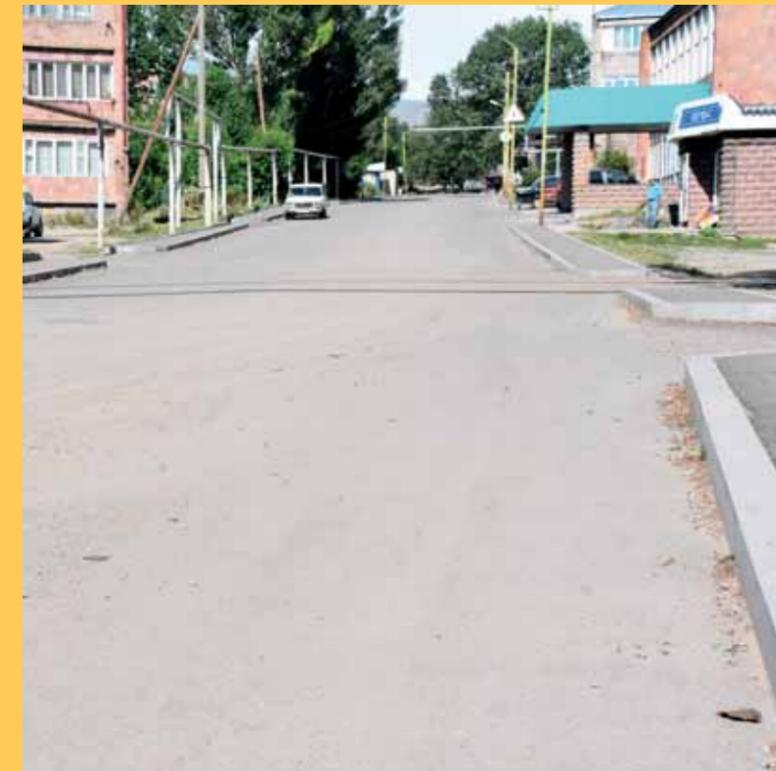
Here not only the cattle, sheep and goats, but also the shepherds looking after the animals are taken care of, as there are shelters being built for them.



Water troughs are being built in Ashotsk to contribute to the growth of milk and meat yield, which will lead to the development of animal husbandry



The construction of shelters for shepherds in Mets Sepasar is in progress



Some streets in Ashotsk have been asphalted. The work is still in progress

In Mets Sepasar, this is not the only reform implemented as a result of the consolidation of the municipality. A pipeline of potable water supply has been installed; the issue of street lighting has been solved.

“Nine out of 11 settlements did not use to have street lighting at night, yet this issue has already been solved. The intermunicipal roads in Mets Sepasar and Sizavet settlements have been repaired with sand and gravel aggregate, the streets in Ashotsk, Krasar and Sizavet settlements have been asphalted,” Karen Manukyan, the mayor of the Ashotsk consolidated municipality says.

The municipal roads were almost impassable before the consolidation: today they are in a better condition, even though improved with recycled or secondary asphalt. Construction works at the value of 230 million AMD have been implemented.

Other important issues will soon be resolved, too: hail cannons will be installed, the community will be supplied with natural gas, all the remaining roads in the community will be asphalted, the municipal centers will be renovated, old water pipes will be replaced with new ones. And all this will be implemented under the subvention projects of the RA Government.



The municipality has a football field, solar and photovoltaic stations have been installed on the roofs of some buildings



The procurement of agricultural and utilities machinery has essentially alleviated the burden of the residents



The issue of the irrigation system either cannot be solved exclusively with the municipal budget and without significant state support. The municipality is now looking for solutions.

The municipality has procured machinery, which apart from the agricultural purposes, also supports regular garbage collection.



The former machinery and equipment owned by the municipality was an inheritance from the Soviet past and got outdated.

“As a result of the consolidation, we have purchased new agricultural machinery, which was very important for us. The machinery used for ploughing snow is salvation for this northern community. The municipality needed an excavator, a truck and a grader mainly to improve the unpaved roads; and as soon as we obtain a garbage truck, we envisage to organize regular garbage collection in all the settlements. Currently we are collecting the garbage only in two settlements – Ashotsk and Ghazanchi,” says Karen Manukyan.

**K**oryun Sumbulyan, a resident of Bavra and the former mayor of Bavra municipality, today notices the changes in the municipality brought by the reform. He mentions the regular garbage collection from the customs office area, a challenge the settlement faced before the consolidation. The next important improvement is the ability to plough the snow from the customs office area. He believes that the consolidation of municipalities should be targeted in order to be successful,

**“I have always been in favour of consolidation of municipalities, but only if it was implemented so that smaller communities that could not afford sustainable independence would be clustered together, while self-sufficient and larger municipalities that could afford supporting themselves remained as single municipalities.”**



Koryun Sumbulyan, a resident of Bavra



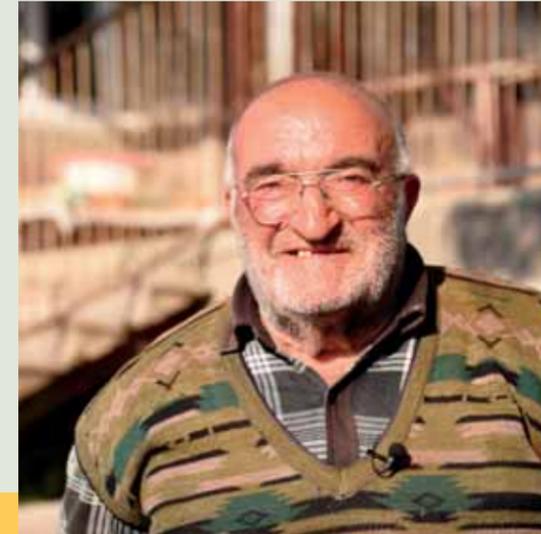
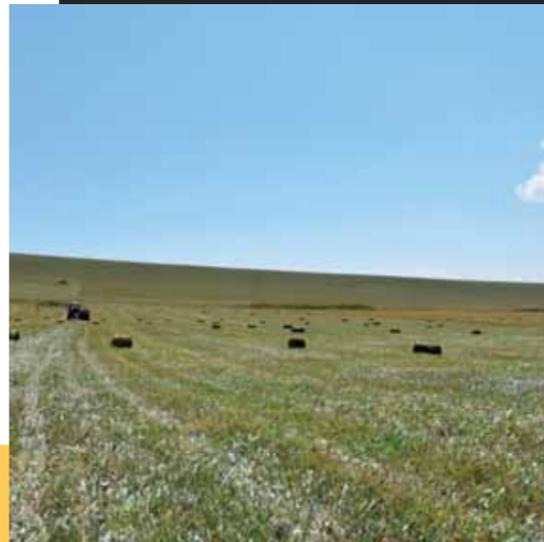
Streetlights are being installed in the municipality



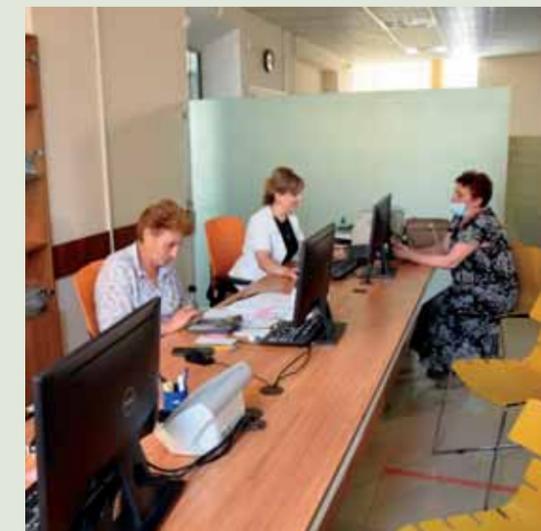
The cemetery in Ashotsk settlement is fenced

Petros Melikyan from Mets Sepasar adds,

“Five years ago, before the consolidation of the municipality, the villagers could cultivate only 40-60 percent of the lands they had. Whereas currently, 200 families plough and sow at least 400-500 hectares of land. And this is due to the state and municipal support they receive, because everything is implemented in a timely and regular manner.”



Ararat Karapetyan, a resident of Krasar, is especially happy about the street lighting the settlement lacked for many years. He is also satisfied with the work of the Integrated Social Services Center at the municipality.



Senior specialist at the Integrated Social Services Center in Ashotsk municipality, Margarit Mikaelyan, informed that citizens come to the Center with various issues and questions, ranging from their pensions and applications for allowances to medical and social issues. The Center functioning with “the single window” principle is always able to provide quick solutions to the inquiries and applications of the citizens.





Katya points out that the association enjoys the trust of the municipality leadership, which is already a serious prerequisite for success.

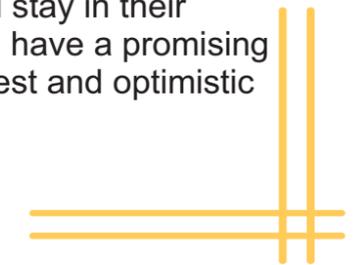
The Association organizes camps, cultural and sports events.

Annually, Ashotsk has 156 snowy days, due to its specific climatic conditions, namely long and frosty winters; thus, the municipality has a wonderful opportunity to develop winter tourism and is an irreplaceable venue for ski-lovers.

Ashotsk is becoming recognizable thanks to its athletes who have succeeded in international tournaments. The mayor says that since skiing is now developed in the municipality, there are prospects for developing sports tourism.

Bavra is one of the northern “gates” of Armenia, and it is very important that the reforms launched in Ashotsk are continued consistently so that young people see their future in their native municipality.

“The youth are the core for our development; and they are the core of the progress of the municipality. If young people work well and stay in their native settlements, I am convinced that our community will have a promising and bright future,” concludes Katya Margaryan, the youngest and optimistic citizen of our narrative, Katya Margaryan, concludes.



In this municipality, mainly engaged in cattle breeding and animal husbandry, young people are quite active, contributing to the development of the community with their own projects. Katya Margaryan is one of the coordinators of the youth association in Bavra.

The municipality always supports the Association not only by welcoming the ideas of the young people and giving permission to implement various projects, but also by creating opportunities for their implementation. To teach a computer literacy course, for example, the leadership of the municipality provided the association with a room and all necessary accommodations.



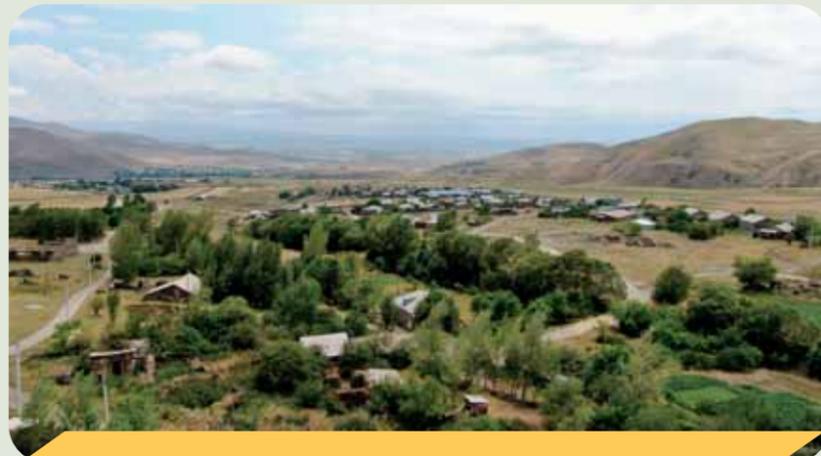


# Marmashen

The multi-settlement municipality of Marmashen lies at a distance of 135 km from the capital, in the Shirak plateau, at an altitude of 1,660 meters above sea level.

The municipality, with its center Mayisyan, was first consolidated in 2017 and comprised of Kaps, Vahramaberd, Marmashen, Hovuni, Ketj, Pokrashen, Hatsik, Shirak, Jajur, Jajuravan, Karmrakar, Lernut, Mets Sarian and Krashen settlements.

It has a permanent population of about 11,000 residents. They are mainly engaged in the cultivation of cereals, fodder crops and potatoes, cattle breeding, poultry farming and apiculture.



A bird's-eye view of Marmashen municipality

The consolidated municipality of Marmashen was formed in 2017, and at the end of 2021 it was merged with consolidated Akhuryan municipality. However, the citizens featured in the story, their settlements and their stories have thereby become no less interesting or worthy of mention. The research, surveys and interviews to prepare this material for publication were conducted in 2021.



The love for bees and their miraculous features tied Martin Sargsyan to beekeeping and honey production long ago.

Years ago, in Mets Sarian settlement of Marmashen municipality, Martin had 33 beehives and produced honey in three different types of packaging. Using this initial capital, he decided to establish his business. Friends and relatives were skeptical. They were convinced that it was impossible to do business in that settlement with bad roads, situated at a distance of 15 km from the municipal center.

Martin proved everyone wrong. He believed that having lived in this beautiful nature, next to pine trees for years, the residents of the municipality had stopped noticing the miracle that anyone, already sick and tired of the hustle and bustle of cities, a tourist or a short-term visitor would appreciate.

**“If there are people who unhesitatingly make investments and establish businesses, they will succeed,” Martin Sargsyan assures.**



A guest house in Mets Saria settlement, one of Martin Sargsyan's projects

Today Martin owns a guest house and 120 beehives that produce honey sold in 24 different types of packaging. The business succeeded thanks to improved infrastructures which the consolidated municipality of Marmashen could implement under state subvention programmes. Most importantly, the road leading to this settlement was repaired, and issues with water supply, garbage collection and lack of electricity were eliminated.

Martin has new plans and he is convinced that they will come true, since he can clearly see the rapid developments in the consolidated municipality. Everything started in 2017. 16 settlements were consolidated, and the initial stage of identifying and taking stock of issues in the community was followed by a strategy, designed for the municipality's balanced development.



**“Any positive or negative thing has its impact on the visitor: the quicker we are able to develop the infrastructure, the more proportionally the relevant sectors will develop,”** Martin says.



Karen Arshakyan was the mayor of Marmashen consolidated municipality from 2018 to the latter's consolidation with Akhuryan municipality

Karen Arshakyan, the (former – *comment by the editor*) mayor of Marmashen consolidated municipality aims to have well-educated children and youth in his municipality, hence he started the reforms with kindergartens. He said that before the consolidation there had been only one kindergarten in Mayisyan with consisting of one group of 28 children.

“Today there is a kindergarten functioning in Mayisyan that houses two groups of 50-60 children, along with four other kindergartens – in Kaps, Marmashen, Jajur and Ketı that are co-financed by the government under subvention projects,” the (former) mayor of Marmashen says.

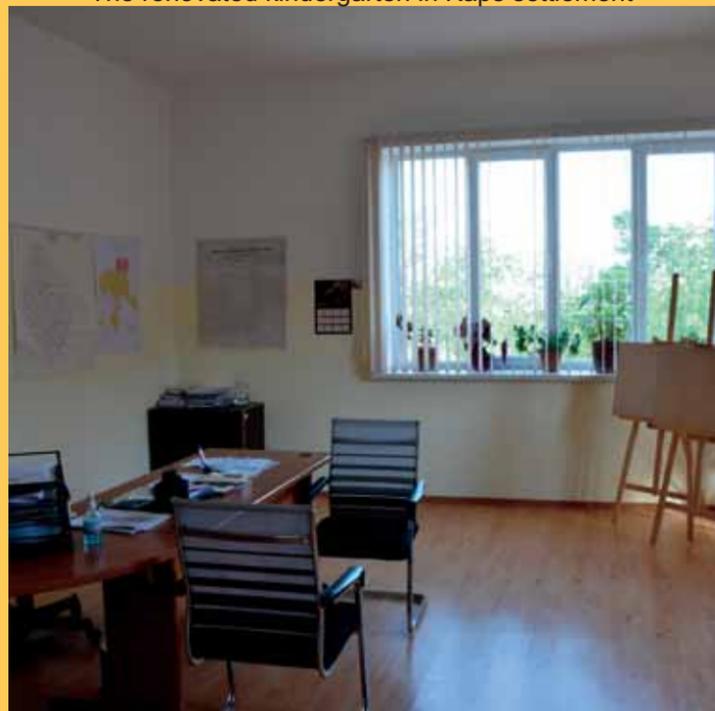


The renovated kindergarten in Ketı settlement





The renovated kindergarten in Kaps settlement



The kindergarten in Kaps settlement was renovated, and the school in the settlement will temporarily be housed in the kindergarten building, before the school building is renovated.

After the consolidation, large-scale construction and other type of works at the value of approximately 1 billion AMD were procured under subvention and other projects.



The renovated administrative building of Marmashen settlement



This building in Lernut settlement was on the verge of collapse. Today, it is renovated and available for community use.



In Lernut settlement, for example, a beautiful and almost destroyed building was renovated worth of 107 million AMD. The local residents say that the 2 year-long renovation of this building happened at the right time, otherwise the community would have had a depleted and useless two-storey building impossible to be repaired.

The already renovated building shall house a kindergarten, the municipal center, and an extracurricular music class.

“Since Lernut is situated too far from highways and artery roads, we were eager to create a place to instill hopes in the residents and inspire them to have children, build new houses, prevent them from leaving the village, encourage them to stay, work and prosper,” the mayor says.

Also the water supply issue was finally solved in Lernut. There had been a district with no drinking water at all.

**“In 2019 we installed a pipeline of approximately 1 km through gorges, thus bringing water to Lernut, and this year (in 2021 – a comment by the author) we will complete the second stage, solving all water supply issues for Lernut,” Karen Arshakyan notes.**



Abraham Harutyunyan, a resident in Lernut

For Abraham Harutyunyan, a resident of Lernut settlement, it is a past nightmare to recall all the villagers carrying water from the only water spring in the settlement.

“The most painful issue we had, that of water supply, was finally solved after the consolidation, and at last we can enjoy water supply at home,” he says and talks about basic utilities with great enthusiasm, referring to the possibility of finally having a bathroom, hot and cold running water and so on.

Abraham Harutyunyan says that roads have been improved and graveled in their settlement, street lighting has been installed, and the roof of the administrative building has been repaired.

Besides the solution to the water supply issue, Marine Manukyan, a resident of Pokrashen, highly prioritises the installation of a sewage system and the improvement of roads throughout the municipality,

**“Children would have mud all over them by the time they got to school. They would take extra clothes to change and enter the school in clean outfit. Now the roads are improved, and no mud is brought home,” Mrs. Marine tells.**



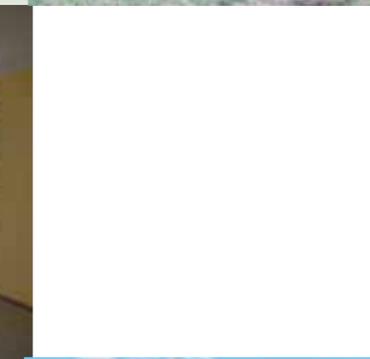
Marine Manukyan, a resident of Pokrashen settlement

The consolidated municipality now ensures comfortable conditions for the pastime of its residents. Instead of a small wood hut, a new office is established in Pokrashen to host the young and old for their pastime.

Mobility in winter is a serious issue for this northern community. The fight against weather and climate conditions requires special solutions. Hence, the consolidated municipality invests joint efforts to provide specific solutions.



The administrative building in Pokrashen settlement houses the municipal center and a place for young people to gather in



The consolidated municipality has invested efforts to procure machinery and equipment, a “salvation” for the community: it ploughs the snow off the roads in winter, and in summer it is used for agricultural works



“The acquisition of machinery and equipment was due to accurate calculations and savings,” the mayor tells.

Firstly, the municipality submitted a proposal to procure three pieces of machinery and equipment under the subvention project, and then used the municipal savings to complete the fleet.

Hovhannes Manukyan chose to stay in the village and not migrate for labour only because there was a job opening in his native community. He was hired as a tractorist and machine operator, preferring to stay with his family and be helpful to his fellow villagers.



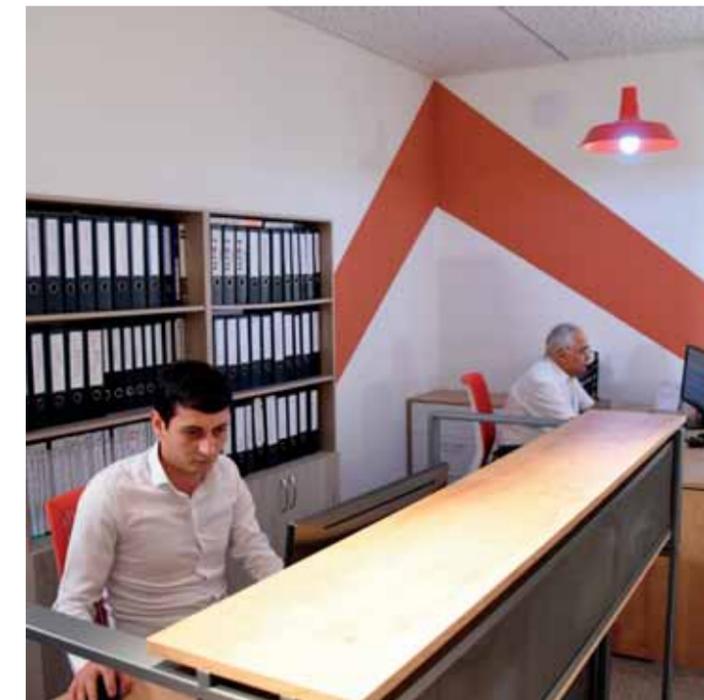
Hovhannes Manukyan, a Marmashen resident



The machinery and equipment, seen as the wealth of the municipality, is kept in a 520 square meter garage. Anti-hail stations have been procured within subvention projects, and since the hail clouds normally float to the community from Lori and Amasia, anti-hail stations have been installed to encircle the community for hail protection. It is envisaged to procure 15 more anti-hail stations in the future.



The repaired fleet garage in Marmashen and the anti-hail station



The residents can learn about the precipitation forecasts, preventive measures, and other developments in the community from the municipal website which was launched along with the establishment of the Citizen Office.

MMIS – the Municipal Management Information System – has been installed, due to which residents in 16 settlements can receive answers to their questions through the operators of their settlements or online without having to travel to the municipal center.



This is the Citizen Office in Marmashen municipality, where the citizens enjoy high quality services with a “single window” principle



Arpine Karapetyan is the staff secretary of Marmashen municipality. She is describing the services that residents may receive at the Citizen Office

Arpine Karapetyan, the staff secretary of Marmashen municipality, underlines the main advantage of using the MMIS,

**“The residents are able to solve all their issues right there, in their settlements; for example, they can receive certificates without having to waste their time travelling to the municipal center. This is very convenient and a very well-designed approach,”** Arpine says.



In Minas Avetisyan's museum

In Jajur, local artists preserve Minas Avetisyan's spirit, and some reforms, implemented in the settlement, will contribute to a higher number of visitors to Minas' museum and the promotion of tourism.



A large fresco by Minas is preserved also in Vahramaberd settlement of the community, in its administrative center building which adds to the overall attraction of the settlement.



Kolya Grigoryan in his office

Kolya Grigoryan is the operator in Jajur settlement. He issues reference notes to the residents of the settlement, takes care of payments to be made in the bank, later taking the receipts back to the municipality, and addresses other technical issues.



A large fresco by Minas, in the administrative center building in Vahramaberd



The roofs of multi-apartment building have been repaired in the consolidated community of Marmashen

The streets in some settlements of the municipality have been asphalted



The roof of the culture house in Hatsik is being reconstructed

In Hatsik the cemetery was fenced around to keep animals out

Large-scale work has already been completed in Vahramaberd: the roofs of multi-apartment buildings, the drinking and irrigation water networks have been renovated, photovoltaic solar energy stations have been installed, street lighting is ensured, and garbage bins have been placed in the settlement.

Similar improvements were undertaken in all the other settlements of the municipality. The cemetery was fenced around to keep the livestock and wildlife out, the culture house and its roof have been renovated, aqueducts have been built.



LED lights have been installed in the municipality



The community has an excellent football field, which brings a lot of joy to the children living here. These developments were possible due to the consolidation, which the residents appreciate, noting that their settlements, especially the smaller ones, formerly could not afford reforms and improvements, whereas today, necessary expenditure can be ensured from the joint budget to address the issues in all the settlements.



The repaired kindergarten in Jajur

Mayor Karen Arshakyan states, **“Unless the municipalities were consolidated, we would have no opportunity to take advantage of such projects, to be able to implement a project at the value of up to 100 million AMD, with the municipality co-financing only 40-60% of the whole budget. One of the settlements of our municipality used to have 1 million AMD as its whole budget, whereas now we have already made a 100 million AMD investment there.”**



Construction in the Shirak settlement is in progress



The mayor of the municipality is optimistic and happy with the quality of the work. “If we go on at this pace, we will have a kindergarten, an administrative building, street lighting and graveled roads in all the settlements.”

Martin Sargsyan, the businessman featured in our narrative, shares the mayor's optimism. He points out that things also depend on residents, “I am optimistic, and I am convinced that our community has a bright future.”



Marmashen Monastery, a unique structure of the 10th century and one of the religious sights of interest in the municipality



# Jermuk

Lying at an altitude of 2,080 meters above the sea level in a small plateau that is split into two by the gorge of the Arpa river, the consolidated municipality of Jermuk is situated in the south-east of Armenia at a distance of 173 km from Yerevan and 50 km away from Yeghegnadzor, the regional center of Vayots Dzor marz.

The municipality, consolidated in 2016, is comprised of Jermuk, Gndevaz, Herher and Karmrashen settlements (note by the author – the latter 2 are now part of Vayk municipality). Jermuk, the municipal center, is one of the three resort towns in Armenia with a population of 9,372 residents. The population in the rural settlements mainly engages in cattle breeding, horticulture, and cultivation of cereals and fodder crops. The town of Jermuk is a renowned touristic center due to its health resorts and picturesque sites.



At the end of 2021, as a result of the reconsolidation of municipalities, Herher and Karmrashen settlements were separated from Jermuk and were attached to Vayk municipality. The research, surveys and interviews for preparing this publication were conducted during 2021.



The improvement of municipal park is in progress

After the consolidation, a total of half a billion AMD capital expenditure was executed by the municipality, including about 200 million AMD costs incurred under subvention projects. Issues of primary importance, specifically the renovation of roofs and entrances of multi-apartment buildings, the renovation of the street drainage system and street resurfacing are being addressed, the works for the improvement of the municipal park in Jermuk settlement are in progress. Yards are being improved, playgrounds are being built or renovated across the municipality.



The newly renovated football field and children's playground



Daily cleaning activities are an indispensable and inseparable part of Jermuk municipality routine

In a resort town, the day starts with healthy lifestyle practices. Every morning the streets in Jermuk are cleaned, showered, and disinfected with special detergents. Generally speaking, Jermuk municipality is one of the few that has comprehensive and effective solution to the garbage collection issue for both the municipal center and other settlements.



The consolidation of the municipality was followed by the procurement of 15 units of machinery and equipment which help proper provision of garbage collection, sanitary cleaning, and utility services. The equipment and machinery are also used to improve intra-municipal roads and the quality of road maintenance, ensuring inter-municipal transportation and boosting the development of horticulture in the municipality.



David Arakelyan is a machine operator at the Jermuk utilities machinery fleet. He has been coordinating the maintenance of the recently procured equipment and machinery.

“The old equipment was truly bad, and we could not provide good results with it. After the purchase of the new equipment, both the garage and the community have started doing better,” David Arakelyan says.

The machinery is owned by the municipality, and every citizen can benefit from its use. According to David Arakelyan, as soon as there is any need for machinery and equipment, the necessary units are sent to Herher, Kechut, or Gndevaz.



The road to Herher

Harutyun Simonyan lives in Herher. He thinks that the governmental territorial and administrative reform has had quite a positive impact on smaller municipalities.



**“I cannot speak for others, but we have benefitted from this process quite significantly,” Harutyun Simonyan says. “All the roads to the village were in a terrible condition. But now, thank God, we have them all asphalted, even some parts in the village are asphalted.”**

Herher and Karmrashen are the two settlements located farthest away from the center of Jermuk. Before the consolidation, the roads taking there were literally impassible, especially during the rainy and snowy months. Today, even intra-settlement roads are surfaced with high quality asphalt.



Many things previously rendered impossible due to the very limited budget of Herher municipality, have now become possible after the consolidation.

“It would have been impossible to do any improvement with our own budget, and it is good that they consolidated us with Jermuk. Jermuk has a large budget and great possibilities. Most importantly, we replaced the old water supply pipe network with a new own, and now in the winter season we have 3-4 liters more water,” Harutyun shares the success stories of the settlement.

Another resident of Herher settlement, Mkhitar Ghambaryan, speaks about the reforms undertaken in his settlement after consolidation with Jermuk municipality. The improved water supply and administrative arrangements are especially key achievements, in his opinion.

“No loss of supplied water is incurred any longer, and we enjoy clean water now. We have no problems with the irrigation grid either,” Mkhitar says.



The consolidation of municipalities has enabled the residents of the settlements to enjoy provision of administrative services locally through the **Municipal Management Information System (MMIS)** and an integrated database. The administrative head of the settlement and the MMIS operator issue necessary reference notes, levy taxes and fees.

Mkhitar speaks about the quality and the pace of service provision in the settlement with great satisfaction.

**“The residents can pay property tax, land tax, get a reference note right on the spot, whenever convenient. These things are settled locally, and we have no problems at all.”**

A Citizen Office, established with the support of the German government, functions in Jermuk municipality. It was among the first Citizen Offices opened in Armenian municipalities. The CO aims to provide high quality services based on a “single window” principle and ensure more transparent communication between citizens and the municipality.



Citizens approach the receptionist and name the sector to which their inquiry pertains, then are accordingly referred to the relevant specialist

Since 2019, the Office has also been providing state services, for example, functions previously fulfilled by the State register, the Civil Register Office, the Cadaster, and the Police, now constituting a package of more than 60 separate functions in total.



Armen Hakobjanyan lives in Jermuk. We met him at the Citizen Office, a place he frequently visits.

“I always receive the answers to my questions at the municipality, they are always affirmative and accurate.”



Mesrop Harutyunyan is the operator in Gndevaz settlement. He is in charge of ensuring communication between the residents in his settlement and the municipality.

“After the introduction of the MMIS, we have an integrated database and standardized templates for reference notes in all the municipalities. They are user-friendly and informative. Our municipality is now considering the option of introducing Skype calls with the mayor so that residents are able to share their problems with their mayor without having to travel to the municipal center,” Mesrop Harutyunyan says.

He told us that his native settlement of Gndevaz witnessed improvements, road resurfacing, installation of a street lighting system, and renovation of water supply pipelines; the Culture House got renovated. The budget of the settlement is now integrated with the budget of the consolidated municipality, and the improvements are funded through the integrated budget.

“The kindergarten in Gndevaz, envisaged for 40-50 children, has recently been renovated and put into operation,” Mesrop says.



Vardan Hovhannisyan, the (former) mayor of Jermuk

Vardan Hovhannisyan, the (former – *comment by the editor*) mayor of the municipality, is well aware of the unresolved issues the municipality is facing. Any success of his native municipality always makes him happy, and he is looking for solutions to further improve it. He sees prospects for the development of agritourism.

“Jermuk is a touristic town, and like a locomotive it is pulling traditionally rural municipalities, to engage in the development of agritourism. We have magnificent historical and cultural monuments, for example, in Gndevaz and Herher. They are planning to build a 1500-1600 meter-long alley in Gndevaz between the village and the monastery, with benches installed along the alley. The assumption is if there is a big tourism flow in the village, it will develop more.”

In Jermuk settlement the alley to the famous waterfall has been improved. It is fully lit, furnished with benches and enables tourists and residents to enjoy the magnificent nature while walking to the staple of the municipality – Jermuk waterfall.



The improved alley, leading to Jermuk waterfall



Jermuk waterfall



“Zatik” kindergarten, Kechut settlement



The branch of Jermuk's “Zatik” kindergarten in Kechut has been beautifully renovated and furnished with all necessary items, along with its “Winter Garden”, which, due to its excellent accommodations, gives the children an opportunity to organize their outdoor games in that “garden.”

Tsoghik Hovhannisyanyan lives in Kechut. She enjoys bringing her three grandchildren to the kindergarten. Many years ago, she used to walk her own children here. Things have completely changed; the kindergarten is now new and improved.



“We are very happy with our kindergarten and the teachers there. There is nothing old left in the kindergarten, everything is brand new. We have an art school, where extracurricular groups for dancing, singing, and drawing operate,” Mrs. Tsoghik says.

In Ketchut, yards and intra-settlement roads are being renovated, playgrounds are being built in the yards, the streets in the settlements are being asphalted, the pavements and stairs – renovated. , and renovate the pavements and stairs.

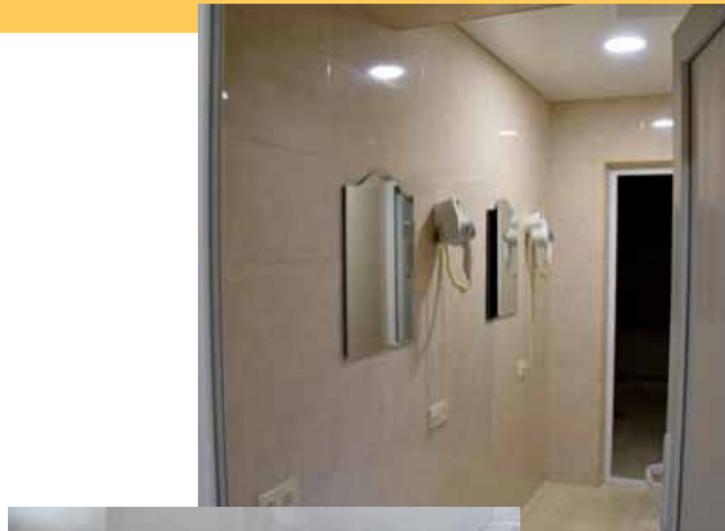


The improved conditions of the winter garden give the children attending the kindergarten an opportunity to play their active outdoor games here in the winter months

The young people and active residents of Jermuk municipality, who promote and exercise a healthy lifestyle, attend this sport school to enjoy its state-of-the-art gym equipment and furniture, which many developed communities might only dream about. Jermuk has a wonderful stadium for various kinds of exercises, games, and football. It attracts not only boys, but girls, too. And recently, both the male and female football teams have had significant success.



The sports school in Jermuk municipality, furnished with all necessary and state-of-the-art gym equipment



Jermuk has fully solved its street lighting issues with LED lights and luxurious street lamps. In Jermuk settlement the banquet hall, the kindergarten and its playground have been renovated, while the renovation of the town hall is in process.



The football field in Jermuk, where the boys and girls from the whole municipality train. Recently both teams have had a few successful matches



Jermuk kindergarten, the playground, and the banquet hall

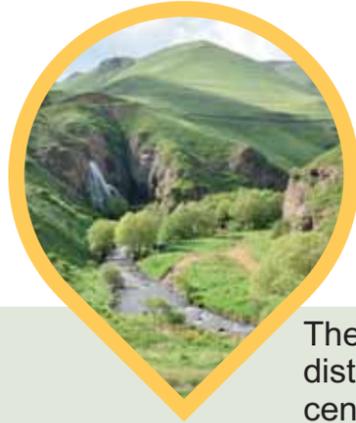


This is Jermuk's 100-meter-long ropeway. It is situated at an altitude of 2,480 meters above the sea level

Mayor Vardan Hovhannisyan believes that the enlargement is the only right method to ensure municipal development,

**“It has become much easier for rural communities to undertake an improvement initiative. Both administrative heads and villagers know that any project can now be implemented because the municipality is powerful. Firstly, the municipal budget has been quadrupled, secondly, salaries have been raised, and thirdly, the municipality is taking care of everyone. It makes contributions to students' tuition fees for them to study well and come back to their native community.”**

Vardan Hovhannisyan's smile seals his vision of the future. He says he can already picture himself the bright future of the municipality he governs.



# Sarapat

The consolidated municipality of Sarapat is located at a distance of 140 km from the capital, to the north-east of the central part of Shirak plateau.

Most of the municipality is anchored on a largely wavy plateau. To the east it is wrapped by the mountain range of Tsoghasar - the branches of the Bazum mountains - and by the Shirak mountains to the south. It lies at an altitude of 1800-2000m above sea level.

The consolidated municipality of Sarapat was formed in 2016 (reconsolidated with Ashotsk municipality at the end of 2021), comprised of Torosgyugh (the center), Arpeni, Bashgyugh, Dzorashen, Goghovit, Hartashen, Hoghmik, Kakavasar, Lernagyugh, Musayelyan, Pokr Sarian, Salut, Sarapat, Tsoghamarg and Vardaghbyur settlements.

It has a permanent population of about 3,700 residents whose main occupations are cattle breeding, horticulture, and apiculture.



While we were preparing these materials for publication, the consolidated municipality of Sarapat reconsolidated with Ashotsk consolidated municipality at the end of 2021. The studies and interviews to prepare this material were held in the course of 2021.



The highest waterfall in the Republic of Armenia – Trchkan, which has been on the list of natural monuments since 2008, is situated very close to Sarapat municipality. Since 2011, this area has been qualified as a special protection zone. Even though officially the waterfall is not part of Sarapat municipality, the population treasures the waterfall.



Sarapat settlement



Torosgyugh, the center of Sarapat municipality

In 2016, a proportional development policy was adopted for the settlements of the enlarged municipality, and due to the already consolidated budget the municipality is now able to solve existing issues in various settlements, according to the priority needs.

In Sarapat, where the main occupation is land cultivation and cattle breeding, the procurement of machinery ranked as a top priority and ended up being highly beneficial for the residents. Before the consolidation, the settlements would use their own budget means to lease the necessary machinery and equipment from individuals, even to clean up the roads to the settlement.



Field roads have been improved

The procurement of machinery and equipment, resulting from the consolidation, enabled the construction of bridges connecting the fields, thus making the farmers' job of cultivating land easier.

“We used to make a big circle through the fields in order to get from one plot to another, but now all is much easier, it takes only a minute to go back and forth,” Vahan Minasyan, a resident of Salut settlement says.

He adds that the village did not have proper machinery in the past. “Our village had the poorest fleet across Shirak marz. Even in the past, when machinery was distributed, our village did not get anything decent,” Vahan says.



This grader was purchased under the subvention project

Now citizens can turn to the municipality at any time, take the the necessary machinery unit, and plough the snow off the road - a critical exercise in the winter months, when the roads are impassible because of the snow.

Vahan Minasyan is a resident of Salut settlement. He is one of the active residents of the community who spares no effort to contribute to the well-being of the community. In the picture you can see him helping renovate the administrative building in his settlement.



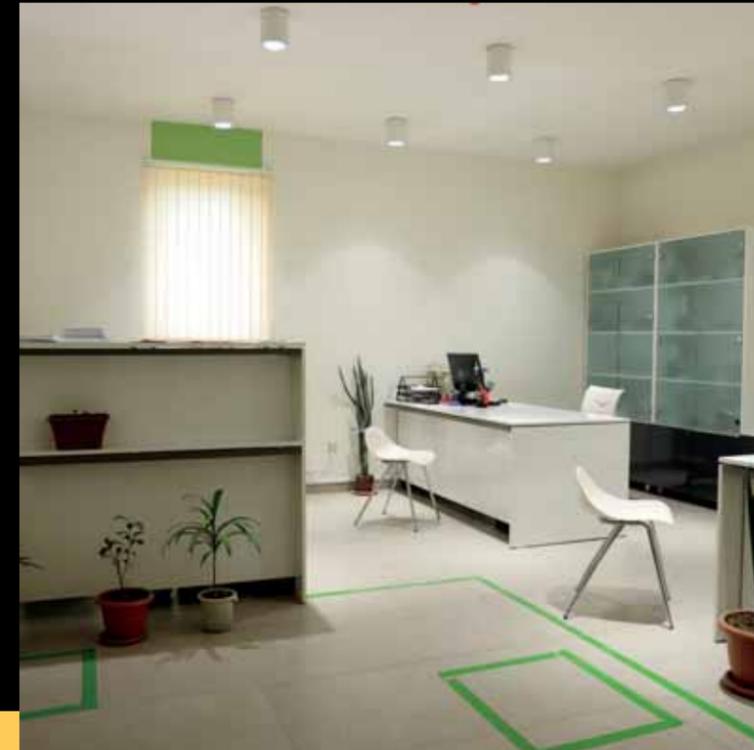
The administrative building of Salut is being renovated for the first time in decades. This building also houses the school of the settlement.

**“The anti-hail stations were installed and immediately put into operation last year; today we can clearly see the results,”**  
**Artush Manukyan, the (former – comment by the author) mayor of the municipality says.**



Anti-hail systems are of vital importance for settlements that are engaged in land, vegetable and crop cultivation. Eight anti-hail stations have already been installed in the community under the subvention programme

Due to the consolidation, in the municipal center Torosgyugh a Citizen Office has been established with the support of the German, U.S. and Swiss governments. The integrated Municipal Management Information System (MMIS) enables the provision of high-quality services to the residents of the municipality in the Citizen Office based on a “single window” principle.



The Citizen Office in Sarapat





Sharvik Petrosyan is one of the active residents of Torosgyugh, he loves his native settlement and is involved in various projects. He has a clear vision of his future undertakings, as he has made up his mind to establish a farm with the hope to succeed. He came to the Citizen Office to pay taxes.

Sharvik Petrosyan has visited the Citizen Office to receive administrative services

**“The service provision here is very good, and the employees at the office facilitate the issuance of reference notes and tax payments. I always leave this place in high spirits. I am very pleased,”** Sharvik Petrosyan shares his impressions about the friendly staff and the services provided.

The citizens do not have to go from office to office anymore or see the mayor of the municipality; they can receive answers to their questions right at the Citizen Office.

**The citizens do not have to go from office to office anymore or see the mayor of the municipality; they can receive answers to their questions right at the Citizen Office.**



Staff secretary of Sarapat municipality Hamlet Avetisyan

**“The citizens do not need to go upstairs to see the mayor or the deputy mayor, they receive the answers to their questions in this room, right here, and leave. This approach is saving both time and money, besides the residents do not have to drive back and forth between the municipal center and their settlement which is thirty kilometers away to get a tax clearance certificate. They can receive it right away in their settlement,”**

says Hamlet Avetisyan, the staff secretary of Sarapat municipality, who is in charge of coordinating the activities of the Citizen Office.

The residents can receive services either online or through the operator in their settlement. Sasun Harutyunyan is the operator in Dzorashen settlement. He highlights the advantages of the MMIS. Residents do not have to go to the municipality, but may receive the necessary service in their settlement, with all issues addressed and solved next door. He believes the system has great significance, as it also serves as anti-corruption tool.

**“An effectively designed professional system enables the population to track their applications and follow any event taking place in the municipality, such as council meetings, public hearings and discussions. The municipal website is an open source,” Sasun says. He believes that the website is an important source of information for citizens to follow the events and developments in the municipality.**



Sasun Harutyunyan, in his office in Dzorashen, equipped with the necessary hardware and software to provide administrative services to the residents of the municipality

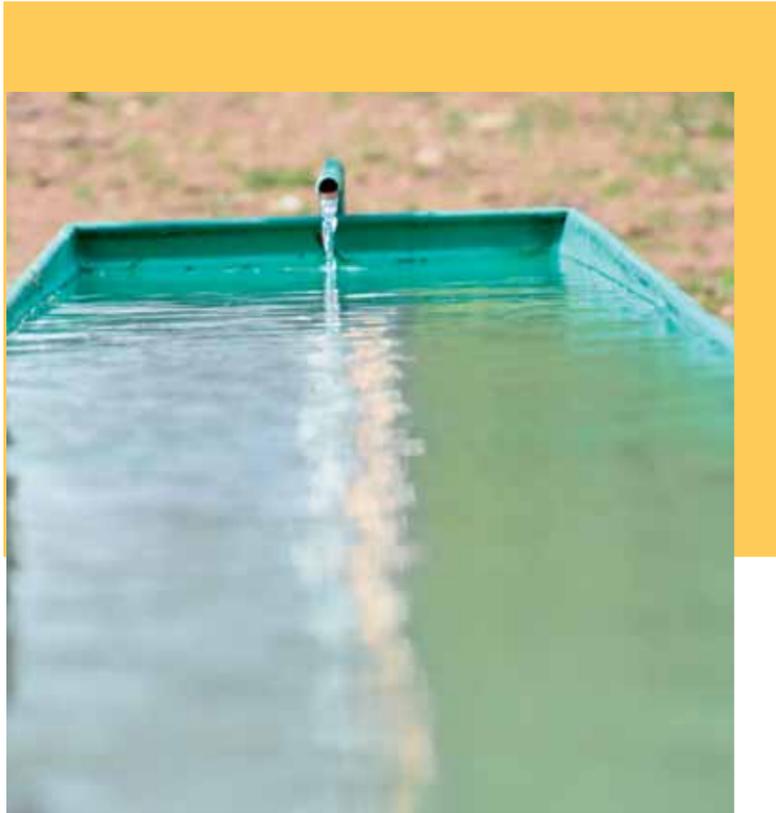
Sasun also spoke about the issues of his settlement and the solutions thereof, casting a look at them as a resident of that settlement. For example, the pipes used to break in spring because of the high pressure of the water, and it was impossible to repair them for days. “We used to raise funds from the population to rent machinery and equipment, buy fuel, but after the consolidation, the municipality has acquired its own machinery which they share with us. Now it takes only a day to solve the

problem. The second important thing I would like to stress is the excellent renovation of the roads. If they used to fill in the potholes once every three or four years, now they do it twice or three times a year. Maintenance is excellent in winter, too: the roads might have been blocked [with snow] for days before, but now things are different. If we see that the road is blocked, we call the municipality and they come and open it up,” Sasun says.



Artush Manukyan is convinced that as a result of the consolidation, the launched reforms will come down to their logical conclusion, and with future investments, the municipality will significantly develop

**A**rtush Manukyan, the (former) mayor of the municipality, assesses the consolidation positively, “If the settlement of Hartashen was to implement the pasture irrigation project using its own funds, it would take us about ten years. By the end of 2016, we had already made an investment of six million AMD, and seven million AMD were allocated for the reconstruction of Hartashen road and bridges. Hartashen, with its 130 residents could have only dreamt about it, since it could never afford it.”



The external network of drinking water pipelines in Dzorashen and Arpeni settlements has completely been rehabilitated under subvention projects. This network was installed after the earthquake and the depleted pipes could no longer stand the pressure of the water. Now Dzorashen has 24/7 drinking water supply. The drinking and irrigation water supply system was improved in Sarapat settlement, too. And in Kakavadzor, they have built water troughs for animals to promote cattle breeding.

The water supply issue in Sarapat municipality has been effectively addressed. People are able to use the tap water that is now available either at home or in their yards.



Development center in Musayelyan settlement

There are no kindergartens in the community, however, there are some pre-school institutions, for example, a preschool in Tsoghamarg, and a development center in Musayelyan. The latter had to close down because of the coronavirus. However, the mayor mentioned that there were new and promising projects to ensure alternative pre-school education in Musayelyan.

Nune Hakobyan lives in Musayelyan settlement. She says that her child loved to attend the newly opened development center, since there was no kindergarten in the settlement, whereas now it is closed because of the Coronavirus.

“There has never been a development center in the village before; so it was established, the building was renovated, children would attend the institution and felt very happy. However, it did not last very long, for only a few months. The children had already made quite significant progress, and they were already ready for school,” Nune Hakobyan says.



Nune Hakobyan, a resident of Musayelyan settlement



A house in Dzorashen

The residents and the mayor of Sarapat municipality are optimistic about the future of their community.

“The economy is going to develop, the social conditions of the population will improve, hence I expect a bright future for Sarapat community,” Artush Manukyan says.

“The future of every village or settlement is in the hands of its residents. If every resident lays a brick on another, the future will be shaped, and the village will remain standing,” says Sasun Harutyunyan from Dzorashen, full of hope.



## List of abbreviations

AMD	Armenian Dram (national currency)
BMZ	German Federal Ministry for Economic Cooperation and Development
CO	Citizen Office
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
MMIS	Municipal Management and Information System
MTAI	Ministry of Territorial Administration and Infrastructure of the Republic of Armenia
RA	The Republic of Armenia
SDC	Swiss Agency for Development and Cooperation
TARA	Territorial and Administrative Reform in Armenia
U.S.	The United States

Published by  
**the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH**

Registered offices: **Bonn and Eschborn**

**Good Governance for Local Development South Caucasus Programme**

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Design: **Zettalumen LLC**

Photos: **Artyom Aghasaryan**

Publication: 2022

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