

Artículo de investigación

## Features of local government formation and development in the Republic of Armenia (using the example of Gavar city municipality of the Gekharkunik Region)

Особенности Формирования И Развития Местного Самоуправления В Республике Армения (На Примере Муниципалитета Города Гавар Гехаркуникской Области)

Características de la formación y desarrollo del gobierno local en la República de Armenia (utilizando el ejemplo del municipio de la ciudad de Gavar de la región de Gekharkunik)

Recibido: 8 de agosto del 2019

Aceptado: 16 de septiembre del 2019

Written by:

**Tatiana A. Evstratova**<sup>225</sup>

**Elena E. Kabanova**<sup>226</sup>

**Ekaterina A. Vetrova**<sup>227</sup>

**Polina V. Palehova**<sup>228</sup>

**Gevorg V. Manasyan**<sup>229</sup>

### Abstract

New sovereign states appeared after the collapse of the USSR, which have to develop democratic society for a long time. With the development of public administration decentralization, a significant part of the obligations and powers to manage the property of cities and rural areas, health, education, culture, and sports was transferred to the localities. The process of the legal field of municipality development began, which has not been completed to this day. The optimization of municipality management in modern conditions will allow to achieve the highest possible results, enhance the involvement of the local population in the development of the city, to address the issues of local importance more effectively. The great difficulty in the study of modern problems of local self-government is conditioned by the presence of different points of view on the issue of its essence, the absence of a unified theory of local self-government and the existence of different models and forms of its organization. The absence of the established interaction practice between population,

### Аннотация

После распада СССР появились новые суверенные государства, которым предстоит долгий путь по построению демократического общества. С развитием децентрализации государственного управления значительная часть обязательств и полномочий по управлению имуществом городов и сельской местности, здравоохранением, образованием, культурой, спортом была передана на места. Начался процесс формирования правового поля муниципалитетов, который не завершён и по сей день. Оптимизация управления муниципалитетами в современных условиях позволит достичь максимально возможных результатов, активизации вовлечения местного населения в процесс развития города, более эффективному решению вопросов местного значения. Большая сложность в исследовании современных проблем местного самоуправления заключается в наличии разных точек зрения по вопросу о его сущности, отсутствии

<sup>225</sup> Administration. Russian State Social University, The Russian Federation, Moscow. Vilgelm Pik street, 4, 1, Moscow, 129226, The Russian Federation

<sup>226</sup> Candidate of Sociological Sciences, Assistant professor at the Department of Management and Administration. Russian State Social University, The Russian Federation, Moscow. Vilgelm Pik street, 4, 1, Moscow, 129226, The Russian Federation

<sup>227</sup> Candidate of Economic Sciences, Assistant professor at the Department of Management and Administration. Russian State Social University, The Russian Federation, Moscow. Vilgelm Pik street, 4, 1, Moscow, 129226, The Russian Federation

<sup>228</sup> Doctor of Historical Sciences, Deputy Director of the Center for Sustainable Development of the Institute of Finance and Sustainable Development of Ranepa. Vernadskogo ave., 82, bld. 1 (5 building, RANEPa), Moscow, 119571, The Russian Federation. The Russian presidential academy of national economy and public administration, The Russian Federation

<sup>229</sup> Municipal employee of the Administration of Gekharkunik region. Grigor Lusavorich street, 36, Gavar

government and judicial structures, the underdevelopment of political culture, apathy and lack of confidence in the authority points to the insufficiency of control forms and responsibility specified in the law of the Republic of Armenia on local self-government. The article substantiates the need to increase the importance of local self-government in society, allows to realize the diversity of population interests, satisfy their socio-economic needs, act as the most important means of Armenia region stabilization and development and the state as a whole, the formation of civil society. The municipality must solve local problems with its own forces and means, and be responsible for its decisions. Local governments should own and manage municipal property, including local finances independently - these are the necessary economic conditions for the exercise of their authority.

**Key Words:** Local government, municipal property, local budget, municipalities, local community, Republic of Armenia.

единой теории местного самоуправления и существовании разных моделей и форм его организации. Отсутствие сложившейся практики взаимодействия населения, властных и судебных структур, неразвитость политической культуры, апатия и отсутствие доверия к органам власти указывает на недостаточность обозначенных в законе Республики Армения о местном самоуправлении форм контроля и ответственности. В статье обосновывается необходимость повышения значимости местного самоуправления в жизни общества, позволяющая реализовать многообразие интересов населения, удовлетворить их социально-экономические потребности, выступать в качестве важнейшего средства стабилизации и развития регионов Армении и государства в целом, формирования гражданского общества. Муниципальное образование должно решать местные проблемы своими силами и средствами, и нести ответственность за свои решения. Органы местного самоуправления должны владеть и управлять муниципальной собственностью, в том числе самостоятельно распоряжаться местными финансами - это необходимые экономические условия для осуществления их властных полномочий.

**Ключевые слова:** Местное самоуправление, муниципальная собственность, местный бюджет, муниципалитеты, местное сообщество, Республика Армения.

## Resumen

Nuevos estados soberanos aparecieron después del colapso de la URSS, que deben desarrollar una sociedad democrática durante mucho tiempo. Con el desarrollo de la descentralización de la administración pública, una parte significativa de las obligaciones y poderes para administrar la propiedad de las ciudades y las zonas rurales, la salud, la educación, la cultura y el deporte se transfirieron a las localidades. Comenzó el proceso del campo legal del desarrollo del municipio, que no se ha completado hasta el día de hoy. La optimización de la gestión municipal en condiciones modernas permitirá lograr los mejores resultados posibles, mejorar la participación de la población local en el desarrollo de la ciudad, para abordar los problemas de importancia local de manera más efectiva. La gran dificultad en el estudio de los problemas modernos del autogobierno local está condicionada por la presencia de diferentes puntos de vista sobre el tema de su esencia, la ausencia de una teoría unificada del autogobierno local y la existencia de diferentes modelos y formas de su organización. La ausencia de la práctica establecida de interacción entre la población, el gobierno y las estructuras judiciales, el subdesarrollo de la cultura política, la apatía y la falta de confianza en la autoridad apuntan a la insuficiencia de formas de control y responsabilidad especificadas en la ley de la República de Armenia sobre el gobierno local. El artículo confirma la necesidad de aumentar la importancia del autogobierno local en la sociedad, permite darse cuenta de la diversidad de intereses de la población, satisfacer sus necesidades socioeconómicas, actuar como el medio más importante de estabilización y desarrollo de la región de Armenia y el estado como un en conjunto, la formación de la sociedad civil. El municipio debe resolver los problemas locales con sus propias fuerzas y medios, y ser responsable de sus decisiones. Los gobiernos locales deben poseer y administrar la propiedad municipal,

incluidas las finanzas locales de forma independiente; estas son las condiciones económicas necesarias para el ejercicio de su autoridad.

**Palabras clave:** Gobierno local, propiedad municipal, presupuesto local, municipios, comunidad local, República de Armenia.

## Introduction

In 1991, after gaining independence, the Republic of Armenia began the complex process of a democratic and legal state development (the Declaration on the principles of local self-government in the CIS member states issued on October 29, 1994). The new political system implied fundamental changes at all levels of government. The issue of legal regulation of local self-government body activities became particularly acute, as it was necessary to develop a rational combination of communal traditions peculiar to pre-revolutionary Armenia, the Soviet experience of self-government and the requirements of a modern democratic community.

In accordance with the Constitution of the Republic of Armenia (1995), the new state began to be based on the combination of power and local self-government separation principles. This combination is designed to ensure and guarantee such a decentralization of the management system, which would ensure the interests of the local population, while taking into account the historical features of individual territories and local traditions. In fact, this Constitution and the amendments to it legally enshrined the right of administrative and territorial body citizens of Armenia to manage independently a significant part of public affairs within the limits defined by law (Arutyunyan, 2012).

The Republic of Armenia was initially divided into 11 provinces, among which according to the latest statistics Gegharkunik (the regional center of the city of Gavar) makes 26.6 thousand people. The province consists of urban and rural communities. The province is headed by the governor (marzpet), who is appointed and dismissed by the government of Armenia. 953 villages, 48 cities, 932 communities, of which 871 are rural and 61 are urban, were legally assigned in the Republic of Armenia. In accordance with the Constitution and the law "On the Administrative - Territorial Division of the Republic of Armenia", adopted on December 4, 1995, Armenia was divided into 10 marzes (regions) and the city of Yerevan (the capital of Armenia), which was given marz status. The marzes, in turn, were divided into urban and rural

municipalities, and Yerevan - into district municipalities (The Law of the Republic of Armenia "On the Administrative - Territorial Division of the Republic of Armenia" issued on November 7, 1995). The largest marz in Armenia is Gegharkunik marz, the territory of which is 5349 square km, including Lake Sevan (1256 sq. km).

The formation of the municipalities of Armenia, including the city of Gavar, was influenced both by internal regulations and the documents of international importance. The Law of the Republic of Armenia "On Local Self-Government" issued on June 25, 1996 laid the foundation for the process of the country municipalization. In 2000, Armenia joined the Council of Europe, and in 2001 it ratified the European Charter of Local Self-Government. "... Local governments constitute one of the main foundations of any democratic system, ... the right of citizens to participate in the conduct of public affairs relates to democratic principles shared by all Council of Europe member states, ... this right can be most directly exercised at the local level, ... the local governments invested with the real responsibility can ensure effective management, close to the citizen, ... the protection and strengthening of local self-governance in various European countries represents a significant contribution to building Europe based on the principles of democracy and the decentralization of power ... this implies the existence of local governments that have decision-making bodies that are democratically created and that have wide autonomy regarding their competence, the order and means of its implementation and the necessary resources for this ..." (the European Charter of Local Self-Government issued on October 15, 1985).

After the ratification of the "European Charter of Local Self-Government", a new law "On Local Self-Government" was adopted (07.05.2002) (Butko et al, 2019), in which the principles of self-government of Armenia were brought in line with international requirements. For example, the new law expanded the powers of local self-government bodies of Armenia, guaranteed their independence. The terms of municipality

competences were defined more clearly. In accordance with the law, they are divided into their own (mandatory and voluntary) and delegated.

On November 27, 2005, the national referendum adopted the amendments to the Constitution of the Republic of Armenia (July 5, 1995):

- a) Mandatory funding of the powers delegated by the state from the state budget; the municipality right to establish local taxes and duties, as well as the payments for services rendered to them (Article 106);
- b) The term of office of local governments was set at four years (Article 107);
- c) The dismissal of the municipality head by the Government of the Republic of Armenia occurs on the basis of the opinion from the Constitutional Court of the Republic of Armenia (Article 109)” (The Constitution of the Republic of Armenia (June 5, 1995)) and other changes.

In order to strengthen the financial base of local self-government, they adopted the Law “On the Budget System of the Republic of Armenia” (July 21, 1997), which established the procedure for the municipal budget development, execution and its implementation control (Gavar regulations on the budget fully comply with this law), regulates the fiscal relations between different levels of government, determined the types of revenues and expenditures of municipalities.

In the process of local government development, it became necessary to create a permanent system of training for municipal employees. On December 14, 2004, the law “On Municipal Service” was adopted, which established the basic principles of municipal service in Armenia. The law regulates the classification of posts and ranks of the municipal service, the appointments of municipal employees to the posts, certification and retraining of employees, personnel reserve, the legal status (position) of municipal employees, organization and management, as well as other related relations (the Law of the Republic Armenia “On municipal service” issued on December 14, 2004).

This law has seriously changed the principles of the apparatus development. The nomenclatures (post list by names) of all the head offices of the Republic of Armenia municipalities were approved. The appointments to posts began to be

carried out in accordance with the procedure established by law (the Article 42 and 43). In accordance with the new requirements, the vacant posts in the municipality began to be replaced by competition. The retraining of personnel was organized (since May 1, 2007), in order to pass the first certification of municipal employees. Training organizations for retraining were determined according to the results of the competition held in accordance with the program approved by the authorized body of the Government. Currently, there are 3 large public associations in the Republic of Armenia that effectively carry out the training for local government personnel (the Union of Municipalities of Armenia, the Union of Municipal Councils of Armenia and the Association of Financiers of Armenia), the main task of which is to assist municipalities for reforming the regulatory framework of the local government system through training, consulting, and workshop conducting.

### **Problem statement**

It is worth noting that the problem of municipality development in the Republic of Armenia is almost not studied by Russian science, with the exception of such researchers as J.D. Dzhangiryan (Dzhangiryan, 2003) and V.M. Manukyan (Manukyan, 2007). Therefore, we used the works of Armenian researchers, not translated into Russian. These are the studies of such Armenian scientists as L.A. Akopyan (Akopyan, 2014), A.Sh. Harutyunyan (Harutyunyan, 2014), and G.G. Beglaryan (Beglaryan, 2015).

The conceptual results of this study can be used during the study and development of the courses on the System of State and Municipal Management, Sociology of Management, Territorial Organization of the Population, and during the creation of elective special courses for university students, the students of personnel training system, and professional development of municipal employees.

The theoretical significance is confirmed the fact that the results obtained during the writing of the article can be used to develop the strategic goals for a modern system of local self-government development and to develop specific management methods for the city of Gavar with the aim of its optimization.

### Study issue

What is the peculiarity of local government development in the Republic of Armenia?

What are the trends of local budget expenditure financing in the city of Gavar?

Is there the involvement of the local population in the development of the city?

### Study purpose

Local regulatory legal acts are of particular importance for the development of the municipality of Gavar. Among the numerous documents specifying the activities of the mayor, the council and other services, the adopted Regulations of the Gavar Municipal Council (Beglaryan, 2015) play a special role.

The Municipal Council of Gavar is a representative body of the community to improve the welfare of population. It bears its own responsibility to the people for better life, solves the community problems and manages municipal property. The municipal council consists of 15 members.

This (current) regulation was adopted on the basis of the Law “On local self-government”. The regulations of the city of Gavar are designed to ensure the work of the Community Council, the interaction with the local population and the executive bodies of the municipality. The regulation regulates the conduct of the city council sessions, the procedure for order and city project submitting, considering, approving and publishing. Meetings are held at least once every two months, the regulations provide for special meetings. The regulations provide for the activities of standing committees and temporary committees whose work is financed from the local budget. They include:

- The Standing Committee of Science, Education, Culture and Youth Affairs;
- The Standing Committee on Social Affairs, Health and the Environment;
- The Standing Committee on Legal Affairs;
- The Standing Committee on financial, budgetary and economic issues;
- The Permanent Commission on infrastructure issues.

The important functions of the municipal council are the budget adoption and an annual strategic development program drawing up. For example,

the Gavar strategic program adopted in 2015 was aimed to increase the socio-economic level of the population and agriculture. For this purpose, the seeds of wheat and barley, planting tubers were purchased at the expense of the local budget, which, on condition of return, were given out to the citizens involved in agriculture without interests. A special program was developed to support them in case of force majeure (crop failure, drought, destruction of crops by pests, etc.) (the Annual report of the Mayor of Gavar Gurgen Martirosyan, 2015).

Let us give a more detailed list of local issues that representative bodies of local self-government are entitled to:

- They “approve the municipal budget, budget changes and the annual report on budget execution and monitor their implementation;
- They approve the candidacies of budget institution and non-profit organization heads represented by the head of the municipality;
- They approve the composition of councils and audit bodies of commercial organizations with the participation of the municipality;
- They determine the rates of local duties and fees, set the rates of fees for municipal services;
- They make a decision on the lease and alienation of property considered to be municipal property;
- They approve the town planning charter of the city and the town planning master plan of the municipality, the scheme of land zoning and land use;
- In the manner prescribed by law, they approve the municipal rules of activity in the field of trade, catering and services.
- They are entitled to apply to the Constitutional Court of the Republic of Armenia on the issues of compliance with the Constitution and normative acts by the state bodies violating the constitutional rights of local governments;
- They discuss the results of audits carried out by the competent state bodies and, within the framework of their authority, take decisions on them;
- They discuss and approve the order of community population participation in local self-government;
- They discuss and make a decision on the approval of the number, names and

order of the public advisory body development of the municipality within public order (the Law of the Republic of Armenia "On Local Self-Government" (June 5, 2002)).

### Study methods

The information base of the study is regulatory and legislative acts, the statistical data of the municipality of Gavar, Gegharkunik region. In the course of the study, both general theoretical methods were used: analysis and synthesis, deduction and induction, generalization, and empirical methods: the analysis of documents.

During the analysis of documents, we applied a techno-oriented and human-oriented approach. The goal of both approaches is to focus on the satisfaction of human needs, however, they differ by the means of its achievement and performance indicators. In particular, each of the approaches has its own system of indicators to measure performance and feedback methods for tracking the degree of goal achievement.

The techno-oriented approach focuses primarily on infrastructural factors as the means of human need meeting. With this approach, there is an assumption that the availability of the means to meet the needs leads automatically to the satisfaction of these needs (Beleshova, 2007). Feedback in this case is carried out through the tracking of statistical information of a technical type. With the techno oriented approach, the final consumer of services is practically excluded from management processes and feedback.

In contrast, a person-oriented approach focuses on the end result - the satisfaction of needs. In this case, the feedback is carried out directly through the person on the basis of social, rather than statistical information. The indicators of this approach are the human development index: longevity, education level, the level of well-being, assessed, for example, through per capita income, the degree of satisfaction with various services, security, environment, and the like.

### Received data

The first elections of local governments of Gavar were held on November 10, 1996. The election procedure was regulated by the law "On elections of local governments". The second election was held on October 24, 1999 in accordance with the Electoral Code, adopted on February 17, 1999. The third election was held in autumn 2005, then 2008, 2012 and on November 2016.

In accordance with the Law on Local Self-Government, any citizen of the Republic of Armenia who has reached the age of 25 years and who has been registered in the municipality for at least 2 years can be elected as the head of the municipality (the Law of the Republic of Armenia on Local Self-Government (June 5, 2002)).

According to the regulations established by the municipal assembly, the mayor convenes and conducts the meetings of the city council, submits a four-year community development program, the number, staffing and staff salaries, according to the law, appoints and dismisses the heads of municipal organizations for approval by the city council. Current activities of the city administration are coordinated by the secretary of the mayor's office.

In accordance with the legislation once a year, the mayor reports to the population. The report is posted on the official website of the municipality, is covered in the press and on television. It discusses the work done in the city throughout the year.

The head of the municipality exercises his powers through his administration (the deputy head of the municipality, the secretary of the apparatus, the experts of structural and separate subdivisions, technical staff) and through commercial and public non-profit organizations.

In accordance with the legislation, the structure of the municipality of Gavar is a rather extensive structure. Currently, the administration of the city of Gavar has 38 employees, 17 of whom are municipal employees, 5 of them represent the mayor's office: deputy mayor, adviser, assistant, the secretary of the municipal head of state and press secretary. The rest of the staff provide technical services (clerk, operators, supply manager, electrician, security guards).

There are 4 subdivisions in the municipality: economic, internal audit, technical support department and civil registration office (Civil Registry Office), whose employees are also municipal employees (Chikhladze, 2005).

The economic department ensures the financial activities of the municipality: makes, discusses, approves and executes the budget annually, oversees the financial activities of non-profit organizations of the community and payment collection established under the contracts for renting or community land development that

have no agricultural purpose, and also oversees the lands of non-agricultural purposes. The department provides the development of draft legal acts and program documents and their expertise. 6 people work in the department.

The internal audit department consists of 2 people - the head of the department and a leading expert. The department operates in accordance with the strategic and annual plans of the department, which are approved by the head of the municipality, conducts relevant research within the municipality and in the non-profit organizations subordinated to it. Before each audit, an audit assignment is developed and submitted for approval to the head of the municipality. An internal audit commission chaired by the head of the municipality is being formed to evaluate the work of the internal audit.

The registry office is a separate division of the municipality. It works in accordance with the rules approved by the municipal council. The department employs 3 people, their activities are regulated by law and other regulatory documents.

The department performs the following functions regulated by the Charter:

1. Registration of birth, marriage, divorce, adoption, death, determination of paternity, change of name;
2. Corrections, additions or changes in the records of civil status acts;
3. The recovery of civil status act records;
4. Other functions provided by law.

In addition to the department staff, the staff includes the experts who report to the secretary of the municipality head. They are also municipal employees and carry out their activities in the field of agriculture, urban development, education, culture and sports, and the collection of payments.

In addition to four main departments, the municipality controls 13 non-profit public organizations, namely, the music school, the art school, the specialized duduk school, the sports school, the city library, the training center, the children's and youth creative center, the house of culture, 4 kindergartens, the enterprise on public services and city beautification (Annual report Gavar community budget 2017.).

For example, public service and the city improvement is carried out by the public non-profit organization "Public service and improvement of the city of Gavar" founded by

the decision of the municipal council in February 2009. The company provides garbage collection, sanitary maintenance, landscaping, the work for the lighting network expansion and maintaining, as well as community amenities. Based on the budget possibilities, every year the municipality carries out town planning works, namely, repair, asphaltting, road marking, construction and municipal facility repair, provides exterior lighting for the city.

To implement its public programs, the municipality also attracts funds from charitable organizations. In 2016, the central square of the city was completely rebuilt by Nor-Bayazet charitable foundation.

As for the budget revenues of the city of Gavar, the analysis of the relevant documentation also showed a relative increase of budget revenues in recent years. So, if the city revenues amounted to 452,000.0 thousand drams (60,342,000 million rubles - 10 drams correspond to 1.335 Russian rubles (at the exchange rate of 01.11.2016)) in 2015, then they amounted to 471 000.0 thousand drams in 2017, and 490 000.0 thousand drams were provided to the budget of 2017. In 2016, the city of Gavar received state subsidies in the amount of 349 083.1 thousand drams (74.1%) of which 343 733.1 thousand drams as subsidies, and 5350.0 thousand drams as subventions. In 2017, state subsidies in the amount of 361,987.3 thousand drams (73.9%) were given to the budget: subsidies - 343,733.1 thousand drams, subventions - 5350 thousand drams.

The second most significant source of income is income tax, it amounted to 85,285.7 thousand drams (18.1%) in 2016, and 89,549.9 thousand drams (18.3%) in 2017. Non-tax revenues to the city of Gavar budget amounted to 24,503.7 thousand drams (5.2%) in 2016, 25,728.9 thousand drams (5.3%) in 2017 (The Annual report of the Mayor of Gavar Gurgun Martirosyan, 2017).

Social sphere is the priority area of local budget expenditure financing in Gavar. Of the total annual expenditure in 2016, the share of expenditures on the social sphere amounted to 48.1%. In 2017, there was the increase in social spending by 1.6% and it made 49.7%. The main part of social expenditures falls on the education system, of the total amount of social expenditures, the expenditures on education amounted to 85% in 2017. The second place in terms of expenditure is occupied by health care: 4.2% of social spending was allocated into it in 2017. Third place is the spending on culture - 4%.

In particular, in 2017, financial assistance in the amount of 4,2 million drams (494 thousand rubles), 3,1 million drams (364,5 thousand rubles) was allocated from the municipality budget to low-income families and disabled people; the payment for education in higher educational institutions made 0.95 million drams (111.5 thousand rubles). In 2017, social spending amounted to about 8 million drams (1,068,000 rubles). The problems in the social sphere are mainly due to the lack of jobs and, this, the increase of population outflow (The Annual Report of the Mayor of Gavar Gurgen Martirosyan, 2017). According to the mayor's apparatus, unemployment was about 7% in 2017.

The municipality of Gavar directs the main funds in the field of education to the maintenance of six kindergartens and the city educational center. In general education schools, whenever possible, all conditions are created to organize an effective learning process. In addition, the city administration reimburses tuition fees in higher education institutions for the children from low-income families. In general, the local government in Gavar allocated 192,700 thousand drams (25,725,450 rubles) - 40.9% on education in 2016, and 198,800 thousand drams (26,539,800 rubles) - 40.6% in 2017 (The annual report of the Mayor of Gavar Gurgen Martirosyan, 2017). However, the allocated funds in the city of Gavar was enough only to provide current needs in 2016 - 2017, although there is a need to build a new school and especially pre-school institutions.

The important tasks of local governments are the tasks in the field of culture and sports, the implementation of which takes place in the context of the urban population leisure organization. There are 6 public non-profit organizations in the sphere of culture:

- School of Art
- House of Culture
- School of Music
- Duduk circle named after G. Dabagyan,
- City Library
- Creative center for children.

The city has quite a lot cultural achievements. The members of the performing arts, dance, choir, instrumental groups at republican and international festivals have great performing skills and abilities and always occupy top places. Cultural and sporting events are often organized in the city.

Special conditions are created by the municipality for the city library. It has a rich book fund - 45,000 pieces, which is updated every year. Modern conditions and friendly attitude of the staff attract thousands of readers. The library of the city has become a favorite place for elderly citizens, and for students and schoolchildren.

There is the sports school in Gavar, as well as the chess school. Besides, there are sports clubs and sections in all secondary schools. Consistent policy in the field of sports and physical culture has allowed to attract a significant part of the urban population to the exercise of physical culture and sports.

The improvement of cultural and sports institution buildings and structures, their equipping with modern furniture and equipment is performed at the expense of the budget. For example, the sports school of the city of Gavar is not only equipped with modern equipment by the efforts of the municipality, but special attention has been paid to the selection and improvement of professional skills of coaches over the past years. Perhaps that is why the students of the school have achieved great success in national and international competitions during recent years.

At the expense of the budget funds of the municipality in Gavar, the building of the House of chess was repaired, which is attended by more than 100 schoolchildren. And more than 600 children and teenagers attend the School of Arts and Music School.

In Gavar, the municipality supports the development of charitable foundations. The Mayor of Gavar, by personal example, shows that city residents can take part in the reconstruction of the central square of the city, the revival of which will contribute to the development of the cultural and economic life of the city. He donated more than 200 thousand drams to the restoration. The running names of the residents involved in this project are regularly present on the Foundation website.

### Conclusion

Modern Armenia faces an important task of local government role enhancement. Municipalities need to solve fundamentally new tasks of local importance, but without independence, business activity, responsibility and initiative of local governments, as well as the entire local community, any democratic reforms are doomed



to failure (European Charter of Local Self-Government (October 15, 1985).

The local government of the city of Gavar is at the initial stage of a new municipal system development, has local specifics, gives citizens the right to participate in local problem solution and assumes the accountability of the municipality to the population, the transparency of its activities. Creating the system of local self-government that could provide a highly efficient system of services and conditions that meets the needs of all strata and groups of the population will ensure the development of the city, taking into account human values and national culture (Tumanyan, 2014).

### Bibliographic references

- Akopyan L.A. (2014). The system of local governments in the Republic of Armenia. Abstract on the search. uch. Degree Ph.D. Yerevan, 2014. 39 p.
- Annual Report of the Mayor of Gavar Gurgen Martirosyan (2016 г.). URL: <http://www.gavariqaghaqapetaran.am/city/repor t/15> (date of the application: 18.01.2019).
- Annual report of the Mayor of Gavar Gurgen Martirosyan (2017 г.). URL: <http://www.gavariqaghaqapetaran.am/city/repor t/15> (date of the application: 18.01.2019).
- Arutyunyan A.Sh. (2014). Municipal law of the Republic of Armenia. Yerevan, 2014. 348 p.
- Beglaryan G.G. (2015). Social problems of local government in Armenia. Yerevan, 2015. 286 p.
- Beleshova, A. (2007). Project Management: Organization and monitoring of project implementation, analysis and regulation of project implementation. Retrieved December 12, 2018, from [http://www.bkworld.ru/archive/y2007/n07-2007/n07-2007\\_338.html](http://www.bkworld.ru/archive/y2007/n07-2007/n07-2007_338.html)
- Butko, Lyudmila; Makogon, Boris; Nifanov, Aleksei; Poluhin, Oleg; Tychinin, Sergey (2019). La formalización del territorio en las Constituciones de los países CEI. *Revista Científica del Amazonas*. Vol. 2, Núm 3, 47-55.
- Chikhladze L.T. (2005). Local government and local government of foreign countries and CIS member states. Comparative legal analysis. M.: NOTA BENE, 2005. 284 p.
- Constitution of the Republic of Armenia. URL: [http://www.parliament.am/law\\_docs5/06122015 .pdf](http://www.parliament.am/law_docs5/06122015.pdf) (date of the application: 17.05.2019).
- Declaration on the principles of local self-government in the CIS member states of October 29, 1994. URL: <https://www.lawmix.ru/abrolaw/11769> (date of the application: 15.05.2019).
- Dzhangiryan J. D. (2003). The state power of the Republic of Armenia: the system of organs and the mechanism of interaction. Moscow: Kogito Center, 2003.
- European Charter of Local Self-Government dated October 15, 1985. URL: <http://base.garant.ru/2540485> (date of the application: 15.05.2019).
- Law of the Republic of Armenia “On Local Self-Government” dated June 5, 2002. URL: [http://www.parliament.am/legislation.php? ID=1305&lang=rus&sel=show](http://www.parliament.am/legislation.php?ID=1305&lang=rus&sel=show). (date of the application: 17.05.2019).
- Law of the Republic of Armenia “On Municipal Service” of December 14, 2004. URL: [http://www.parliament.am/legislation.php?ID=2 028&lang=rus](http://www.parliament.am/legislation.php?ID=2028&lang=rus) (date of the application: 14.01.2019).
- Law of the Republic of Armenia “On the Administrative-Territorial Division of the Republic of Armenia” of November 7, 1995. URL: [http://base.spinform.ru/show\\_doc.fwx?Rgn=293 8](http://base.spinform.ru/show_doc.fwx?Rgn=2938) (date of the application: 10.05.2019).
- Manukyan, V. M. (2007). Local Government and Regional Administration in the Republic of Armenia: dissertation of the candidate of legal sciences. Moscow, 2007.
- The budget of the community of Gavar 2017. URL: <http://www.gavariqaghaqapetaran.am/city/budg et> (date of the application: 14.01.2019).
- Tumanyan D. (2014). Reforms of local self-government in Armenia: Political options and ways. Yerevan, 2014. 228 p.