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Swiss Agency for Development  
and Cooperation SDC

# Good Governance for Local Development in the South Caucasus (GGLD)

## Supporting Local Governance and Regional Development in Armenian Municipalities

### Context

The German Government has been supporting public administration reform efforts in the South Caucasus since 2005, including in the areas of public finance, municipal administration, and legal and judicial reform. However, the quality and provision of local public services are still in need of improvement. In rural and remote regions, in particular, access and availability to state and municipal services are often insufficient.

The Good Governance for Local Development in the South Caucasus (GGLD) project advises and supports respective partner organisations at national, regional (sub-national) and local levels in Armenia and Georgia in the implementation of cooperation initiatives towards improved local governance. It supports the improvement of framework conditions, addresses regional and local governance issues, and works towards the improvement of municipal services and citizens' participation. In the context of the German international cooperation approach, the project's objectives are oriented within the framework of the Caucasus Initiative; thus, the improved professional exchange and the increasing cooperation among the two countries is also an objective at the regional South Caucasus level.

As a result of the Territorial and Administrative Reform in Armenia (TARA), in 2022 the number of municipalities was reduced from 915 (in 2015) to 71 (in 2022), of which 64 are consolidated multi-settlement units. This reform has been a major milestone for the country and paves the way for further decentralisation of powers and functions at the local level.

By advising partner institutions at national and local levels on designing and implementing national reform processes, the project supports the elaboration of strategies and instruments for local economic development and strengthens the capacities of local governments to better manage local development. GGLD in Armenia supports the modernisation of municipal administration by introducing Citizen Offices according to the single-window approach and innovative e-governance tools such as the Municipal Management Information System (MMIS).



Project name	Good Governance for Local Development in the South Caucasus (GGLD)
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Co-financing partner in Armenia	Swiss Agency for Development and Cooperation (SDC)
Project region	South Caucasus
Lead executing agency in Armenia	Ministry of Territorial Administration and Infrastructure of the Republic of Armenia
Duration	April 2020 – July 2026
Budget	EUR 36.15 million (overall regional budget)

### Our Approach

The project strengthens the capabilities of the public authorities and personnel in state institutions and promotes regional and local administrations. It focuses on the following measures:

- Supporting the legal and institutional framework conditions for good local governance;
- Developing the capacities of key actors covering citizen-oriented services, planning/budgeting and local economic development;
- Improvement of procedures, institutions, and instruments related to regional and local economic development.

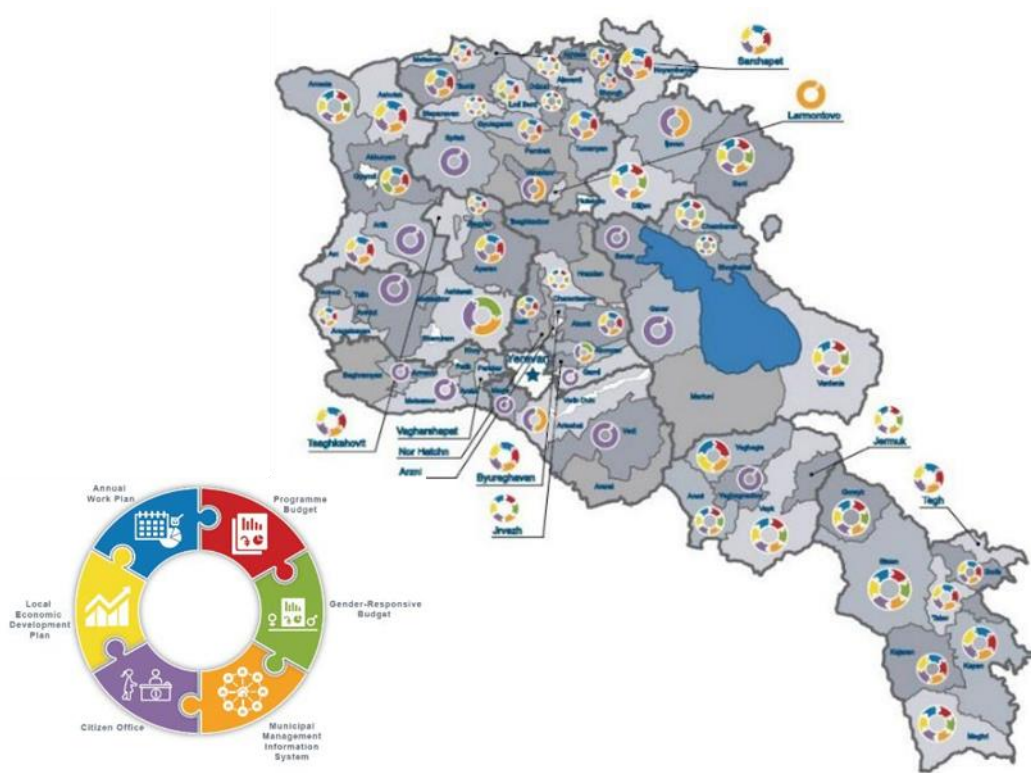
Since April 2024, the project has been supporting host communities which have received refugees and displaced people from Nagorno-Karabakh. Through capacity building and long-term initiatives effective service delivery will be enhanced.



L. to r.: The newly renovated and furnished Citizen Office in Charentsavan community provides enhanced services to residents; The playground established through participatory budgeting educates children on road traffic rules.

## The Achievements and Impact in Armenia

- Improvement of public services through the standardisation and roll-out of service delivery models in the new consolidated municipalities, carried out through a “single window” approach. This included the establishment of 76 Citizen Offices and the introduction of the Municipal Management Information System, covering 689 settlements. A follow-up survey showed that 95% of respondents were satisfied with the delivery of administrative services at the Citizen Offices. Public services have been improved, benefitting more than 1,700,000 people that constitute approximately 90% of the population outside Yerevan.
- Country-wide standardisation of the planning processes of Local Self Government: 5-year Municipal Development Plan, Annual Work Plan, including Monitoring and Evaluation and Local Economic Development (LED) Plans.
- More transparency and accountability of public funds: Introduction of Programme and Participatory Budgeting;
- introduction of Armenian Public Sector Accounting Standards in 52 consolidated municipalities.
- Stronger capacities to design and implement LED projects, reaffirming the role of municipalities in LED and bridging with the private sector. Supporting 47 LED projects in enlarged municipalities (total EUR 1,800,000) with 26% co-financing and involvement of the private sector.
- Promotion of women empowerment and gender equality by strengthening the capacities of female leaders in politics and administration at the local level and encouraging the participation of women in local development processes as well as the introduction of gender-responsive and gender transformative practices in local self-government.
- Strengthening of citizen participation and participatory budgeting processes, supporting the awareness raising for citizens, thus increasing transparency and accountability of local self-governance.



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Good Governance for Local Development  
in the South Caucasus  
GIZ Office Yerevan  
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0010 Yerevan, Armenia  
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Text Tom Landes

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In cooperation with



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