



How to cite this paper: Schanyan, A. (2025). Limits of Responsibility for the Future Socio-Economic Development of Community Life in the Public Sector of the Republic of Armenia. *Messenger of ASUE*, 2(80), 126-138. DOI: 10.52174/1829-0280_2025.2-126
Received: 21.07.2025. **Revision:** 04.09.2025. **Accepted:** 22.12.2025.

ARMINE SCHANYAN

*Associate Professor of the Chair of Finance at
Armenian State University of Economics, PhD in Economics*

 <https://orcid.org/0009-0003-0501-6837>

LIMITS OF RESPONSIBILITY FOR THE FUTURE SOCIO-ECONOMIC DEVELOPMENT OF COMMUNITY LIFE IN THE PUBLIC SECTOR OF THE REPUBLIC OF ARMENIA

***Pursuit of mathematical precision is not a necessity
in economics, but mathematical equivalence is an
important condition in economics***

The main goal of the study was to examine the challenges of the rural–urban governance system of the Republic of Armenia from a long-term perspective (for example, using a century-long period for a specific community). The study sought to understand how the measurement of well-being–based on individuals’ propensity to work–can be combined with the formation of a field of desires. From a financial standpoint, the existing challenge of well-being is linked to the already established level of budget revenues per capita. Across the regions of the Republic of Armenia, this indicator increased between 2021 and 2025 more due to negative baseline conditions than due to genuine positive developments, fluctuating around the average level and, naturally, remaining significantly below the ideal benchmark (Shahbazyan, 2022, p. 23). However, the task of community development is to consider opportunities to improve living standards through the comprehensive interaction between the private and public sectors. An attempt was made to demonstrate the applicability of the developed material, ranging from general logic to culture-based cognition, by presenting a multitude of

solutions to subproblems that allow the selection of the optimal option. Finally, from a financial perspective, the use of the term that adds meaning, as well as improvements in budgetary support, were considered important directions that nurture the community's socio-economic development.

Keywords: *financial decentralization, budget revenues and expenditures, financial capacity*

JEL: H70, 018, R58

DOI: 10.52174/1829-0280_2025.2-126

INTRODUCTION. Strengthening the financial capacity of RA communities and identifying opportunities for generating financial resources has always been a pressing and enduring issue. In many countries of the world, including the Republic of Armenia, measures implemented at the local self-government level over decades have aimed to make the financial side a unique research component in the multifaceted processes of decentralization, since the latter's seemingly unsolvable prospect has always delayed the financial aspect of developing reforms in comparison to administrative, political, and other components of decentralization. Meanwhile, it is obvious that the solvability of many problems is largely determined by the implementation of the aforementioned last component, which means that in modern conditions, our country has the foundations that will allow us to create, implement, and develop measures to be taken towards financial decentralization in parallel, both in the short term, medium and long terms.

LITERATURE REVIEW. At the initial and simple formulation level of the issue, we can consider the proposals presented at the primary stage of the process of consolidation of communities in the RA, for example, in the article "Problems of Financial Decentralization of Communities in the Republic of Armenia" by A. Minasyan, T. Ohanyan, A. Sanamyan. The authors note that in order to have a high degree of decentralization in the communities, it is necessary that the communities' own revenues exceed the official grants provided by the state. And to achieve this, the communities' economies must be developed, which, first of all, will prevent emigration, and secondly, will contribute to increasing the communities' own revenues (Minasyan A., Ohanyan T., Sanamyan A., 2016, p. 86).

During the same period, a more general description of the problem at a high scientific level was given by A. G. Safaryan, who in his doctoral dissertation quotes that in the modern world, the role of external factors in terms of their influence on state policy is significantly increasing, which is conditioned by the globalization of world processes and the emergence of new challenges, and threats. Globalization (economic and political) and decentralization (territorial and operational) pose a new question about the

methods of implementing state policy, decision-making mechanisms in state power bodies, and the system of distribution of goods in society (Safaryan, 2015, p. 14).

From the perspective of chronology, in the interim period, it was clear that in the process of community enlargement, it would be hardly a decade before the turn came for comprehensive discussions on the above-mentioned financial issues. E. Nalbandyan in his article “Problems of Targeted and Effective Management of Financial Resources of the RA Communities” notes that the experience of the past years enables us to conclude that the system passed the stage of institutional development, which is expressed in the adoption of a number of international obligations, laws and sub-legislative acts regulating the relations in the sphere of local self-government. During that period, mechanisms aimed at the activities of local self-government bodies were developed and introduced, measures were implemented to strengthen their capacities, old legislation was amended, and the decentralization process was deepened. The author, conducting an analysis of the situation in the field of budget expenditure execution in the communities of the Republic of Armenia, mentions that local self-government bodies of many communities have not paid particular attention and currently continue to pay no attention to ensure certain proportions of budget expenditure sectors (Nalbandyan, 2018, p. 9). The same article also states that the introduction of the local self-government system in the Republic of Armenia marked the beginning of reforms aimed at decentralization, which means that program budgeting reforms subsequently characterize current developments. A. Yeghikyan, in his dissertation “Problems of Community Expenditure Management in the RA”, addressed this issue and noted that the program budget is intermediate between the expenditure and according to the performance of work budgets. In the case of the program budget, the program as a whole is emphasized, while in the case of work performance, the impact of the program on society is emphasized (Yeghikyan, 2007, p. 84).

Current research in the Republic of Armenia already emphasizes the issues of creating proposals within the framework of changes in financial indicators. In particular, the analysis conducted by the author group in the “Amberd” series 74 revealed that in 2012-2022, per capita community income changed quite rapidly. During the mentioned period, both the average and regional indicators showed clear growth trends. As a result, the average indicator cumulatively increased by 169%, and in the case of regions, the growth rate fluctuated in the range of 133-242%. From the authors’ study, it becomes clear that regions with the lowest level of development are characterized by low per capita budget income. Unlike own income, per capita income from the state budget is much less differentiated. This differentiation and a number of other asymmetries discussed in the paper have created a need to study the extent to which the volume of financing community budgets by the state is related to the level of socio-economic development of the region. The observations were generalized with the

conclusion that on average 2 regions with an above-average level of socio-economic development have above-average total budget income per capita, and 5 regions with a below-average level of socio-economic development have below-average total budget income per capita. In terms of expenditure, financial decentralization in the communities of the Republic of Armenia is also not the most effective, since expenditure in different communities changed in different directions, and the biggest problem is the insignificant change in fund expenditures compared to administrative expenditures, which should have been the basis for the development of communities (Galstyan et al., 2024, pp. 68, 71, 73, 80 and 122).

The literature review begins and concludes with a study of the works accomplished by Armenian researchers, since in the context of international experience, against the background of ongoing reforms in local self-government, the processes were organized in the past, and sufficient time passed to understand the problems that emerged after testing localized pilot programs in order to propose appropriate solutions in that direction.

RESEARCH METHODOLOGY. An attempt was made to compare the concepts of generating financial resources and building financial capabilities, as the latter, on the path to financial independence, can increase the level of well-being of the population. In terms of feasibility, the introduction and strengthening of the principle of human-centralism in the budgeting model is emphasized at the state government and local self-government levels. However, it is necessary to clarify the need to substantiate the viability of submodels from the point of view of the communities' socio-economic development, since the implementation of the individual-community connection towards financial independence, after all, under the conditions of maintaining state or international support, implies the following sequence of submodels: (individual-(family)) – community as a large family))). We cannot say the same for the state and a more expanded framework, since the diversity of public relations management has a more spatial concentration from the point of view of solving targeted problems. The specificity of social sciences, especially economics, in comparison with natural sciences, allows us to present analytical work at a theoretical level, if the presented problems can find their solutions in reality, which is only a matter of time. The issue of establishing an academic foundation will be a simple step if the above happens within a reasonable deadline. The problem becomes secondary for two main reasons. First, regardless of the level of feasibility, the selection of a specific sub-direction within the human-centered model-method–chosen through the article's objective criteria and not as an original discovery–can be considered evidence-based when determining the adequacy of the sample. Second, improving the quality of life for the community, and its subsequent gradual development as part of the broader public sphere, contributes to

addressing the overarching issue of general well-being, regardless of the scale at which these improvements occur.

In addition to studying the methodology that ensures the goal-result connection, in the research, general methods were considered. In the article, the methods of scientific abstraction, historical-logical (century period), process stages (changes in separate successive periods), systemic (strategic planning mechanism), induction and deduction (the person in the community and the community for the person), data collection and comparison (mostly budget indicators statistics and comparison according to different characteristics), analysis (problem formulation from the perspective of ensuring accessibility to results) and others were used.

Within the analysis of numerous economically oriented articles, general methods are applied objectively; however, developments in public finance introduce specific nuances. Consequently, these general methods were incorporated into the initial analytical structural approach following the description of the human-centered model, which raises questions regarding methodological combinations and contrasts from an analytical perspective. For instance, the period referenced in the abstract enables the intersection of the historical-logical method with a sub-direction of the model, resulting in a distinctive outcome concerning the premature utilization of labor resources. This outcome indicates a more integrated consideration of induction and deduction methods. Furthermore, it is evident that factors beyond individual-level statistical peculiarities influence the formation of a unified ideology.

ANALYSIS AND RESULTS. One of the crucial outcomes of the budgeting model described in the research methodology is financial independence; however, the study of financial autonomy indicators in the current period can be said to be intermediate and is largely subject to the share of own revenues in the total revenues of the community.

The program's growth rate compared to 2023 is considered a positive trend - 9.3 percent (excluding Yerevan which is 16.2 percent). The share of financial equalization transfers, excluding the city of Yerevan, exceeds 90 percent, amounting to 76.9 billion drams. It should be noted that no significant improvements have been recorded in the ratio of state and community budgets in the composition of the consolidated budget, nor in the indicators of fiscal decentralization.

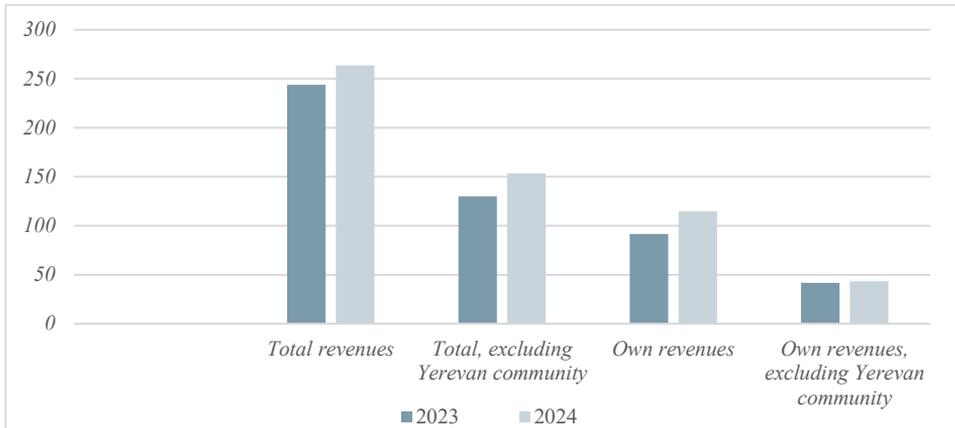


Figure 1. Actual Revenues of Community Budgets, billion drams¹

As a result of the process of community consolidation, the opportunities for effective use of financial resources were activated in 64 communities. The situation changed somewhat in newly formed multi-residential communities, where the implementation of the developed and adopted five-year community development plan and budgets shows that the general financial situation in these communities relatively improved, the number of implemented programs increased, and the quality of their implementation ameliorated.

Table 1

The RA Community Budgets Expenditures²

<i>Budgets expenditures, billion drams</i>	<i>Actual</i>	<i>Administrative sub-budget</i>	<i>Fund sub-budget</i>
Total expenditures, 2024	250,6	208,2	69,9
Total expenditures, 2023	242,6	189,4	65,8
Plan/Actual %, 2024	80,2	89,4	62,6
Plan/Actual %, 2023	83,5	90,1	66,9

The community ability system can be formed in parallel with ensuring all possible involvement of labor resources. Let us note that a decrease in the world's labor level is observed in the age groups 15-24 and older. Thus, in 2020, in the case of the first group, 45.93 and older, 65.59 percent, for 2025, 36.44 and 63.32 percent, respectively, are presented. Since 2000, the estimated global employment-to-population ratio decreased more among youth between 15 and 24 years than among the rest of the adult population. Among the former group, the employment rate fell from 45 percent in 2000 to an estimated 36 percent by 2025, likely explained by an increasing number of young adults going into higher education. The estimated global employment rate in 2025 was 58 percent. From the end of the 20th century to the present, the labor force has increased by 1.4 billion people, reaching approximately 3.6 billion people in 2025.

¹ <https://mtad.am/pages/budgetary-revenues-ra-communities?file=panel8503>

² <https://mtad.am/pages/budget-expenditures-of-ra-communities>,
https://minfin.am/hy/page/hamaynqayin_byujeneri_ampop_hashvetvutyun_2023_t_tarekan,
https://minfin.am/hy/page/hamaynqayin_byujeneri_ampop_hashvetvutyun_2024_t_tarekan

Even though greater proportions of the population are employed, child labor has decreased over time. In 2000, there were 245 million children working, which had decreased to 160 million by 2020. The majority of working children are in the agricultural sector, especially younger children within the 5-11 and 12-14 age groups. In 2020, 9.3 percent of children aged 12 to 14 years worldwide were in child labor. Eleven percent of children in this age group were boys, and 7.5 percent were girls. Boys were prevalent in every age group of working children.

In the demographic sphere, the vision of RA state policy is to reduce the ageing of the population by 20% by 2040 compared to the projected inertial growth, achieving a more even age distribution. In 2040, the aging coefficient is planned to be 183.72 instead of the inertial 201.09. There will be 17.37 fewer residents over 60 years old per 100 residents under 15 years old. The implementation of the strategy will also lead to a 30% increase in the rejuvenation of the population by 2040 compared to the projected inertial growth scenario. The dependency ratio of young people from labor resources is planned to be 23.25%, compared to the inertial 21.31% (Strategy for Improving the Demographic Situation of the Republic of Armenia for 2024-2040- Draft, p. 54).

The number of employed people in the Republic of Armenia in 2023 was 1174.4 thousand people, of which 225.4 thousand people were in agriculture. With the indicators of the labor force of 1341.2 and the population outside the labor force of 882.1, the labor resources are 2223.2 thousand people. The labor force participation and employment rates in Lori community were 54.9 percent (in the range of 49.3-80.3 percent) and 45.5 percent (in the range of 41.3-75.4 percent), respectively, in 2023, compared to 60.3 and 52.8 percent in the Republic of Armenia. In the same period, wage growth was 151 780 AMD (164 193 AMD (2025) and 129 807 AMD (2020)) compared to the wage growth of the RA 269 994 AMD (298 879 and 189 716 AMD, respectively). It should also be noted that in the period 2018-2023, a positive difference of 26.8 thousand people in terms of labor resources in the Republic of Armenia was observed in Yerevan city, Aragatsotn and Vayots Dzor marzes, respectively, at the expense of 222.3, 54.2 and 13.3 thousand people, which means that in the remaining marzes the change is negative (in the range of 17.8-48.1 thousand people). In all marzes, except for two marzes, a decrease of 201.7 thousand people was recorded in rural areas (in the range of 4.8-54.5 thousand people), of which in Lori the negative change in the above ranges was 36.7 and 21.2 thousand people (Composition of Labour Resources/Working-age Population (Permanent / Resident population aged 15-74), by the RA marzes and Yerevan city, the Statistical Committee of the RA).

According to the 2016-2025 Territorial Development Strategy of the Republic of Armenia, by 2025, the GDP per capita in each marz was planned to exceed 6 percent of the average national GDP indicator, and no more than 30

percent of the population would have a GDP per capita below 70 percent. In all regions, the number of people with secondary vocational and higher education, non-agricultural formal employment, and active enterprises would increase by at least 10 percent compared to 2014 (The RA Territorial Development Strategy 2016-2025, Annex to the Protocol Decision No. 29 of the RA Government Session of July 29, 2016, p. 51).

Currently, 1973.8 thousand people of the RA population live in cities, and 1107.3 thousand people live in rural areas. The population of Lori makes up 7.4 percent of the RA population, or 229.4 thousand people, excluding the city of Vanadzor with its population making up 65.8 percent. In this case, the rural population exceeds the urban population, making up 67.2 percent or 101.6 thousand people.

The budget funds of small communities only cover the costs of community staff maintenance, where there is a need for relevant specialists, and budgets are still created in the traditional format, as estimates of budget revenues and expenditures, without serious analysis and the basis of development programs (Shahbazyan, 2022, p. 56). Almost all communities in the marzes of Armenia were consolidated, except for the communities of Shamiram in Aragatsotn, Verin Dvin in Ararat, Ferik in Armavir, Arzni in Kotayk, Gyumri in Shirak, as well as Fioletovo in Lori (Galstyan et al., 2024, p. 47-49).

Table 2

Budget Indicators of Unenlarged Rural Communities, 2025³

	<i>Person</i>	<i>Monthly budget revenues per capita, drams</i>	<i>The same indicator according to official grants</i>	<i>(Column 3-Col.4)/Col.3</i>
<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Ferik	320	27078	26351	0.03
Fioletovo	1070	7353	6123	0.17
Arzni	2683	5190	2883	0.44
Verin Dvin	1647	4269	3144	0.26
Shamiram	1225	4180	3401	0.19

Separating the urban community from rural settlements, let us consider some financial indicators for the latter: the planned revenues of the budgets of the above-mentioned communities in 2025 and the distribution of these revenues per capita (2022 census data).⁴ Small deviations in the current population or budget indicators do not have a major impact on the analysis, since the definition of the problem within the frames of state care first of all distinguishes the community of Fioletovo. As we can see, the weakest indicator

³ <https://arzni-kotayk.am/Pages/NewBudget/InPlan/List.aspx>,
<https://shamiramhamaynq.am/Pages/NewBudget/in/Result.aspx>,
<https://verindvin.am/Pages/NewBudget/in/Result.aspx>, <https://ferik.am/Pages/NewBudget/in/Result.aspx>,
<https://fioletovo.am/Pages/NewBudget/in/Result.aspx>,

⁴ <https://armstat.am/am/?module=publications&mid=6&id=2623>

of 0.03 in terms of own income is obtained in the Ferik community, where, with the latest amendments to the RA Law "On Financial Equalization", the possibility of receiving more than double the approved funds in terms of allocations of 50 million drams was registered. Now, from the point of view of the formation of financial capabilities, let us try to prioritize the Fioletovo community, and consider the structure of the annual adjusted budget for June 2025. The deficit with administrative and fund sub-budgets totals 39.3 million drams. As for the expenditure part of the budget, with the sum of 94.4 million drams in revenues and sources of deficit financing, it amounts to 133.7 million drams.⁵

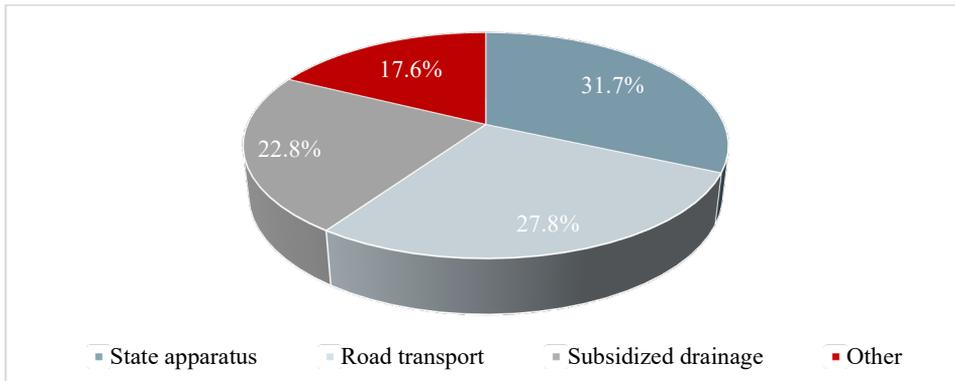


Figure 2. *Expenditure Structure of the Fioletovo Community Budget by Main Expenditure Directions, 2025*

Compared with urban-centered communities, in other communities an increase in the share of borrowed sources within the structure of budget proceeds—reaching up to one-third—will create challenges related to repayment. This situation will persist until the generation of financial resources is gradually replaced by a system of indicators that shape financial capacity, and until these indicators become dominant relative to the current cumulative growth of budget revenues.

Unlike the generation of financial resources, in the context of economic potential growth, all objective and subjective specificities and peculiarities of the community are taken into account from the point of view of financial capabilities (for example, within the framework of the development of health tourism in the Republic of Armenia, the presence of peat in a given community is given special importance) and in the context of the return of investments for the economic development of the community, the export of a product branded in small wooden containers called "Molokan acid" (in this case, it becomes the cause of chain production) is considered a specificity⁶), through which the

⁵ <https://fioletovo.am/Pages/NewBudget/in/Result.aspx>

⁶ The series of specificities and peculiarities in the case of the communities of the Republic of Armenia can also be continued by interchanging the uniqueness of the location and the subjective feature.

mechanism for expanding social support on the economic basis of the community is launched.

In summary, let us note that the observation of budget indicators per capita, the presentation of the connection with the subsistence budget, is, of course, important, but from a time perspective, it is more accessible to enlarged communities. In addition, in the example under discussion, it becomes more important to have a high level of labor resource efficiency by assessing the activity of the potential labor force (this is possible, since the established fact of communitarianism makes it possible to level the negative difference between the planned and actually expected labor force at the expense of the population not considered labor force). From the perspective of the mechanism for forming public order from need (necessary and sufficient) to desire, at least until the middle of the 21st century, the change in priorities will undoubtedly also be related to the reality of the rural, rural-urban or urban environment in a given place of residence, which, for example, will make the functioning of the library, instead of the current school-based or other form of presentation, a mandatory condition.

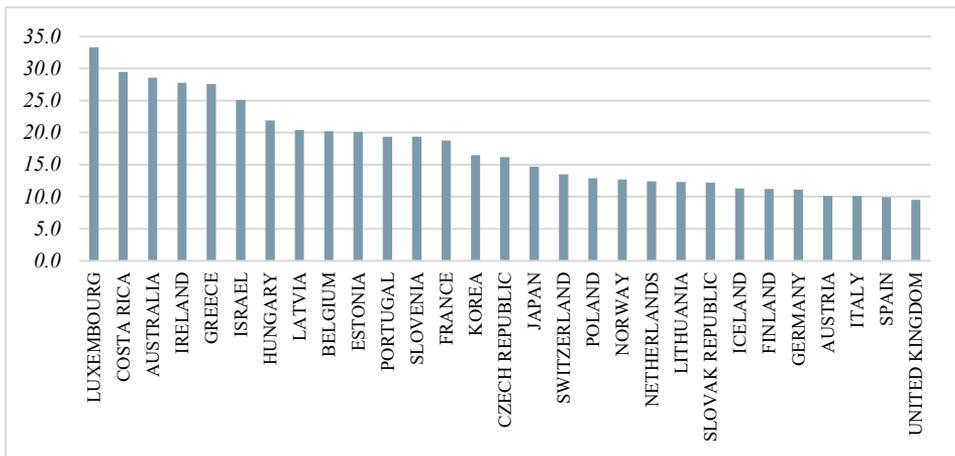


Figure 3. Share of Gross Capital Formation in the Structure of Local Government Total Expenditures by OECD Countries⁷

Among the financial capabilities of the community, the person responsible for the formation of the budget's revenue capacity is the person who, ultimately, wants to be the bearer of prosperity. In this case, it is clear that in terms of facts it is a matter of the future, and in the current context, the problem is still the formation of such financial relations in the medium-term sectors, ensuring the constant growth of labor resources, when, for example, the budget's revenue and expenditure interdependence, the change in the proportions of current and capital expenditures takes place under the above-mentioned goal. Let us only

⁷ National Accounts of OECD Countries, General Government Accounts 2022, OECD 2023, some countries are not presented

present the picture in the international domain according to the example below, since in this case the emphasis in the analytical part of the article is on the level of sources.

For the sake of clarity, the figure separates groups of countries based on their density. It should be noted that the 30 percent indicator exceeds one country, 20-30 percent - 9 countries, 10-20 percent - 17 countries and up to 10 percent - 2 countries. Thus, the first group includes Luxembourg, the second group begins from Costa Rica to Estonia, the third group includes from Portugal to Italy, the fourth group includes Spain and United Kingdom.

Based on the ranging possibilities of capital expenditures, or the study of the best international practices of budgeting at the local level, for example in Singapore the social compact expresses the relationship between the Singapore people, local communities, and the government (Budgeting in Singapore in 2025, OECD, p. 25) as a well-received option for joint work, and other examples at the level of different countries, we note that these processes are already underway and are being improved with their inherent regularities. It turns out that in the Republic of Armenia, at the community level no matter what stage the budgeting process is, there is an opportunity for both delayed or unimplemented, or ongoing reforms in terms of simultaneous development. For example, in the absence of a program budgeting system in a community, the development vision in local government also has a program-specific nature and is easily implemented at the level of small-scale and responsibility clarification measures.

In a healthy competitive environment, emphasizing measurability according to financial and non-financial information, the article can clarify the boundaries of well-being from a time perspective by fixing the starting point of responsibility in the current reality. Since the internal and external directions of financial flows expected for any community are multi-level, it is necessary, guided by a situational assessment, to note that among the levels of international structures, state and territorial government bodies, local self-government bodies, individuals, organizations and others, the state level is emphasized first of all. The financial relations of international organizations are multifaceted, compared to which private donations and investments are small in scale, and with approximate equivalence, various local budgetary units themselves still act mainly as recipients of financial resources. In parallel with this situation in the Republic of Armenia, along with the enlargement of communities, regional centers, community locomotive units, and especially the central units for the formation of bunches have assumed the role of a driving force for ensuring socio-economic development, including at the level of mutual assistance. However, without excluding everyone's participation in contributing to the establishment of the financial capacity, it is worth noting that top issue of sustainable development of the community is ensuring a shift from unilateral responsibility to bilateral and multilateral responsibility, which is a solution to

the problem of implementing a clear goal-result connection with the latter's impact on society.

CONCLUSIONS. Thus, summarizing the results of the study, the following conclusions were drawn:

1. In the case of financial resource generation in the public sector, no matter how much the capital expenditure/current expenditure ratio improves, the small scope of financial capabilities currently forming part of the generation of funds needs to be expanded. The observation that funds generated from a certain point onward constitute only a small component of the overall financial-capacity-formation system also implies that the efficiency of using borrowed funds can be significantly improved.

2. The above also freely applies to the effective regulation of social and economic relations at the community level. The fact of the activation of public participation in recent years and the collection of 237.7 billion drams administrative and 62.8237.7 billion drams fund sub-budgets of RA communities as of the end of 2024 indicates a slight invigoration of community life, although in some settlements, the improvement trends are significant. External and internal official financial support funds of about 125.4 billion drams continue to be current, and capital official grants received from other states (with an opening of local governments), international organizations, RA budgetary system 124.4 billion drams, unofficial 1.3 billion drams funds, and others. The results of the study revealed that the community under consideration is the only one in the Republic of Armenia where an ethnic unitary composition has been formed (all are Molokans), which means that the applicability of the financial aspect is more extensive, since in addition to the financial capabilities of our country, the level of priority economic support is also expanded by the composition of those states where the Slavic population is the majority.

3. In the conditions of the "static" own revenues of the budgets of the communities of the Republic of Armenia, the post-COVID unstable regime, the measurability of well-being may not make sense. Non-mandatory responsibility-based community investments and/or budgetary support are significantly different from the expediency, credibility, returnability, and other operational features of the investment policy, as they give a new characteristic to the establishment of socio-economic stability. Thus, public management is a mindset, and public finance is a behavior, so in this process, if any part in the context of measurability has such an equivalence that is absolute, it means that the next question is outlined: is it infinite or finite...

As we can see, the directions of community budget spending begin with the limitation of budgetary revenues and are currently being implemented within the framework of the tasks defined by the Law of the Republic of Armenia "On Local Self-Government", since the possibilities of exercising own, voluntary and delegated powers in this case are intermediate.

References

1. Galstyan, H., Tatosyan, K., & Gagik, B. (2024). *The Impact of Community Unification in the Context of Overcoming the Problems of Uneven Territorial Development in the Republic of Armenia*. "Amberd" series 74, Yerevan: Economist, 132 p.
<https://asue.am/upload/files/amberd/74%20Galstyan%20H.pdf>
2. Minasyan, A., Ohanyan, T., & Sanamyan, A. (2016). The Problems of Financial Decentralization in the RA Communities. *Messenger of ASUE*, 2, 78-88,
<https://asue.am/upload/files/science/2016.2.pdf>
3. Nalbandyan, E. (2018). Issues of Targeted and Effective Management of Financial Resources of the RA Communities. *Finance and Economics*, 3-4(211-212), 9-13.
4. Yeghikyan, A. (2007). *Problems of Community Expenditure Management in the Republic of Armenia*. Dissertation, Yerevan, 130 p.
5. Safaryan, A. G. (2015) *The Main Issues of Improving the Efficiency of Public Administration and Improving the Tax-budget System in the Republic of Armenia*. Doctoral dissertation, the RA Ministry of Education and Science, ANAU, 308 p.
6. Shahbazyan, V. (2022). *Annual Local Self-Government Index, Armenia 2021*. Book 6 Asoghik, Yerevan, 46 p.
7. Shahbazyan, V. (2022). *Local Self-Determination in Armenia 2021*. Book 14 /Joint Press of the Federation of Financiers, Yerevan: Asoghik, 156 p.
8. The RA Territorial Development Strategy 2016-2025, Annex to the Protocol Decision No. 29 of the RA Government Session of July 29, 2016
9. Strategy for Improving the Demographic Situation of the Republic of Armenia for 2024-2040-Draft.
10. Reports on the Implementation of Community Budget Revenues, Expenditures for 2023, 2024
11. Food Security and Poverty, January-March 2025, Statistical Committee of the RA.
12. [Composition of Labour Resources/Working-age Population](#), Statistical Committee of the RA.
13. [National Accounts of OECD Countries, General Government Accounts 2022, OECD 2023](#)
14. Budgeting in Singapore in 2025, OECD Papers on Budgeting, Volume 2025/01.
15. Permanent Population Numbers of the RA by Marzes as of April 1 2025, Statistical Committee of the RA.
16. <https://armstat.am/am/?module=publications&mid=6&id=2623>
17. <https://arzni-kotayk.am/Pages/NewBudget/InPlan/List.aspx>
18. <https://ferik.am/Pages/NewBudget/in/Result.aspx>
19. <https://fioletovo.am/Pages/NewBudget/in/Result.aspx>
20. <https://shamiramhamaynq.am/Pages/NewBudget/in/Result.aspx>
21. <https://verindvin.am/Pages/NewBudget/in/Result.aspx>
22. <https://mtad.am/pages/budgetary-revenues-ra-communities?file=panel8503>
23. <https://mtad.am/pages/budget-expenditures-of-ra-communities>
24. <https://www.statista.com/statistics/1337137/global-employment-rate-age/>
25. <https://www.statista.com/statistics/1258612/global-employment-figures/>
26. <https://www.statista.com/statistics/1243931/share-children-child-labor-age-gender/>