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Local Development Strategy of Tetrtskaro Municipality 2018 - 2022



Tetrtskaro Local Action Group



Tetrtskaro LAG

2018
Tetrtskaro



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Local development strategy of Tetrtskaro municipality 2018-2022 was developed with the support of the the European Neighbourhood Programme for Agriculture and Rural Development (ENPARD II), in the framework of the Rural Development for Sustainable Growth of Tetrtskaro Municipality project, implemented by the Association Rural Development for Future Georgia (RDFG) in partnership with the Agro Technologies Association and Lithuanian Local Action Groups Network (VVGVT).

The local development strategy of Tetrtskaro municipality was developed by the Association Rural Development for Future Georgia (RDFG) and Tetrtskaro local action group (LAG). The Association Rural Development for Future Georgia (RDFG) and Tetrtskaro LAG are fully responsible for the content of this strategy.



VIETOS VEIKLOS GRUPIŲ TINKLAS



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European Union LEADER Approach

Rural development is supported by the European Union through the LEADER methodology, which is based on the European experience and is centred around the idea that decisions related to rural development issues are made most effectively with participation of local private, public and civil sectors.

LEADER approach has over 25 years history. Its practical application started in 90s of the last century and has been actively implemented in the European Union member states since. Currently, the LEADER family brings together over 2500 local action groups.

The LEADER approach is based on seven core principles:

- ❖ Area-based local development strategies
- ❖ Bottom-up approach
- ❖ Public-private partnerships
- ❖ Innovation
- ❖ Integrated, multi-sector actions
- ❖ Networking
- ❖ Cooperation



Tetriskaro LAG

Tetriskaro Local Action Group

Tetriskaro Local Action Group (so called LAG) is a multisectoral partnership platform, which brings together public, private and civil sectors for promoting local development. Tetriskaro local action group, based on analysis of opportunities and challenges in the municipality, identified the rural development priorities and elaborated balanced, cooperative and inclusive local development strategy. Aligned local development strategy priorities, the local action group will lead a competitive selection and financing on the local development projects.

Tetriskaro local action group was established in August 2017 in line with the core principles of the European Union's methodology for rural development LEADER and was officially registered on February 27, 2018 under the status of non-entrepreneurial (non-commercial) legal entity.

Tetriskaro local action group, which is made up of 107 persons, represents all 20 communities of Tetriskaro municipality, religious and ethnical minorities, as well as refugees and eco-migrants. Tetriskaro LAG was staffed in line with the principles of sectoral distribution of LEADER methodology and represents unity of civil society (46% of total number), private sector (16%) and local authorities (38%).

Tetriskaro local action group is a membership based NNLE; the General Assembly is the governing body of the entity, which is comprised of 107 members. The management body of the LAG is the Executive Board, which is elected by the General Assembly from its members; representation authority of the Executive Board is granted to the Executive Director and to his/her two deputies. For additional information on Tetriskaro Local action group please see Annex 1, *Statute of Tetriskaro local action group*.



Tetrtskaro Municipality



Administrative centre: Tetrtskaro

(Tetrtskaro municipality)

Population density: 21.6 person/square meter

Area: 1174.5 km²

Population: 21 127 (2014 year)¹

Tetrtskaro municipality is located in south-east part of Georgia and is the self-governing entity of Kvemo Kartli territorial-administrative unit. To the north the municipality borders Kaspi and Mtskheta, to east – Gardabani and Rustavi city, to south-east – Marneuli, to south – Bolnisi, to south-west – Dmanisi and to west – Tsalka municipality.

Tetrtskaro's administrative centre is in 57 kms from Tbilisi, and distance to Rustavi is 60 km. Highways of international and national importance cross the municipal territory. It is an important entity in respect to the transport routes.

The municipality's territorial area is 1175.5 square/km [117 446 ha]; out of which 50,616 ha is agricultural land, which is 63% of total area. 18,028 ha is arable land (36% of agricultural land), 21,142 is hay and pasture land (63% of agricultural land) and 446 ha – orchard (1% of agricultural land)².

Climate on Tetrtskaro municipality is moderately damp. Winter is mildly cold, and summer is warm. Average annual temperature is around 12-13⁰. Average temperature in January fluctuates between 0⁰-10⁰, and in July – between 15⁰-24⁰. Average annual precipitation varies from 500-900 mm; average number of sunny days per year is around 220, while rainy days are up to 70.

Density of hydrographic network in Tetrtskaro municipality is high. All rivers of Tetrtskaro create unit network of Mtkvari river. In the southern part of municipality river Khrami is an important river together with its tributaries: Aslanka, Chivchiva, Akhkalafistskali and Tetrtskarotskali. River Khrami creates a canyon in its basin; its length is 22 km. River Algeti flows in the central area of the municipality, which crosses entire municipality. The main source of water for Tetrtskaro Municipality is rainwater. Floods are typical in spring and early summer, and low water levels -

¹ National Statistics Office, Results of 2014 National Population Census, April 28 2016, page 5

² National Association of Local Authorities of Georgia; 2015 Local Climate Change Adaptation and Impact Mitigation, current situation in Tetrtskaro municipality;

during autumn-winter. Algeti reservoir, which is used for irrigation, is created in the middle of Algeti river flow.

Tetritskaro Municipality is rich with mineral resources. Mines and carriers of basalt, ores, white stone, lime and manganese can be found on the municipality's territory³.

Algeti national park is in the northern part of the municipality. The park is at 1100-2000 meters from the sea level and is spread over 6,822 ha. There can be found 1644 varieties of plants, including 250 types of mushrooms. Also, 3 types of plants are Caucasus endemic-species⁴. The municipality has rich fauna. There can be found both mammals, as well as variety of birds and amphibians. Some of the fauna species of the municipality are on the "Red list" of Georgia.⁵

There are 90 villages, one small town (daba) and one town in the municipality. Out of them, 13 villages are unpopulated, and population of 6 villages is less than 5 people.⁶ The municipality is divided in 20 territorial-administrative units, 18 out of which are community type units, one small town (daba) and one town.

| Administrative units and villages of Tetritskaro municipality | | | | | |
|---|----------------------------|----------------------------|----------------|------------------|------------------|
| # | Administrative unit | Village | | | |
| 1 | Tetritskaro town | Tetritskaro town | | | |
| 2 | Manglisi (daba) small town | Manglisi (daba) small town | Algeti | | |
| 3 | Asureti | Asureti | Enageti | Shavsakdari | |
| 4 | Akhalsopeli | Akhalsopeli | Gokhnari | Zirbiti | Sapudzvrebi |
| 5 | Borbalo | Borbalo | Ertisi | Vashlovani | Goubani |
| 6 | Golteti | Golteti | | | |
| 7 | Dageti | Dageti | Samshvilde | | |
| 8 | Durkuni | Didi Durkuni | Patara Durkuni | | |
| 9 | Toneti | Didi Toneti | Patara Toneti | Mokhisi | Tskhrakudiani |
| 10 | Iraga | Patara Iraga | Alekseevka | Didi Iraga | Vizirovka |
| | | Ivanovka | Menkalisi | Navtiani | Jigrasheni |
| 11 | Kldeisi | Didi Kldeisi | Patara Kldeisi | | |
| 12 | Koda | Koda | Mukhati | | |
| 13 | Marabda | Akhali Marabda | Kotishi | Zveli marabda | |
| 14 | Orbeti | Orbeti | Amlevi | Akhali Zirbati | Didgori |
| | | Dre | Vanati | Naosari | Pantiani |
| | | Lastitsikhe | Meore Shamta | Gvevi | Lilovani |
| | | Shamta | Tsveri | Tskluleti | |
| 15 | Shekhvetila | Shekhvetila | Arkhoti | Didi Namtviriani | Zemo Chinchriani |
| | | Kodis Tskali | Napilnari | Patara Natvriani | Ugudeti |

³ Ministry of Economy and Sustainable Development of Georgia - <http://www.economy.ge>

⁴ Algeti national park - [referenced: 23/01/2017] - <https://goo.gl/ezZGX6>

⁵ Algeti national park - [referenced: 23/01/2017] - <https://goo.gl/ezZGX6>

⁶ Population census, 2014 - <https://goo.gl/TbWCVz>

| | | | | | |
|----|--------------|-------------------|---------------------|-----------------|-----------------|
| | | Kvemo Chinchriani | Jvriskhevi (polana) | | |
| 16 | Chkhikvta | Chkhikvta | Abeliani | Gudarekhi | Vake |
| | | Matsevani | Tbisi | | |
| 17 | Tsintskaro | Tsintskaro | Qosalari | Qsoveti | Khopisi |
| 18 | Chivchavi | Chivchavi | Dumanisi | Zemo Akhasheni | Zemo Akhkalapa |
| | | Ipnari | Lipi | Samghereti | Fitareti |
| | | Shikhilo | Tsknari abano | Kvemo Akhkalapa | Kvemo Akhasheni |
| 19 | Khaishi | Khaishi | | | |
| 20 | Jorjiashvili | Jorjiashvili | Ardis ubani | Bogvi | Sagrasheni |
| | | Fartskhisi | Abrameti | | |

The municipality population is 21,127. Total population has significantly decreased since 1989 and 2002 censuses. Over the last 25 years the population has become almost twice less. According to the 1989 census, 36,432 people lived in Tetrtskaro.⁷ 85% of the population live in the village type (village, small town) settlements. Population of the only town of the municipality is not more than 3000. 52% (10,792) of the population are females, and 48% (10,335) are men⁸.

85% (17,424) of total Tetrtskaro population are Georgians. 7-7% (1548 and 1544) are Azeris and Armenians. There also live Russians (1.3%), Greeks (0.85%) and Ossetians (0.4%)⁹.

Communities living on the municipality territory enjoy the benefits provided by the mountain law. 49 villages, one small town (daba) and one town meet the criteria identified by the mountain law.¹⁰

2090 internally displaced persons, a total of 667 households, live in Tetrtskaro¹¹. Also, eco migrants from Khulo, Mestia and Lentekhi municipalities live there. At this moment, the Ministry of Internally Displaced Persons from the Occupied Territories, Accommodation and Refugees of Georgia has procured living space for 184 internally displaced households in 15 villages.¹²

⁷ Tetrtskaro municipality - <https://goo.gl/jVLs19>

⁸ Population census - <https://goo.gl/TbWCVz>

⁹ Population census 2014 - <https://goo.gl/TbWCVz>

¹⁰ Ministry of Regional and Infrastructure Development of Georgia - <https://goo.gl/hDmEBA>

¹¹ IDP statistics, Ministry of Internally Displaced Persons from the Occupied Territories, Accommodation and Refugees of Georgia - <https://goo.gl/1nKydE>

¹² Same

Cultural Heritage



Tetritskaro municipality is one of the leading areas by the number of cultural-historical and natural heritage. More than 400 historically and culturally significant monuments and natural heritage can be found in Tetritskaro. An exceptional Fitareti cross-vaulted monastery of 13th century is located on the verge of Rami gorge. A dome-shaped church Manglisi Sioni, which was founded in 5th century, is located on the outskirts of Daba Manglisi.

Samshvilde site of former town is one of the oldest fortified town on the Georgian territory. Fartkhisi fortress, located near the village Fartskhisi, was one of the strongest fortresses of 8th-9th centuries.

Birtvisi fortress, which merges with the natural range of cliffs, and King Tamar's castle are among other important historical monuments of Tetritskaro municipality. Khuluti fortress, Gudarekhi and Pirdaghebuli monasteries, dome-shaped church of Forty Martyrs and many other monuments make up the cultural and historical treasure of Tetritskaro municipality.

Assessment of Socioeconomic Conditions and Needs of Tetritskaro Municipality

Assessment of Socioeconomic conditions and needs of Tetritskaro municipality aimed to study attitudes of the local population towards social and economic needs of the target municipality. It was also purposed to identify those core problems that are prioritized by the local population and influence quality of life in Tetritskaro municipality. The assessment results serve as a basis to the strategy developed by Tetritskaro LAG.

To have ensured maximum engagement of the targeted communities in development of strategic document, variety of methods, including focus-groups, discussions with the LAG members and community representatives, population survey were used at the local needs analysis stage. To have ensured impartial identification of the strategy priorities, Tetritskaro LAG decided to carry out quantitative assessment in the municipality with the support of RDFG project team. The LAG developed questionnaire and surveyed 378 persons living in Tetritskaro municipality, 58% of which were females, 40% - men, and 2% did not indicate their sex.

The assessment aimed to research following issues:

- Check alignment of strategic priorities identified by the LAG with the main needs and development potential of Tetritskaro municipality;
- Identifying level of awareness about the rural development project among local population;
- Identifying the core problems faced by Tetritskaro municipality population;
- Defining realistic contribution percentages per thematic grant actions for grant competition under the project
- Identifying key problems of Tetritskaro municipality per priority direction;

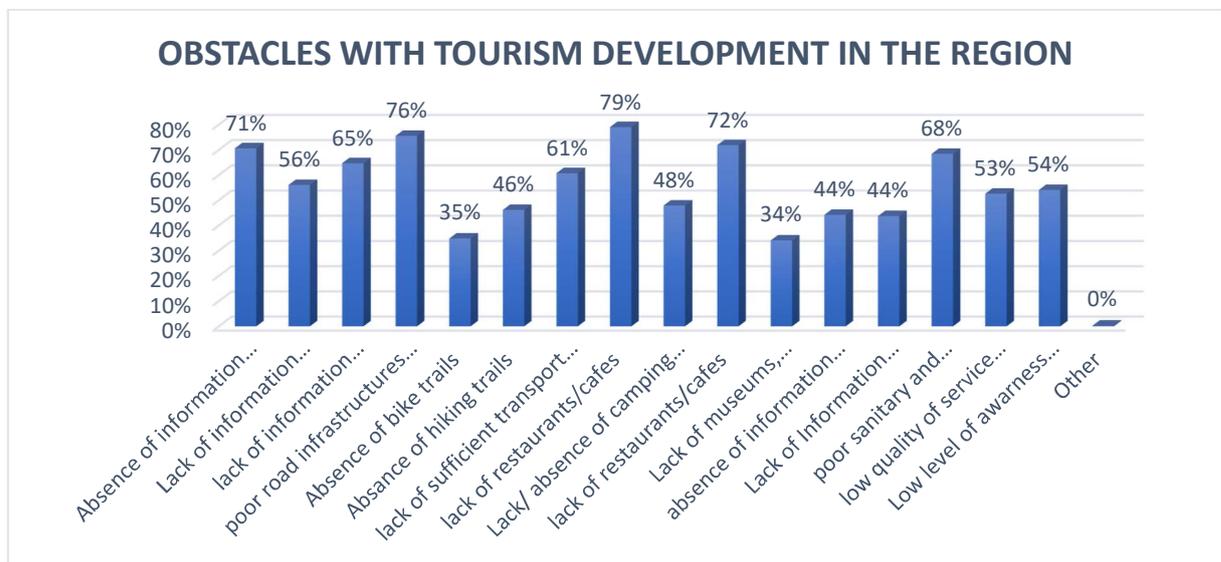
- Identifying expected number of participants and estimated directions of grant competition planned under the project.

Following statistical data was put together based on the survey results, which were analysed by Tetrtskaro LAG and became basis of Tetrtskaro local development strategy.

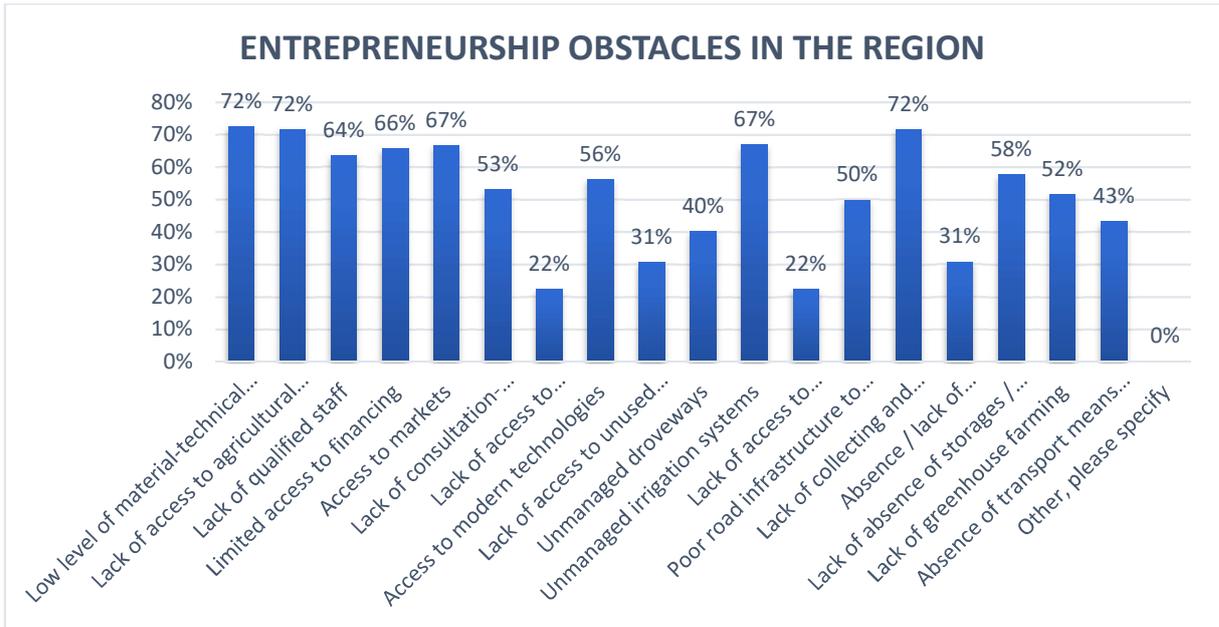
Majority of respondents, 87%, found four priority directions of the strategy development offered by the LAG (environmental protection and management of natural resources; support to competitiveness and modernization of agricultural and non-agricultural initiatives; support to development of rural tourism; development/rehabilitation of rural infrastructure) fully in line with the local needs.

Majority of the respondents, 82%, declared that they had information about the project and its activities. 63% of them indicated that they had received information about the project directly from the project staff. 22% of respondents had received project related information from the LAG members. 9% of respondents named municipality staff as source of information, while 5% had learned about the project through information materials.

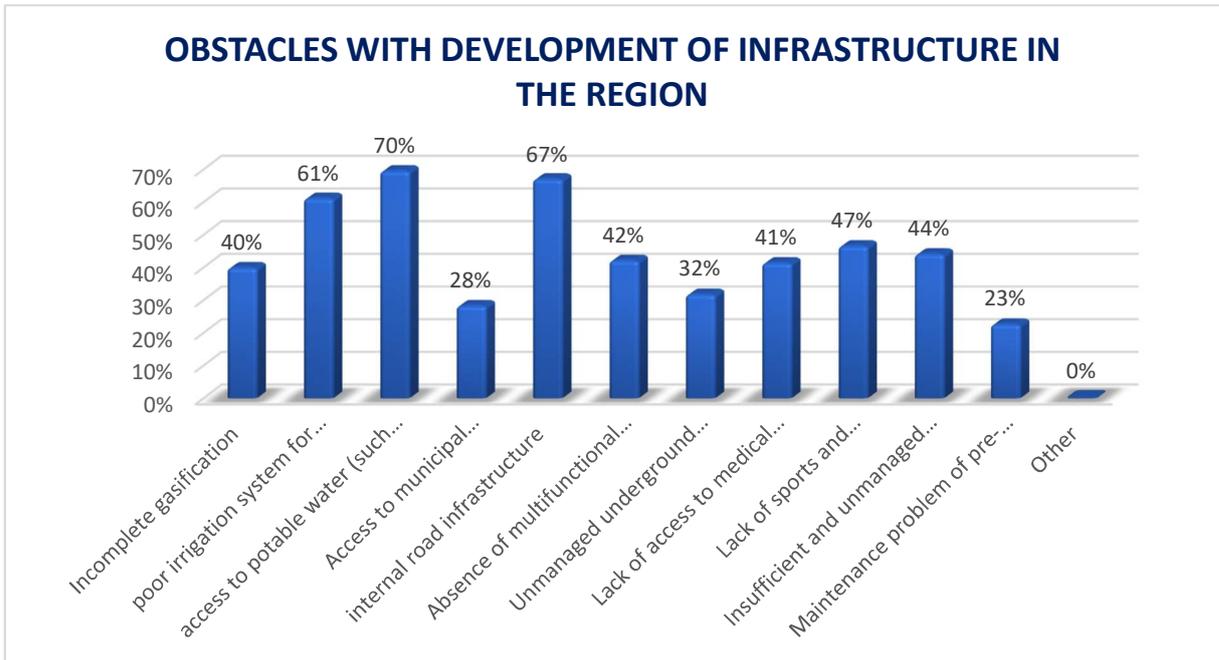
Among the key reasons that prevent development of rural tourism the surveyed population named the following: lack of hotels and accommodations for overnight stay; poor road infrastructures to touristic sites; lack of restaurants/cafes; absence of information markings by the touristic sites/monuments; poor sanitary and hygienic conditions (lack of trans bins and eco toilets); lack of joint information base for tourism maps, routes, and touristic sites; lack of sufficient transport for tours (public transport, taxis, four wheel drives); lack of information materials (brochures, promo-videos, posters); low level of awareness among youth; low quality of service provision.



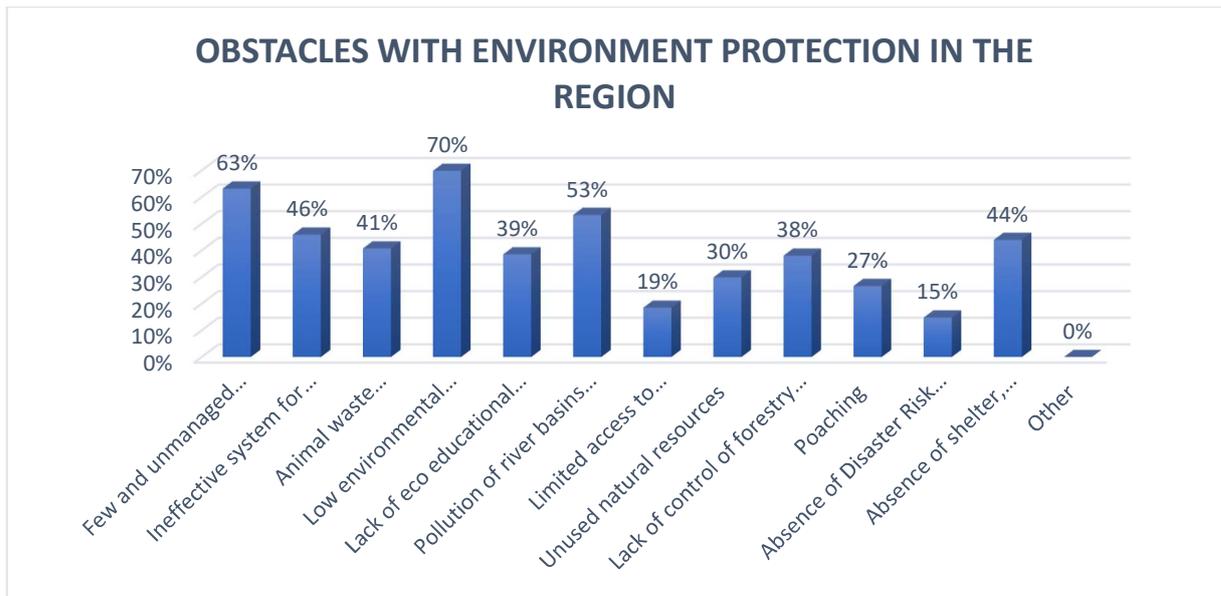
According to the respondents, following factors prevent development of agricultural and non-agricultural activities in the municipality: lack of access to agricultural equipment; lack of collecting and processing points; unmanaged irrigation systems; no access to financing; lack of qualified staff; lack of absence of storage facilities; access to modern technologies; access to markets; lack of consultation-information centres (business centres, mobile laboratory, veterinary, agronomist); lack of greenhouse farming; poor road infrastructure to village and agriculture land.



According to respondents, one of the most important problems that prevent development of rural infrastructure is access to potable water (such as, filtration, water supply network), internal road infrastructure and poor irrigation system for agricultural land.



In regards to the environment protection and management of natural resources, low environmental awareness was identified as a key problem, along with unmanaged waste fields, pollution of river basins and gorges, ineffective system for waste collection and removal.



Besides above challenges, issues that are common to all priorities of Tetrtskaro development strategy were identified. Those are as follows: youth engagement in development processes; migration; access to employment opportunities; access to innovation and vocation education. Among those, 63% of respondents named youth engagement in development processes and access to employment opportunities as the most urgent problems.

Based on the analysis of the scoring done by the respondents, following percentage thresholds for contribution to grant projects under the grant competition by the project were offered: 20% contribution for project(s) submitted by entrepreneur(s); 15% contribution for project(s) that focus on social initiatives; 35% contribution for project(s) submitted by the state structure(s); 30% contribution for project(s) submitted by agricultural cooperative(s).

Information provided by the target communities in the framework of this assessment were especially important in the process of strategy development. The collected data, along with other information, served as a basis for identifying priority direction of the strategy, and will also be useful for the assessment committee in the grant application assessment and evaluation process. In particular, in each community priority will be given to the actions that focus on the problems that the community members have identified as the most urgent and critical. The assessment results were analysed by the LAG members and following recommendations developed:

The desired level of contribution for the socially oriented projects is 15%; according to the LAG members, the population does not have sufficient information about goals of the social projects and, in some cases, they have low trust towards such activities; this resulted in requesting high contribution. The LAG members believe, that considering idea behind social projects, 15% is a rather high contribution for such type of projects. This issue was also discussed in light of experience of the village development pilot projects. Accordingly, it is recommended to define mandatory contribution to social projects as 10%. During the focus group discussions on the assessment results, it was also recommended not to differentiate between the project presented by agricultural cooperatives and entrepreneurial projects and set mandatory contribution for both types of projects at 25%.

Among the factors that prevent tourism development, lack of museum/exhibition spaces and/or their poor infrastructure was identified as the least important problem (34%). It is recommended to carry out awareness raising campaigns to help communities understand the importance of museums for tourism development.

Two problems related to development of entrepreneurship – access to regulations/information and communication means, was identified as a preventing factor to development of entrepreneurship only by 22% of respondents; at the same time, access to markets is considered as one of the key issues by the participants (53%). According to the LAG members, access to markets is significantly influenced by resolution of issue related to access to information and communication. Accordingly, it is necessary to carry out awareness raising activities, to make sure interconnection between different preventing factors are better understood and more effective decisions are made.

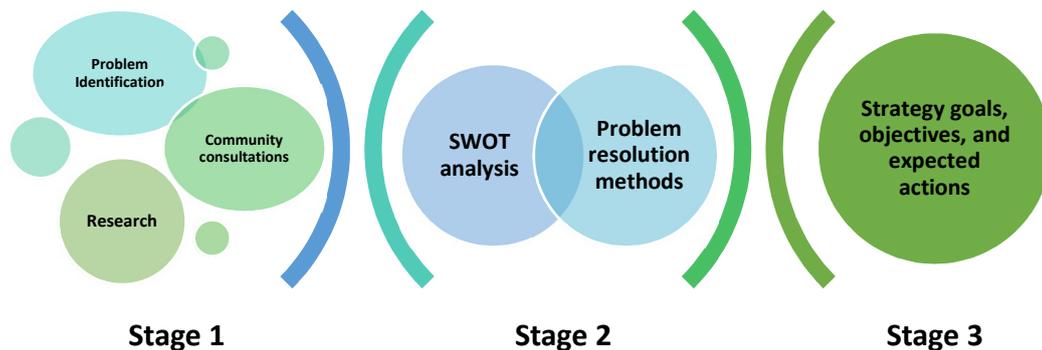
Strategy Development Process

One of the main goals of Tetrtskaro local action group is to develop local development strategy that is tailored to the needs of Tetrtskaro Municipality and is based on the core principles of the European Union's LEADER methodology.

Through mobilization of energy, knowledge and professional experience, members of Tetrtskaro LAG, together with the project team, were actively involved in the strategy development process. The group work approach implied sharing of interests and ideas of all interested parties and finding consensus through discussions. The LAG members participated in the strategy development process over the period of 8 months; the process was facilitated and methodologically led by the Association Rural Development for Future Georgia's (RDFG) rural development project team, together with its implementing partners Lithuanian Local Action Groups Network (VVGTT) and Agro-technologies Association (ATA). At all stages of the strategy development experience and practical advices of the Lithuanian LAG network were considered.

In the strategy development process issues that were discussed and agreed by the General Assembly were analysed within the thematic working groups that enabled to leverage each member's experience and ideas. Decisions made in small working groups were approved by the General Assembly.

Intensive consultations and meetings were carried out with the local communities and other interested parties at all stages of strategy planning to have ensured best inclusion of their expectations and needs. Consultations with the communities were organized during the analysis of local needs, as well as during identification of strategic priorities, goals, objectives and activities. Diagram #1 describes the strategy development process.



At the initial stage of the strategy development analysis of socioeconomic conditions and needs of the target municipality was carried out. To have ensured impartial assessment of existing situation, analysis of officially available data only was not enough, especially that these data is often outdated. Because of that, information provided by the targeted communities was particularly important in the strategy development process. Variety of methods, including focus-groups, discussions with the LAG members and community representatives, population survey were used at the local needs analysis stage. To have ensured maximum engagement of the targeted communities in identification of the strategy priorities Tetrtskaro LAG decided to carry out quantitative research in the municipality. The LAG developed questionnaire and surveyed 403 persons living in Tetrtskaro municipality. Survey results are described in detail in the **Annex 2**, Analysis of socioeconomic conditions and needs of Tetrtskaro municipality.

To support the strategy development process 41 meetings were organized, during which all interested parties of the municipality discussed socioeconomic conditions and needs of Tetrtskaro Municipality and served as a basis for the local development strategy. Critical issues related to development of various sectors were identified, which requires joint efforts of private, public sectors and civil society.

The strategy development process was discussed at the very first General Assembly official meeting, where the LAG Executive Board was tasked to develop the final draft of the strategy development process, including elaboration of all supportive documents (assessment instrument, questionnaires, etc.)

Based on the analysis and consolidation of information derived from the discussions and population survey, LAG Board Members identified four priority directions of Tetrtskaro development strategy:

- ❖ *Environmental protection, management of natural resources and disaster risk reduction*
- ❖ *Support to competitiveness and modernization of the agricultural and non-agricultural initiatives*
- ❖ *Support to development of rural tourism*
- ❖ *Development/rehabilitation of the rural infrastructure*

Youth and female participation, migration, employment, accessibility to vocational education and innovation were identified as cross cutting themes for all four strategic directions.

Priority directions of Tetrtskaro development strategy were presented at the extended meeting of LAG General Assembly, where thematic working groups for each strategic priority were formed. LAG members joined each thematic group according to their experience, knowledge and interests.

Four thematic groups worked on the SWOT analysis of each priority direction, which was regularly updated based on the feedback by the sectoral experts and other LAG members. As a result of the team work, problems identified through SWOT analysis were ranked and possible problem resolution methods were identified; the LAG's role in the problem resolution process was also discussed. This served as a basis for elaboration of the goal, objectives, and estimated actions/projects for each strategic direction.

With the purpose to enable practical implementation of Tetrtskaro development strategy, list of activities for each thematic direction were identified, along with the clearly defined timeframe and responsible entity. Based on the focus groups and community discussions the LAG Board also developed strategy monitoring and evaluation indicators, which are described in the Annex 4, Strategy monitoring and evaluation plan.

A draft version of the strategy was presented in the public meetings organized in all twenty communities of Tetrtskaro municipality. The feedback received from the population were analysed by the LAG Executive Board members and RDFG rural development project team and were reflected in the strategy. Draft strategy was presented and approved by the LAG General Assembly. The Strategy document is available at the websites of the Tetrtskaro LAG, ENPARD programme and RDFG.

| Strategy Development Stages | 08 | 09 | 10 | 11 | 12 | 01 | 02 | 03 | Number of meetings | Activity description |
|---|----|----|----|----|----|----|----|----|--------------------|---|
| Analysis of socioeconomic conditions and needs | | | | | | | | | 10 meetings | Identification of Tetrtskaro municipality's problems by LAG members; quantitative survey, focus groups, community discussions. |
| Identifying strategy development procedures and work principles | | | | | | | | | 6 meetings | Grouping of identified problems as thematic directions; distribution of LAG members in thematic directions; discussions. |
| Thematic working group engagement SWOT analysis | | | | | | | | | 5 meetings | Discussion of collected data in thematic groups; SWOT analysis for each priority direction. |
| Formulation of strategic Vision | | | | | | | | | 5 meetings | Group exercises for developing coming vision; exercise, general discussions. |
| Identification of strategic goals, objectives and expected activities | | | | | | | | | 6 meetings | Prioritization of identified problems; identifying expected problem resolution strategies and agreeing on LAG's role; thematic group meetings. |
| Development of strategy implementation action plan | | | | | | | | | 6 meetings | Activity list per thematic direction; defining timeframe and responsible parties. |
| Developing monitoring and evaluation plan of Tetrtskaro development strategy | | | | | | | | | 6 meetings | Defining monitoring and evaluation indicators; selecting strategy evaluation and revising methods; group meeting; community discussions. |
| Community consultations regarding goals, objectives and implementation activities | | | | | | | | | 20 meetings | Community meetings; presentation of draft strategy to community members; discussion and feedback; strategy update based on provided feedback. |
| Elaboration of the final draft and approval of strategy document | | | | | | | | | 1 meetings | Reflection of community meeting and wider discussion results; approval of the strategy by the General Assembly; presentation of strategy to interested parties. |

Tetrtskaro Local Development Strategy Priorities

Main goal of the Tetrtskaro Local Development Strategy is:

to contribute to the improvement of quality of life of the Tetrtskaro Municipality through introduction of innovative social-economic models

To reach above mentioned goal, Tetrtskaro Local Action Group identified four strategic priorities and cross-cutting issues, such as: youth inclusion in local development processes, migration, access to the employment opportunities, vocational education and innovation.

1. Supporting development of rural tourism

Streaming from Tetrtskaro Municipality's natural, historical and cultural diversity, supporting development of rural tourism is one of the most important directions of Tetrtskaro development strategy, which aims to:

Increase touristic attractiveness of Tetrtskaro municipality

In order to achieve above goal Tetrtskaro LAG identified following objectives:

1.1.1. Supporting development of touristic infrastructure

1.1.2. Supporting development of services in tourism sector

1.1.3 Supporting promotion of Tetrtskaro, as a touristic location

Tetrtskaro Municipality has rich cultural-historical heritage and stands out with the diversity of its architectural and historical monuments. Despite high potential in tourism sector, Tetrtskaro municipality is experiencing variety of infrastructural and other problems that negatively affect number of tourists in the area.

With the participation of the LAG members, local population and interested parties, factors preventing or supporting development of Tetrtskaro, as a touristic attraction site were analysed and actions for resolving these issues were identified.

Tetrtskaro high potential in development of tourism sector, first of all, lays in its geographic location and landscape diversity. Awareness about Tetrtskaro municipality, and its touristic potential is rather low, that is the main cause of the low interest among investors in development of tourism in Tetrtskaro.

Number of cultural monuments are spread out across municipality area, however the road infrastructure to these cultural sites is very poor that negatively affects the realization of the municipality's touristic potential. In order to resolve above issue, it is necessary to carry out activities

that support improvement of roads leading to the touristic sites. Addressing infrastructural shortcomings will significantly increase Tetrtskaro touristic potential and accordingly affect number of tourists visiting the municipality.

Good roads and quality infrastructure is a comfort that tourists appreciate, however lack of touristic infrastructure or poor-quality decreases tourists' interest to visit this area. Non-polluted environment, cultural and ethnical diversity gives Tetrtskaro exotic appearance, as a recreational zone, however this is not enough for well-functioning tourism system. There is lack of qualified staff as well as inadequate touristic services and products in this area. Qualification of the service providers at the local level is another key impediment to the tourism development.

The availability of recreational zones is very attractive, which is an obvious strength that Tetrtskaro has, however, again, poor infrastructure balances out its attractiveness. Museums are one of the key areas of interest for tourists; there are number of museums on the municipality's territory, however infrastructural shortcomings of the museum, makes it less interesting for tourists. Touristic sites are also not registered properly. Number of historical monuments is still incomplete; they have not been fully registered and studied. According to unofficial data, the number of non-registered monuments are two times more than the registered historical sites.

Availability of comfortable accommodation - guesthouses or hotels, is also critical for the visitors. It is underdeveloped in Tetrtskaro and requires further development. Supporting constructions/improvement of accommodations is one of the important strategic directions that should lead to improved technical conditions and developing a joint data base.

For promoting gastronomical tourism, it is important to establish new café/restaurants or improve the existing ones, as well as ensure their proper registration. Café-restaurants are one of the most highly demanded places for tourists, which also play huge role in making positive impressions on visitors. It is critical to raise awareness of the personnel and management working in this sector about the food safety standards, which will help to prevent using harmful products and to meet sanitary norms.

Untapped online resources, information gap and its accessibility is another key factor that impedes development of tourism. Those involved in the tourism sector have very poor communication practices that requires further attention and development. One of the ways to tackle this issue is to register service providers on digital marketing platforms and support development of information sharing channels.

In addition, for development of tourism it is important to assist with providing information posts/markings at each historical/touristic monument or site, as well as to develop and disseminate information materials. Brochures, promo-videos, posters, guides are tested methods for raising tourists'

awareness. Creating a unified database of tourist maps, routes, and attraction sites would will simplify planning of organized tours for the visitors.

Along with all above listed needs, it is important to train/re-train personnel in tourism services. It is necessary that they learn about contemporary standards in the service provision to improve the quality of services. This is true for all directions (restaurants, hotels, guides, etc.).

Ensuring sanitary-hygiene norms is one of the first steps to achieving this the strategic goal. Trash bins and arranging eco toilets are important for tourism development. Polluted environment can very easily change any positive impressions that tourists may have about Tetrtskaro.

Youth are one of the main focus groups of this strategy; supporting youth awareness raising is an important priority goal. Their involvement in trainings, summer camps, and social developments will help establish multipurpose youth centres. This will promote healthy development of youth both from physical and mental perspective; this will enable youth to contribute to developing and promoting tourism sector in Tetrtskaro and offer creative new ideas for making their land more attractive. Moreover, such interventions will assist in creating more employment opportunities and decrease the urban migration processes.

SWOT analysis of tourism sector of the Tetrtskaro municipality

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Geographic location • Landscape diversity • Cultural heritage • Rich natural resources • Road/railway of local and international importance • Less polluted environment • Cultural and ethnical diversity • Algeti national park | <ul style="list-style-type: none"> • Poor conditions of road infrastructure to touristic sites • Low awareness about the municipality and its touristic potential • Low level of interest by investors • Lack of touristic infrastructure or its poor conditions • Lack of rescue and medical points • Lack of qualified staff in tourism sector • Lack of touristic services and products • Low qualification of service providers • High migration level • Poor communication systems • Underdeveloped museum infrastructure • Poorly managed recreational zones • Conditions/registration of historical monuments • Lack of accommodation places • Untapped online resources and lack of information • Poor communication among parties involved in the tourism sector |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Potential for bio production • Ongoing and planned programs in support of tourism development • Existing natural resources for tourism infrastructure development • Access to financing • Establishment of vocational/educational centres • Development of existing historical and natural monuments • Culinary and ethnographic diversity • Thematic activities • Local activities | <ul style="list-style-type: none"> • Possibility of damaging cultural-historical monuments • Natural and technological threats • Degree of impact of mining companies on environment • Political instability |

| Goal | Objectives | Activity/expected projects |
|--|---|--|
| Increase touristic attractiveness of Tetrtskaro municipality | 1.1. Supporting development of touristic infrastructure | <ul style="list-style-type: none"> • Support posting information markings by touristic monuments and sites • Improving road infrastructure to touristic attractions • Support local authorities in the process of developing infrastructural projects • Support construction and development of tourist accommodations (constructing demonstration guest houses) • Support arrangement/development of restaurants/cafes • Support installation of trash cans and eco toilets |
| | 1.2 Supporting development of services in tourism sector | <ul style="list-style-type: none"> • Support preparation of vocational education courses and trainings (guides, cooks, hotel personnel) • Support elaboration of touristic packages • Menu branding • Support awareness raising about civil safety and food safety standards • Support registration of beneficiaries and all relevant information on digital marketing platforms |
| | 1.3 Supporting promotion of Tetrtskaro, as a touristic location | <ul style="list-style-type: none"> • Support development and dissemination of information materials (brochures, promo-videos, posters, guides, receipt books) • Support cooperation with tour operators (local and international info tours for all interested sectors, business forums) • Support development of joint database for tourist maps, routes and touristic sites (registration in navigation system) • Anti-pollution awareness raising campaigns (trainings, slogans) • Support involvement of you in trainings, summer camps, and social activities. |

2. Support competitiveness and modernization of the agricultural and non-agricultural initiatives

Supporting competitiveness and modernization of the agricultural and non-agricultural initiatives is one of the key directions of Tetrtskaro development strategy and aims to:

Enable creation of diversified economic opportunities in Tetrtskaro municipality

To achieve this goal Tetrtskaro local action group identified following key objectives:

2.1. Development of entrepreneurship friendly financial mechanisms and supporting development of entrepreneurship in the region

2.2. Supporting introduction of innovative, adaptable agricultural technologies

2.3. Supporting development of entrepreneurial skill and capacities

2.4. Supporting development of relevant infrastructure and material-technical base.

Tetrtskaro municipality has high potential for offering diversified economic opportunities, however the analysis of current situation revealed multiple challenges to development of entrepreneurship in the region. Access to agricultural equipment is one of the challenges; to address this issue the LAG recommends to support formation of small mechanisation service centres. Despite the fact that agriculture has always been one of the main occupations of the Georgian population, outdated methods make it ineffective and utilizes much more resources, than innovative technologies and modern standards require. Access to information and awareness raising about innovative practices will significantly improve agricultural production in Tetrtskaro municipality.

Development of climate change adapted agricultural sector is potentially possible in Tetrtskaro municipality, however, this, along with other issues, is the weakness of Tetrtskaro municipality; this issue needs to be addressed through teaching modern agricultural technologies and supporting their introduction. Preparation of qualified personnel and development of relevant infrastructure will give the necessary stimulus to development of different sectors of agriculture.

There are limited number of consultation-information service centres (business centre, mobile laboratory, veterinary, agronomy) in Tetrtskaro municipality. This limits the opportunity to carry out effective agricultural activities. Based on the analysis of the mentioned issue, the resolution of this problem, the LAG believes, is possible through support to creation of consultation centres, which would focus on a specific sector, for example agronomy, or veterinary (mobile services). For establishing and functioning of the consultation-information centres it is necessary to actively work with the private sector, Ministry of Agriculture and academic institutions.

Lack of qualified specialists in every sector is another weakness in Tetrtskaro municipality; low qualification cadre will have limited success in creating effective and adapted production systems. With

the engagement of the local population and with the support by the LAG, this weakness can be transformed into a strength through offering training courses, establishing farmer field schools, starting an agricultural college, that will enable local population and interested persons to raise their qualification in agricultural production, learn about modern challenges and adapt acquired knowledge to their region's resources.

Awareness raising is one of the priority interventions, through which it is possible to provide access to information about various regulations; support and mediation by the LAG on receiving funding contributions will increase access to financial resources. The LAG believes that this may be possible through cooperation with the private sector, Ministry of Agriculture and line agencies. It is important that this partnership also addresses the issue of access to modern agricultural technologies. One of the ways of eradication of this problem is participation in exchange programs, trainings, arrangement of demonstration plots, and/or organizing exhibitions and fairs. Such organized activities will increase abilities of the persons interested in entrepreneurship to effectively plan and implement their work.

Low number and level of development of agricultural cooperatives is another challenge to effective functioning of entrepreneurship sector in Tetrtskaro. The LAG believes that this can be changed through cooperation with the private sector and line ministries. Through close communication and mutual efforts it is possible to support establishment and strengthening agricultural cooperatives; sufficient attention should also be given to raising awareness about the agricultural cooperatives.

Low level of the entrepreneurial infrastructure and material-technical base significantly reduces entrepreneurial opportunities. Resources in respect to storage, green houses, cold storage, food processing are rather limited in Tetrtskaro municipality. The most efficient way to deal with this issue is to support introduction and development of such resources, which LAG plans to do in partnership with the private sector and the local government.

Establishment of slaughter house is one of the key priorities for supporting agriculture in the municipality. There are no slaughter houses in specific territorial units (for example, Manglisi), which the LAG will assist to address through cooperation with the private sector, line ministries and the Food Safety Agency.

Tetrtskaro municipality has large areas of arable and hay land, however majority of the land is not cultivated. According to the local population, there are number of problems related to this issue, however the most important one is lack of irrigation systems or/and its poor capacity. The lands that cannot be irrigated are no good for getting quality harvest, hence, support to effective functioning of irrigation systems is one of the key priorities.

Access to facilities and premises is another problem faced in the municipality that cannot be addressed by individuals with their own resources; the LAG will work and mediate with the local authorities to assist resolution of this issue.

The LAG through its efforts and advocacy will try to increase accessibility of information technologies, which is also in lack in Tetrtskaro municipality.

In addition, the value chain process (production, packaging, branding, access to market), as well as introduction of food safety standards (e.g. HACCP, GLOBALGAP) are on the list of the priority actions of Tetrtskaro development strategy. On one hand, it is important to support safe and quality productions, and on the other, it is critical to observe food safety standards at all steps of the value chain. Through ensuring this, Tetrtskaro's entrepreneurs will be able to have highly competitive production and increase income, which will overall affect the municipality's income and contribute to resolution of other critical problems in the municipality.

Economic development and self-sustainability of Tetrtskaro municipality greatly depends on development of the agriculture sector and hence, involvement of youth in this process is important. Currently, most of the youth living in rural areas see their future in bigger cities and they intensively migrate to urban areas. One of the main root causes of migration among youth is that they cannot see any perspective for development locally; hence, it is important to promote agricultural sector and demonstrate advantages of modern agriculture among the youth, as a potential source of income and an alternative to migration to cities. This would raise their interest and motivation in agriculture that, in the long run, will contribute to development of entrepreneurship in the municipality.

SWOT analysis of entrepreneurship sector of the Tetrtskaro municipality

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • Natural resources (environment, carriers) • Geographic location • High motivation of economically active population • Rich natural resources • Agricultural and non-agricultural land resources • Road/railway of local and international importance | <ul style="list-style-type: none"> • Limited number of agricultural equipment • Poor infrastructure • Lack of consultation services • Lack of qualified staff • Poor value chain, limited access to market • No availability of (cold) storage points • Lack of access to modern technologies, lack of information • Limited access to laboratory services at local level • Low awareness about available services • Difficult geographic relief |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Unused agricultural land • Energy independence • High potential of tourism • Existing infrastructure (including, sports) • Access to human resources • Interest of donor organizations in development of agricultural and non-agricultural sectors • Development of climate change adapted agriculture • Development of greenhouse, (cold) storage units | <ul style="list-style-type: none"> • Land alienation process • Pests • Natural and technological threats • Irrational utilization of natural resources • Irrational utilization of pesticides • Changing regulations • Political instability |

| Goal | Objectives | Activity/expected projects |
|--|---|---|
| Enable creation of diversified economic opportunities in Tetrtskaro municipality | 2.1. Development of entrepreneurship friendly financial mechanisms and supporting development of entrepreneurship in the region | <ul style="list-style-type: none"> • Inform Tetrtskaro population about financial opportunities for entrepreneurship development • Support formation/development of agricultural cooperatives and corporations • Support partnerships with financial institutions • Support development of value chains (product packaging, branding, market access) • Support creation and development of service centres for transportation and domestic services |
| | 2.2 Support introducing innovative, adaptable agricultural technologies | <ul style="list-style-type: none"> • Provide information about modern agricultural technologies • Arrange visits to demonstration plots • Support setting up demonstration plots and farms • Support research and introduction of climate change adapted agricultural technologies |
| | 2.3. Support development of entrepreneurial skills and capacities | <ul style="list-style-type: none"> • Establish/develop consultation-information service centres (business centre, mobile laboratory, Veterinary, agronomist) • Provide training courses, establish farmer field schools • Raise awareness about value chain process (product packaging, branding, market access) • Increase level of motivation and engagement of youth in the agriculture sector • Support introduction of food safety standards |
| | 2.4. Support development of relevant entrepreneurial infrastructure and material-technical base. | <ul style="list-style-type: none"> • Support establishment and development of small scale mechanisation centres • Support construction and development of greenhouse farming • Support construction and development of (cold) storage units • Advocate for improving drainage systems and graze land roads • Support construction/development of collection and processing points • Support effective functional of irrigation systems • Advocate for proper management of transhumance routes |

3. Environmental protection, management of natural resources and disaster risk reduction

Environmental protection, management of natural resources and disaster risk reduction is one of the core elements for sustainable development of Tetrtskaro municipality, which is connected to and influences effectiveness of other strategic directions of Tetrtskaro development. This strategic priority aims to:

Contribute to reduction of negative impact of environment and to effective management of resources

To achieve this goal, the LAG identified following objectives:

- 3.1. Environmental protection and disaster risk reduction*
- 3.2. Supporting introduction of effective mechanisms/methods*
- 3.3. Support to registration of natural resources and implementation of interventions that raise awareness and teach about environmental protection and disaster risk reduction*

Tetrtskaro municipality is quite rich with natural resources, as revealed though its diverse landscape and eco system; however, these resources are not properly managed or cared for. Illegal mining of natural resources, challenges with management of municipal waste, absence of disaster risk reduction interventions and generally very low level of environmental awareness are among the most urgent environmental problems in Tetrtskaro.

Environmental problems are mainly related to low awareness among local population. Lack of information or no access to information provokes and encourages environmental issues. Raising awareness among local communities is one of the first steps for achieving real changes, which can be done through information campaigns (including, sharing information about existing risks).

For awareness raising it is important to work with the youth, specifically through support of elaboration of relevant school-based programs and establishment of eco-clubs. Organization of non-formal education activities will positively affect introduction of education programs about environmental protection and disaster risk reduction. Supporting public environmental activities and educational programmes will play important role in raising public awareness in this direction.

The LAG believes that eradication of problems related to management of natural resources is possible through introduction of methodology for registration of resources at the municipal level and mechanisms for responding to the cases of environmental pollution/impact. Assessments in this sector and development of strategy, will create a basis for establishing strong management system for natural resources. Control over and registration of forestlands, also lack of forest management plan is another issue related to management of natural resources. Support to local registration processes and development of sustainable plans for resource management are considered as steps required for improving situation in this sector. Despite existing control mechanisms, issue of approaches still stands

in the municipality that requires introduction/improvement of mechanisms for identification of illegal activities. LAG believes that introduction of volunteer rangers' program could contribute to resolution of this issue. This will enable continuous inspections and quicker identification of infringements. Also, it is necessary to raise public awareness regarding negative impact caused by poaching.

Poor management of municipal waste management system is another problematic issue. Spontaneous waste fields, massive pollution of river basins and gorges, cause significant damage to the environment of Tetrtskaro municipality and endanger health of local population. To improve existing situation, Tetrtskaro LAG considers necessary lobbying for allocation of territories for sanitary waste fields and arranging them according to standards. Along with organizing waste collection and removal, establishment of recycling factory is also important. Existence of spontaneous waste fields further pollutes environment in Tetrtskaro. It is important to support promotion idea of sanitary waste field, separated collection and recycling.

Management of animal waste is among other problems related to management of municipal waste. For resolving mentioned issue, besides the interventions named above, it is important to support introduction of food safety standards, (HACCP, GLOBALG.A.P.) and informing local communities about the. Supporting implementation of demonstration projects that are aligned with these standards will further promote the problem resolution processes.

Nonexistence of disaster risk assessment methodology and emergency management plans is one of the critical problems of Tetrtskaro municipality. Awareness raising about the natural and technological risks are the first and necessary step of risk reduction. The LAG believes that the mentioned problem can be reduced through strengthening skills and capacities of relevant municipal structures and community groups. Also, it is important to support with development of emergency management plans.

Support to introducing standards for energy effectiveness and renewable energy sources and advocating for mentioned process, will significantly reduce negative impact on the environment. Often society lacks information about renewable energy sources and their importance. First of all, it is necessary to organize public information campaigns, in order to ensure public awareness raising around these issues. The LAG also supports building demonstration sites and introduction of renewable energy systems in the frame of implemented projects (within the local development strategy).

Stray animals carry huge threat for the local population; there is no shelter for animals in Tetrtskaro; there is no vaccination or sterilization activities that increase threats of physical damage and disease outbreaks. The LAG recommends arrangement of shelter for stray animals, introduction of vaccination and sterilization activities that will reduce potential threats to minimum.

SWOT analysis of environmental protection of the Tetrtskaro municipality

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Diverse landscape and eco system • Favourable geographic conditions for environmental activities (e.g. proximity to main communication means) • Implemented and ongoing environmental protection projects • Algeti protected territories • Existence of DRR working group in the municipality structure | <ul style="list-style-type: none"> • Lack of environmental researches and strategies • Weak environmental legislation • Low environmental awareness • Limited financial resources for implementing environmental actions • Irrational utilization of resources, including poaching • Lack of energy effective technologies and approaches • Unregistered buildings/land plots • Sanitary-hygiene conditions and lack of public toilets • No sterilization and vaccination programs for stray animals at local level • Lack of emergency management plan at local level • Lack of qualified staff • Lack of special equipment and technical means for carrying out emergency interventions |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Further development of protected areas • Sustainable utilization of natural resources • Ongoing international projects • Planned project at local and central levels | <ul style="list-style-type: none"> • Railway routes • Hydroelectric stations • Degree of impact of mining companies on environment • Pipelines • Natural and technological threats • Irrational utilization of natural resources • Irrational utilization of pesticides |

| Goal | Objectives | Activity/expected projects |
|---|---|--|
| Contribute to reduction of negative impact of environment and effective management of resources | 3.1 Environmental protection and disaster risk reduction | <ul style="list-style-type: none"> • Support improvement of municipal waste management system • Support arrangement of innovative demonstration units for waste recycling • Support actions for identification of illegal utilization of natural resources (such as, video/online supervision) • Support development of disaster risk assessment methodology and development of emergency management plan • Support/lobby introduction of standards for energy effectiveness and renewable energy sources |
| | 3.2. Supporting introduction of effective mechanisms/method for registration of natural resources | <ul style="list-style-type: none"> • Support introduction of natural resource registry at municipal level • Support introduction of methodology for registration of resources at the municipal level and mechanisms for responding to the cases of environmental pollution/impact |
| | 3.3. Supporting registration of natural resources and implementation of interventions that raise awareness and teach about environmental protection and disaster risk reduction | <ul style="list-style-type: none"> • Support activities for raising awareness about existing risks • Support programs for raising awareness regarding environmental and DRR issues • Support introduction of food safety standards (trainings) • Support awareness raising activities regarding renewable energy sources • Support awareness raising activities regarding plant protection means and their correct application |

4. Development/rehabilitation of rural infrastructure

Supporting development of rural infrastructure is one of the core directions for Tetrtskaro development strategy, which aims to:

Support rehabilitation and development of infrastructure of Tetrtskaro municipality

To reach this goal Tetrtskaro development group identified following objectives:

4.1. Support accessibility to water resources

4.2. Rehabilitate/develop public spaces

4.3. Advocate for issues related to rural infrastructure and identify alternative sources of financing

There are a lot of infrastructural problems in Tetrtskaro, which on the other hand prevents development of other strategic directions. Poor maintenance of road infrastructure, mismanaged underground utilities, incomplete gasification, limited access to drinking water, etc., prevents development of tourism and entrepreneurship sectors in the municipality. Also, poor quality irrigation systems, unmanaged Transhumance routes, etc., is a challenge to effective functioning of different sectors of agriculture.

As the above problems belong to large scale infrastructural projects, which cannot be implemented as part of Tetrtskaro development strategy, the LAG, in consultation with the local communities, identified following actions that contribute to resolution of mentioned problems: to identify and cooperate with the organizations working on infrastructural projects on the local level and advocate for resolution of problems related to the gasification, internal road infrastructure, underground utilities, and medical points.

Access to potable water is an exception, which was named as the most important problem in the population survey. The LAG will carry out interventions in support to improving access and quality of the drinking water, specifically through supporting filtration and setting up potable water distribution network.

Access to municipal transport is the problem that is faced only in specific parts of Tetrtskaro municipality (e.g. Manglisi zone) and requires procurement/maintenance of new transport. Proper maintenance of internal road infrastructure its monitoring and advocacy, can turn the weakness related to road infrastructure into a strength, which, as already mentioned, will contribute to creating favourable tourism environment inside the municipality.

Among the infrastructural issues access to medical points (ambulatory, hospital, and drug store) is one of the core issues. Mentioned direction is very poorly developed in Tetrtskaro that also underlines problems with infrastructure in the municipality. The LAG/local government is working actively to improve this through development of pharmaceutical network and arrangement of healthcare system in the mountainous region.

To ensure development and stop youth migration processes, availability of functioning community centres (e.g. cultural-educational), which is also lacked in Tetrtskaro, is very important. Assessment and improvement of existing buildings would significantly improve current situation.

Promotion of healthy life style and creating adequate conditions in the region will positively influence local population, as well as visitors. Sport halls and recreational areas are scarcely found in Tetrtskaro and those that exist have infrastructural challenges. The key objective related to this direction involves support to assessment and renovation of exiting sites, provision of adequate equipment and preparing qualified trainers.

Parks represent the strength of all zones of Tetrtskaro municipality, however due to whole range of infrastructural problems their potential is not fully utilized. In order to transform existing parks into desired relaxing areas, first of all they should be registered, accessed and further developed, which on the other hand will contribute to effective utilization of resources and demonstration of strong sides of Tetrtskaro municipality.

For proper functioning of preschool institutions, it is important to address infrastructural issues they are facing. Repair, equipping with modern technologies, arranging playgrounds in the yards and of course staff retraining would significantly improve existing situation.

SWOT analysis of infrastructural sector of the Tetrtskaro municipality

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Cultural heritage • Rich natural resources • Road/railway of local and international importance • Agricultural and non-agricultural land resources • Ongoing international projects • Planned projects on local and central levels | <ul style="list-style-type: none"> • Limited access to financing • Lack of qualified staff • Low salary levels • Bureaucratic mechanisms; complicated legal regulations at central and local levels • Lack of public spaces • Poor accessibility of vocational education • Low awareness about existing services • Ineffective utilization of exiting resources |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Current conditions of infrastructural (existing roads, buildings, potable water constructions) • Readiness of municipality to implement infrastructural projects • Readiness of municipality for cooperation with donors | <ul style="list-style-type: none"> • Non-prioritisation of infrastructural development at local level by the state • Possibility of damaging cultural-historical monuments • Natural and technological threats • Degree of impact of mining companies on environment • Political instability |

| Goal | Objectives | Activity/expected projects |
|---|--|---|
| Support rehabilitation and development of infrastructure of Tetrisikaro municipality | 4.1. Support accessibility to water resources | <ul style="list-style-type: none"> • Improve access and quality of potable water (filtering/supply network expansion) • Support effective functioning of irrigation system |
| | 4.2. Advocate for issues related to rural infrastructure and identify alternative sources of financing | <ul style="list-style-type: none"> • Registration and assessment of community buildings • Support construction/development of multifunctional (e.g. cultural-educational, sport-recreational, ritual, touristic-informative) centres • Support development of proper infrastructure for preschool institutions • Rehabilitation and equipping of parks • |
| | 4.3. Advocate for issues related to rural infrastructure and identify alternative sources of financing | <ul style="list-style-type: none"> • Advocate for resolution of problems related to the gasification, internal road infrastructure, underground utilities, and medical points • Identify and establish partnership with organizations implementing infrastructural projects/programs at the local level |

Analysis of Strategic Documents in Rural Development Sector

Tetritskaro local development strategy considers and analyses challenges that exist in the rural development sector. It is in line and complements the country's central, regional and local level strategies and reflect all main needs faced at the local level. In order to ensure effective implementation of the strategy and identify specific connections with other strategic documents, following state strategies were analysed in terms of their goals, objectives and activities:

- Rural development strategy of Georgia 2017-2020
- Georgia Tourism Strategy 2015-2025
- Strategy for Agricultural Development in Georgia 2015-2020
- National Strategy for Agricultural Extension in Georgia 2018-2019
- 3rd National Environmental Action Program of Georgia 2017-2021
- Vocational Education and Training Development Strategy for 2013-2020
- Kvemo Kartli regional development strategy 2014-2021

Tetritskaro development strategy considers four key directions that are in line with following goals:

- ❖ Increase touristic attractiveness of Tetritskaro municipality
- ❖ Enable creation of diversified economic opportunities in Tetritskaro municipality
- ❖ Contribute to reduction of negative impact on environment and effective management of resources
- ❖ Support rehabilitation and development of infrastructure of Tetritskaro municipality

Mentioned analysis has served as guidance to elaboration of the goals, objectives and expected activities of Tetritskaro local development strategy, which aims to improve quality of life of Tetritskaro municipality population.

❖ Increase touristic attractiveness of Tetritskaro Municipality

Tetritskaro local development strategy is fully in line with the infrastructure development activities, outlined in Georgia Tourism Strategy 2025. These are: Rehabilitation/improvement of roads to tourist sites, sustaining cultural heritage monuments and other important cultural assets, posting information markings by touristic monuments and sites, raising awareness about tourism potential both locally and internationally. Rural Development Strategy of Georgia 2017-2021 fully reflects above listed strategic goals. The mentioned strategic documents, including Tetritskaro Development Strategy, envisage provision of high quality services to visitors; this is particularly relevant to territories outside of the city (such as Tetritskaro), where tourism development potential is rather high.

The strategies also include support to introduction of new touristic products and diversification of existing ones, enhancing tourism marketing potential and vocational education opportunities. A crosscutting priority of all mentioned strategic documents is stimulation of internal tourism.

❖ Enable creation of diversified economic opportunities in Tetrtskaro Municipality

Priority goals of Tetrtskaro local development strategy is mostly in line with the Agricultural development strategy of Georgia 2015-2020 and Rural development strategy 2017-2020. Specific goals envisage development of cooperatives in specific agricultural sectors and developing value-chains. Such institutional arrangements support increased competitiveness and, most importantly, improves farmers' access to production means, services and sales. They also identify other priority goals, such as: supporting establishment of demonstration plots and organizing study visits, introduction of modern technologies and standards, that should contribute to high quality agricultural production and increased competitiveness. Mentioned priorities are fully included also in Kvemo Kartli regional development strategy 2014-2021. National Strategy for Agricultural Extension in Georgia 2018-2019 underlines the importance of promoting introduction of modern technology methodologies in agricultural sector.

Support to introducing agricultural technologies that are adapted to climate changes is also a critical issues that is underlined in all aforementioned strategies. Also, establishment/development of consultation-information centres (extension centres – business centre mobile laboratory, veterinary, and agronomist) is emphasized. Vocational Education and Training Development Strategy for 2013-2020 responds to the need to increase awareness among youth about innovations, as well as about entrepreneurship.

Enabling opening/development of mechanisation service centres, greenhouse farming, storage and cold storages, collection and processing points represent important part of all these strategic documents.

❖ Contribute to reduction of negative impact on environment and effective management of resources

Proper waste management and pollution prevention are important priorities of the country. Tetrtskaro local development strategy goals and objectives are aligned with the 3rd National Environmental Action Program of Georgia 2017-2021, Strategy for Agricultural Development in Georgia 2015-2020, and Strategy for Agricultural Development in Georgia 2015-2020.

Their common approach aims to regulate waste management system and ensure sustainable utilization of natural resources, as well as to increase effectiveness of information management system. Support to introduction and advocating for energy effective and renewable energy source systems is the key strategic goal in local and national strategies. Special attention is given to registration and monitoring of climate change related issues. It must be noted that registration, assessment and management of organic polluters is critical for achieving common goal.

❖ Support rehabilitation and development of infrastructure of Tetrtskaro Municipality

Tetrtskaro local development strategy 2018-2020 envisages improved access and quality to potable water (filtration/piping system). Analogically, the 3rd National Environmental Action Program of Georgia 2017-2021 emphasizes importance of uninterrupted provision of quality drinking water to the population. Rural development strategy 2017-2020 and Kvemo Kartli regional development strategy 2014-2021 are fully in line with Tetrtskaro development strategy. The commonalities can be found around the following issues: registration and assessment of community buildings of public importance, proper functioning of sewage systems in municipal centres, towns, and touristic settlements, construction of water filtration buildings for production and domestic drainage waters, as well as development of multifunctional (e.g. cultural-educational, sport-recreational, ritual, touristic-informative) centres. Advocating for resolution of problems related to gasification, road infrastructure, underground utilities and medical points are one of the priority goals of all local and national level strategies.

Priorities identified in Tetrtskaro local development and other strategies, in most of the cases complement each other; hence the support program of Tetrtskaro strategy, which contributes to resolution of identified problems at the local level, will positively affect the rural development processes in the country at a larger scale.

Annexes:

Annex #1: Statute of Tetrtskaro Local Action Group

Annex #2: Analysis of Socioeconomic Conditions and Needs of Tetrtskaro Municipality

Annex #3: Rural Development Grant Guideline

Annex #4: Strategy Monitoring and Evaluation Plan