



Mayors for
Economic Growth

Local Economic Development Plan

2019-2020

Tetrtskharo Municipality

Georgia

Our development is in our capabilities

“This Plan was prepared with technical support from the Mayors for Economic Growth initiative of the European Commission. It was reviewed by staff of the World Bank and commended as excellent by the Mayors for Economic Growth initiative. Its content is owned by and remains sole responsibility of tetrtskharo municipality.”

The Mayor`s Speech



Tetrtskhara Municipality, with its attractive nature, history, ethnic and cultural diversity and rich traditions, represents the distinguished part of Georgia.

Our priority is to create new jobs by using local opportunities and by supporting the economic development of municipality.

We are willing to reach the goals we have set out with multilateral partnership, an international support and sharing existing experience.

We shall use our local resources to reach economic development of our municipality, to develop relevant tourism infrastructure and services, support business sector, to make our municipality more transparent and accountable, to promote it as an attractive place for tourists at local and international levels and to turn our municipality into one of the distinguished tourism and economic centres of Georgia.

Based on our principle of equality, we have prepared a 2 year local economic development plan, with participation of local authorities, business sector and civil society and we have allocated the relevant amount of funds in our budget for its implementation.

Giorgi Koridze
The Mayor of Tetrtskhara municipality

Handwritten signature of Giorgi Koridze in blue ink.

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1. Brief summary

The EU initiative "Mayors for Economic Growth", is a new opportunity for municipality to overcome existing challenges and reduce poverty. The initiative shall use local resources to support economic development process and partnership growth and to increase the capacity of self-governing bodies to become more transparent, inclusive and business friendly. Our municipality is close to the capital and an international airport geographically, has tourist attractions and rich natural resources, beneficial tax regulations and has support of an international donor organizations. All these benefits are great opportunities for our municipality to become more attracted place for tourists and for making business on a global level. Our economic development is a long-term goal and as a result, we aim to achieve well-developed private sector, increased local manufacture and available jobs. Tetrtskharo is one of the famous tourist centers throughout the country and internationally. The tourism infrastructure and services are developed. Our region is attractive for living and leisure.

The key priorities for the economic development of the municipality are:

- 1) Support tourism sector development;
- 2) Support business sector development;
- 3) Promotion of local products;

In order to achieve the goals, the Municipality, together with the representatives of private and civil sectors, defined the main events: Installation of tourist information pointers and access points for one of the most attracted sights - Birtvisi Natural Monument and for other sightseeings, improve the appearance of Tetrtskharo, to make it more attractive, build multi-functional public and tourist service centers, organize info tours for raising awareness about the sightseeings of the municipality, the creation of digital tourist map and promotional video clip for tourists, Organize special training on business management for Business Sector representatives, organize Autumn festival in Asureti for the purpose to promote local products, Organize the exhibition of locally manufactured products in the townlet of Manglisi, support participation of local entrepreneurs in festivals, exhibitions and other events for the purpose to promote local products manufactured by local entrepreneurs. Local government shall allocate the relevant amount of funds in budget to implement 2 year local economic development plan.

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3.2 Abbreviations

M4EG	Mayors for economic growth
EDO	Economic development Officer
ENPARD II	The European Neighbourhood Program for Agriculture and Rural Development
LAG	Local action group
LEADER	EU methodology, about community mobilization and rural development.
RDFG	Regional/Rural development for future Georgia
Kfw	Reconstruction Credit Institute of Germany

3.3 Annexes

Annex 1. N832 order of the Mayor of Tetrtskharo municipality about the creation of a working group responsible for preparation of local economic development plan (LEDP), within the framework of the EU initiative "Mayors for Economic Growth (M4EG)",

Annex 2. Tetrtskharo municipality perceived by local residents.

Annex 3. Photo footage of meetings of working group and other interested parties during the preparation process of LEDP.

4. Plan Introduction

Tetrtskharo Municipality joined the EU initiative "Mayors for Economic Growth" from May 16, 2018. The 2019-2020 local economic development plan has been prepared in accordance with the recommendations of document "Structure and Content of Local Economic Development Plan of "the

"Mayors for Economic Growth", in cooperation with the private and public sectors. Unlike the other development strategies of the municipality, this plan is not comprehensive, it is intended to focus on the development of private sector in order to ensure growth, development and employment. Activities covered by the plan are in compliance with local strategy prepared by LAG "Tetrtskaro Municipality Local Development Strategy 2018 - 2022" and the following National strategies of the country: A) Socio-Economic Development Strategy "Georgia 2020", that aims to stimulate business development by developing innovation and entrepreneurial skills and financing, which contributes to economic growth of the country, b) "Georgian Tourism Strategy 2025", c) "Strategy for Agricultural Development in Georgia 2015-2020", The defined events in this plan, shall be partially financed from the local budget. With the support of the EU in Tetrtskaro municipality together with the government programs, such as "Uniform AgroProject", "Produce in Georgia", that support the development of agriculture and other sectors of the economy, successfully implemented ENPARD II project "The Rural Development for Sustainable Growth of Tetrtskaro Municipality" in Tetrtskharo. The project aims to improve the quality of life in Tetrtskaro using innovative social-economic models.

Tetrtskaro Municipality is an administrative unit of the Kvemo Kartli region. The administrative center – Tetrtskharo – is 62 km away from the capital and it only takes 1 hour and 15 minutes to get there. Tetrtskharo is 67 km away from an international airport. The municipality consists of one town, one urban-type settlement and 85 villages. The population is 21,127, 10 335 men and 10 792 women. 21% of population live in town (Tetrtskharo and townlet Manglisi) and 79% - in villages. The average age of women living in municipality is 38 years and the average age of men is 37. The share of work-capable population (15-60 years of age) compared to the total number of population is 57% - 49.5% female and 50.5% male. 82% of the population is ethnically Georgian, and 18% of Azerbaijanis, Armenians, Russians, Greeks and others. The migration indicator is high in municipality and the main reason is the lack of available jobs. The number of population was decreased by 16% within the last 15 years, the population outflows are mostly to the country's capital and abroad.

5. Preparation process of local economic development plan

Tetrtskaro Municipality prepared a local economic development plan based on the equality principle, with participation of local authorities, business sector and civil society. Meetings and regular consultations with local population, entrepreneurs, farmers and youth were intensively underway in the process of development of the plan. The initiative was discussed at the meeting of the Mayor's advisory body - at the Civil Advisory Board. The municipality appointed economic development officer, before starting the preparation process and created the working group, under the guidance of the first deputy Mayor. The members of working group were the representatives of local government, private and public sectors. Citizens' feedback about the economic development plan of the municipality were obtained through a special questionnaire. (annex 1. filled questionnaire). The working group carried out 7 workshop meetings with participation of business sector representatives and local citizens in order to support preparation of the plan. Information about meetings were periodically published on the official facebook page and official web page of the municipality. (annex 3. Photo footage of working group and other engaged parties during the preparation process of LEDP). The working group analyzed received information and made their decision by majority voting.

6. Local Economic Analysis

6.1 Analysis of local economic structure

Tetritskharo municipality has high potential to create diversified economic opportunities. The main economic sectors of the municipality are agriculture and trade. The agriculture is mainly developed in the fields of livestock, plant cultivation and beekeeping. There are 21 registered agricultural cooperatives and small farms in the municipality. Approximately, 18-20% of produced agricultural products are being sold at the domestic consumer market of the country and the rest – for domestic use. Tetritskharo municipality covers agricultural land plot of 50 616 hectares, including: arable - 18 028 hectares, mowing - 6 475 hectares, pasture - 25 699 hectares, perennial - 414 hectares. The employment rate of municipality is 65% and the self employed - about 70% of the economically active population and other important employment sectors are: trade (10%), education (5%) and other (15%). With an effective investment conditions, the municipality has significant potential for the development of mountain mining-industries, the municipality has the other resources, such as: fossil, gold, basalt, The odor, white stone, lime and manganese etc. The Marabda-Kartsakhi Railway and the Baku-Tbilisi-Ceyhan pipeline pass through the municipality. "Marabda-Kartsakhi Railway" Ltd is the largest payer in the local budget. According to entrepreneurial economic activity and annual revenues, the big enterprise is LLC "Dila" which produces 80 million poultry eggs per year and the demand for products produced by "Tsintskhara", that produces the natural milk products increases. The other entrepreneurs are mainly represented as: Entrepreneurs, micro and small businesses. In the municipality, the growing sector of the economy is the extraction of valuable minerals, production / processing of agricultural products, local wine production, development of savings farms. The state project "Produce in Georgia" supports development of entrepreneurship and economic activity in the municipality, which envisages support of entrepreneurs in industrial and agricultural sectors, promoting new enterprises / expanding existing enterprises and promoting existing sector and competing private sector Increase of tuition and export potential by means of access to finance, real estate and technical assistance. The government supports the entrepreneurial activities in 51 mountainous settlements of municipality with beneficial payable and property taxes regulated by applicable Law. Considering the above mentioned, the total number of employees are 1415 people in the business sector, that has been increased by 12% compared to the data of 2015 (1,263 persons). Non-entrepreneurial (non-commercial) legal entity "Tetritskaro Development Foundation" founded by local government is funded by municipal and other local or foreign organizations and provides the implementation of projects needed for development of municipality.

The local unique product is the endemic grape variety "Asuretian Black", also called "Shala". The originally produced wine and its characteristics, make it special. Because of the relevant micro-climatic conditions and soil fertility, "Shala" can only be found in Asureti. The Georgian whiskey and honey produced in qvevri with unique technology is also remarkable, the natural-climatic conditions make its taste special. The demand on the "Shala", produced in Asureti has been increased and accordingly increased its producers, they make wine in traditional, old German wine cellars, but unfortunately, they are unable to promote the product at the regional or international exhibitions as it costs a lot of money.

Spreadsheet 1. Data of Economic Activity of Tetrtskaro Municipality Business Sector

<i>Type of economic activity</i>	<i>Number of business units & Percentage Share (according to classification)</i>			
	<i>Micro</i>	<i>Small</i>	<i>Medium</i>	<i>Large</i>
<i>Industrial activities</i>	17	3	1	
<i>Agriculture</i>	168	1		
<i>Retail trade</i>	90			
<i>Wholesale trade</i>	3			
<i>Medical services (hospital, ambulatory)</i>	21			
<i>Legal services (Notary, Lawyer)</i>	1			
<i>Household services (Hairdresser service, laundry service, vehicle repair services, small repair services)</i>	15			
<i>Restaurants, cafes, bars etc.</i>	8	1		
<i>Hotels, hostels etc.</i>	10	2		

One of the hindering factor of entrepreneurship development is the limited availability of finances and lack of entrepreneurial skills. The level of knowledge of business planning and development, marketing and other skills is low and they are the most important key factors for success. Small and medium entrepreneurial entities can not pay for participation at an international exhibitions, such exhibitions are very important, as they can help to promote products, services and find the right contacts. The construction business, legal services and information technologies are less developed in our municipality and the tourism services are at the initial stage of its development.

The municipality has great potential for tourism development, but tourism infrastructure and services still remain problematic. Tetrtskaro is not considered as an active tourist attracted area, as the municipality still has the lack of tourist infrastructure, such as: hotels/guest houses, cafes, bars, restaurants, fast food restaurants, entertainment venues.

6.2. Local cooperation and building business communication network

Successful form of local cooperation with the municipality is the Tetrtskharo Local Action Group (LAG) - a platform was developed in 2017 based on the EU "LEADER" methodology. The LAG unites the representatives of civil, private and public sector and aims to promote the development of Tetrtskharo municipality in compliance with the local development strategy. The LAG prepared an important local development strategy based on the European experience and defined the priorities. For local economic development, it is important to establish close partnership between local action group (LAG) and local self-government. Local self-government is involved in the Integrated Management of Protected Areas, which is implemented with the financial support of the German Development and Reconstruction Credit Bank (KfW). The Council together with local government, citizens and other organizations, will discuss issues of strengthening the effectiveness of protected areas. The municipality has a local cooperation experience, which involves a joint response between self-government and non-governmental / private sector, solving certain infrastructural problems and cooperation in the field of education. Local

government successfully cooperates with community organizations and implements many joint, important infrastructural projects together with them.

The successful mechanism of transparency and engagement in decision making processes of local government is the Mayor's Advisory Board - the Civil Advisory Council, which unites the private sector and civil society. The Council shall discuss the draft of local budget prepared by the local government and other important documents, such as: infrastructural projects, action plans, municipal strategies and give the Mayor the relevant recommendations. There is less access to municipal electronic services that could facilitate and simplify municipal services. Local government actively cooperates with the various NGOs in order to strengthen e-services.

6.3 Business friendly, transparent and corrupt free administration.

To increase local self-government capacities, we have functional community centers in 2 settlements of our municipality, the population has the opportunity to use services of public and private sectors, which significantly reduces the time and costs associated with receiving the desired service as well as the risk of corruption. Tetrtskaro information and consultation service of Ministry of Environment Protection and Agriculture, assists interested people about targeted state programs, provides them with all necessary information about legal and tax liabilities in the field of agriculture, etc.

Realization / privatization of property owned by municipality is transparent through public or electronic auction system. All tender announcements are made by local government are via the unified electronic system of public procurement, which ensures an open, transparent participation of any person, in competitive environment procurement. The municipality provides proactive placement of protected information through the official web-site, publishes information about the work carried out by municipal services, uses social network etc. The municipality ensures equal access to municipal services and resources for all, such as: work permit, information-consulting services, etc. Local government is obliged to assist citizens at the relevant state agencies regarding the issues related to the land plots. Important projects are implemented with consultation of citizens. Council meetings are open, although the population attendance rate is low. For the complete analysis of business needs and development perspectives, dialogue and meetings between local government and business representatives are rare.

6.4 Access to finance

Access to finance is one of the challenges for business sector development. The business representatives think, that the lack of availability of finance as a major obstacle to the expansion of production. They did not have sufficient knowledge on capital growth instruments and sources of alternative funding. Consequently, measures are important to enhance the knowledge of how to attract financial resources from alternate sources / funds. The municipality can not provide business support services, as its financial capabilities are limited. Carried out consultation analysis show, that the businesses need help from the local government in terms of advertising, business consultations and project initiatives development issues.

Branches of commercial banks and microfinance organizations of Tetrtskharo municipality offer business a business loan, but their interest rates are very high not only in the Tetrtskaro municipality but in the whole country and the entrepreneurs are not interested. Within the framework of the state program "Produce in Georgia", provides financial support to the entrepreneurs and the new commercial businesses at the state commercial banks to allow them expand their businesses by the co-financing.

State Program "Preferential Agro Credit" assists physical and legal entities to receive cheap and affordable cash (preferential agrocredit / agro-lease) from financial institutions, for agricultural and primary production, processing and storage-realization processes. There are 25 agricultural cooperatives operating in the municipality, such as: breeding and beekeeping. Taking into consideration the tax benefits applicable to stimulating cooperatives, the population's interest towards agriculture cooperatives increases gradually.

6.5 Land and infrastructure

The most buildings of the municipality are owned by various Ministries, which makes it difficult to use the property for investment purposes. The process of identifying and registering unregistered property is being implemented actively. Nevertheless, the municipality has not developed investment packages and the list of real estates yet for investors. The municipality owns 60 hectares of non agricultural land, 16 hectares of agricultural land, 12 hectares of pasture, which may be used for investors to arrange experimental land plots and / or other purposes. The rest of the land is owned by the state ownership. The local government can assist private sector for the purpose of obtaining the right of ownership of land from the state agencies. The municipality has privatized 6 units of buildings, the total area of which is 1745 sq.m. Buildings can be used for commercial purposes. Entrepreneurial entities will be provided with different forms of use for promotion of entrepreneurial activities. Municipal buildings are required to be rehabilitated. The municipality owns the agricultural market, that needs rehabilitation works.

Spreadsheet 2. The needs of private sector in the fields of land and infrastructure

The needs of the private sector according to the type of infrastructure	The current delivery of this segment	Possible future requirements (during 6 years)
Micro-company or Individual's, Worker's Workplace (Workshop) - Shared Workspace (Without Space / With Space)	Space has been rented to 15 small entrepreneurs	Cooperation with small entrepreneurs shall be expanded
Regulation of irrigation infrastructure	25% of the agricultural lands of the municipality have irrigation systems	Increase demand for water-supplied areas
Access Road Infrastructure	Taking into consideration the need, 5 km road approaching the village Akhalsheni was reconstructed.	Priorities shall be gradually considered

6.6 Legal and institutional frameworks

The property taxes are regulated by local government and are considered as the local taxes and its amount is defined by the local government. The municipality regulates the issue of elimination and administration of local taxes. At present, there are 2 local taxes operating in the Tetrtskaro municipality, that are regulated by the relevant resolutions of Tetrtskaro Municipality Council: 1. construction permit (except for the construction of special radiation or nuclear facilities); 2. Fees for cleaning the settlement areas. By issuing construction permits, the municipality provides full service to all stages of construction works, involvement of interested persons / persons during administrative proceedings. Regulations with local

government regulations, together with common state regulations, ensure the maintenance of the populated areas and the general context as well as its proper development.

6.7 Skills and human capital, inclusivity

The most demanded professions are: engineering, repair-installation, accountant, lawyer, veterinary, financier, agronomist, and guide.

The Community Education Center is located in the village of Koda, offering short-term professional and personal development courses for interested people of the municipality. The Center is supported by the current project "Civil Society for Development and Cooperation: Increase Tourist Potential in Azerbaijan and Georgia Border Regions", including Guidance Trainings and Small Entrepreneurship Free Course. RDFG is financed by the EU with the financial support of the Employment Program in the Tetrtskharo municipality for active and motivated job seekers and supports their integration into the labor market. The program helps to create unemployed IDPs and helps local population in social and labor inclusion, career planning and development skills. Higher and vocational education is available for the local population because of the proximity to the capital and educational institutions. However, the local labor market in the field of agriculture, tourism and construction is experiencing a lack of professional staff and / or retrained staff.

6.8 External positioning and marketing

Visitors can visit more than 400 natural and cultural monuments, protected areas, ancient historic castle - town, resorts, recreational zones, cultural and architectural heritage created by German colonists and other nique material monuments and all these are only 57 km away from the capital. Tourists can also discover The Tetrtskaro Local Museum, where around 11000 exhibits, archaeological materials, samples of local life and ethnography, materials reflecting the history of the 20th century are preserved. Algeti National Park is located at the height of 1100-1950 m above sea level, where visitors' service center functions and provides information services for tourists. Here you can find guide, as well as hire a horse and get to know the national park perfectly. The park is open for visitors at any time of the year. Number of visitors interested in hunting and riding in national park is increasing annually. In the village of Asureti of Tetrtskaro municipality, it is possible to visit the historical and cultural heritage of German colonists, who were settled in Georgia in 1819, unique architectural and economic structures and taste the local wine. We celebrate public importance event "Dietoba" every year, the event reflects local traditions and culture, promotes tourism development of the region. The event is attended by local population, central and local authorities, diplomatic corps, local residents and tourists. The public awareness of unique attraction of the municipality and the historical-cultural heritage is low at local and international levels. Therefore, it is important for the external positioning of the municipality to increase awareness about its attractiveness, periodic visits to local and international tour operators, organizing festivals, participation in international forums, exhibitions, informing consumers on the export market quality of products produced in the region and about unique features. Friendship with the European cities of the municipality will also promote cooperation in cultural, educational, tourism and economical relations. The municipality's public image is strong and positive: its location, climate, fresh air, diverse landscape, resort and tourism potential. The development of the municipality as a place of residence, work and an attractive place for travel is essential for its development in economic and infrastructural fields. Such approaches can be achieved through strengthening cooperation between the public and private sectors.

7. SWOT analysis

Strengths:

- The municipality is close to the capital, international airport, Republics of Azerbaijan and Armenia.
- Tourist attractive places, protected areas, recreational zones, a list of historical and cultural heritage sites, the German heritage existence in the village of Asureti. The unique product of the region - endemic grape Species
- The existence of specific microclimatic conditions in order to produce local grape varieties.
- Public and state importance celebration day of "Didgoroba"
- Access to private and public services from public service centers
- Natural resources
- Local action group (LAG)
- Advisory Board - Civil Advisory Council
- Agriculture Information and Consulting Services

Weaknesses

- Lack of cultural and educational spaces
- Lack of tourism infrastructure, services and products
- Lack of business support services
- High bank interest rates
- Low Income of Local Budget
- Low business activity
- Low level of business qualification
- Worker's low qualification
- High unemployment rate
- High level of external migration
- Infrastructural problems of the Local Museum.

Opportunities

- Support of international donor organizations and interest in agricultural and non-agricultural fields.
- Development of unique product of viticulture, such as "Asuretuli Shavi", same as "Shala" and its exportation into international market.
- Domestic and international tourism development.
- Increase the interest of tourists who arrive in Tbilisi, considering the closeness to the capital city.
- Increase of tourism potential from the bordering regions and municipalities of EU countries by organizing domestic travel tours.
- Cooperation of Tetrtskharo with European cities in the fields of economics, tourism, culture and education.
- Tetrtskharo - Tourism industry center of the region.
- Raise international awareness of attractions of the municipality.
- Raise awareness of economic and tourism potential of the municipality.
- Promotion of wine and traditional products produced in the municipality.
- Development of internal links with distributor companies.

Threats

- Global and regional economic crisis.
- Natural disasters
- Negative impacts on the environment caused by the activities carried out by the mining companies
- Recruitment of highly qualified employees to other municipalities.

It is necessary to strengthen the private sector with support of government and international donor organizations for economic development of municipality. Thus, if municipality uses all applicable capabilities and local resources, we have the potential to become famous internationally, as one of the most frequently visited and attracted place of the country for living and leisure.

Negative factors of the development of private sector can be overcome by improving knowledge and skills for business planning, development and by promoting locally produced products.

Tourism is one of the important sector for economic development of the municipality, it has a big potential and is one of the important source for the growth of income and employment opportunities. Tetrtskharo municipality has the diverse range of tourism data, where the various fields of tourism can be developed, such as: cultural, religious, recreational, adventurous, extreme, agricultural, ecotourism and so on.

8. Vision and goals (including expected results)

Strategic vision:

Local economic development is a long-term goal and as a result, we aim to achieve the development of private sector, increase local production and create new jobs. Use the cultural diversity and natural wealth of Tetrtskharo to make Tetrtskharo an unique and enhanced place for visitors, develop tourism infrastructure and services. Our region is attractive for living and leisure.

Main goals:

- 1) Support tourism sector development;
- 2) Support business sector development;
- 3) Promotion of local products;

Expected results:

Support tourism sector development;

- **Developed tourism infrastructure**
- **Increased number of tourists in municipality**
- **Increased awareness of municipality and about its attractive sightseeings .**
- **Growth of employment and income**

Support for business sector development;

- **Improve knowledge and skills for business planning and development**
- **Increase access to finance**
- **Support employment**

Promotion of local products;

- **Stimulation of local production growth**
- **Employment support**
- **Increase awareness of locally produced unique products.**

9. Action plan

Considering the local potential, the action plan determines activities to be carried out, that will ensure the economic development of the municipality and increase awareness, promote employment and develop/deepen close partnership between different sectors.

1. The plan shall be implemented by the local government and donor organizations are considered as the main financial supporters.

Spreadsheet 3. Action plan

<i>Themes</i>	<i>The main goals</i>	<i>Actions</i>	<i>Duration (start/finish)</i>	<i>Participating partners</i>	<i>Approximate cost in National currency (equivalent in Euroes)</i>	<i>Monitoring indicators/ Instant results indicators (Output (Product) indicators and targets)</i>	<i>Results / final results indicators (Outcome (Result) Indicators and targets)</i>
1. External positioning and marketing 2. Land and infrastructure	1 Support for the development of the tourism sector	1.1. Support of tourism infrastructure development	01.01.2019 31.12. 2019	Local self-government; donor organizations	85000 GEL 27419 EU	An information banner, tourist shelter and place for a picnic is arranged by the Birtavi Natural Monument. Tourist places are marked with signs and information boards.	Number of tourists increased in the territory of the municipality/ statistics
		1.2. Improve appearance of Tetrtskharo	01.09.2019 30.12.2020	Local self-government; donor organizations	320 000 GEL 103225 EU	The central part of the town is reconstructed with new infrastructure, square and a small fountain.	The town has an attractive appearance / population and tourists are satisfied.
		1.3. Build multifunctional public and tourist service center	01.02.2019 31.12.2020	Local self-government; donor organizations (ENPARD II)	1200000 GEL 387096.77EU	There is the first multifunctional public,tourist service center in the central part of the town / tourist tours and conferences are organized.	The number of tours and tourists are increased in the municipality, additional jobs are available./Statistics of Organized tours and conducted conferences, up to 50 people are employed.
		1.4. Info tours in municipality	01.06.2019 01.11.2019	Local self-government; donor organizations	5 000 GEL 1612.90 EU	2 informational events are planned for the representatives of tour operators and Media/ the information is available on Media sources	Public awareness of municipality is increased at the local and international levels/number of tourists are increased/the information is available on media sources/statistics of tourist flow increase

		1.6. creation of digital map of municipality	01.07.2019-01.06.2020	Local self-government; donor organizations	15 000GEL 4838 EU	Digital map is available in internet for people interested.	Number of organized tours, visitors and awareness is increased / statistics of local and foreign visitors.
1.Skills, human capital 1. External positioning and marketing 2. Access to finance	2. support business sector development	2.1. Organizing special training courses in business management.	01.03.2019-01.12.2019	Local self-government; donor organizations	10 000 GEL 3225.80 EU	2 training course on business management are scheduled/number of participants	knowledge of the development of business management applications is increased and alternate funding sources / participants questionnaire (filled feedback form)
	3. promotion of local product	3.1 organize exhibition of Local products produced by local entrepreneurs	01.09.2019-01.31.2020	Local self-government; donor organizations	10 000 GEL 3225.80 EU	There are 2 Autumn Festivals organized in Asureti village and exhibition of locally produced products in the townlet of Manglisi/Number of festival participants	Demand for locally produced products is increased/analyze feedback from society, results of surveys with entrepreneurs
		3.2. Promotion of local products produced by local entrepreneurs in festivals, exhibitions and other events	01.01.2019-31.12.2020		5 000 GEL 1612.90 EU	Local products are presented at festivals and exhibitions / number of participant entrepreneurs	Increased local production and increased demand on local products/ results of surveys with entrepreneurs

10. Scheme of funding

Spreadsheet 4. Scheme of funding

<i>Events</i>	<i>Approximate cost</i>	<i>Source of funding</i>				<i>Funding gap</i>
		<i>Local budget</i>	<i>High quality budget</i>	<i>Business</i>	<i>Donors</i>	
1.1. support tourist infrastructure development	85000 GEL 27419 EU	34 000 GEL 10967.7 EU			51000 GEL 16451.6 EU	
1.2. improve appearance of Tetrtskharo	320 000 GEL 103225 EU	16000 GEL 5263.15 EU	144000 GEL 46451.61 EU		160000 GEL 51612.90 EU	Discontinued funding 160000 GEL 51612.90 EU
1.3. Build multifunctional public and tourist service center	1200000 GEL 387096.77EU	480 000 GEL 154838.7 EU	-	-	720 000 GEL 232258 EU	
1.4. Organize info tours in municipality	5 000 GEL 1612.90 EU	5 000 GEL 1612.90 EU				
1.5. create digital tourist map	15 000GEL 4838.70 EU				15 000 GEL 4838.70 EU	
2.1. Organizing special training courses on business management applications for Business Representatives	10 000 GEL 3225.80 EU	5 000 GEL 1612.90 EU			5 000 GEL 1612.90 EU	Discontinued funding 5000 GEL 1644.73 EU
3.1. Organize exhibitions of local products produced by local entrepreneurs	10 000 GEL 3225.80 EU				10 000 GEL 3225.80 EU	Discontinued funding 10 000 GEL 3225.80 EU

3.2. Promotion of local products produced by local entrepreneurs in festivals, exhibitions and other events	5 000 GEL 1612.90 EU	5 000 GEL 1612.90 EU				
Total	1650000 GEL 532258 EU	GEL 545000 175806 EU	144000 GEL 46451.61 EU		961000 GEL 310000 EU	175000 GEL 56451.6 EU

11. Indicators of monitoring and Mechanizms

To reveal the results achieved by the local economic development plan, the monitoring committee will be established at the local level, which shall be consisted of representatives of private, public and non-governmental sector. The group will organize quarterly meetings. Prepare special reports on the actions carried out and submit them to the Secretariat.

Spreadsheet 5. Actions and internal monitoring plan

<i>Action</i>	<i>Duration</i>	<i>Expected results 1-6 month</i>	<i>Expected results 7-12 month</i>	<i>Expected results 13-18 month</i>	<i>Expected results 19-24 month</i>
1.1 Support tourism infrastructure development	01.01.2019 31.12. 2019	The project has been purchased, tender has been announced for works	Installed road signs and information boards at one of the most visited destinations of the municipality, the Bairdian canyon, as well as for other monuments		
1.2 Improve the appearance of Tetrtskharo	01.09.2019 30.12.2020		The project has been purchased, tender has been announced for works	The infrastructure of the city center has been reconstructed.	Appearance of Tetrtskharo is attractive. The customer satisfaction and population has been increased / statistics of surveys.
1.3 Build The multifunctional public and tourist service center in the city center	01.02.2019 31.12.2020	The project has been purchased, tender has been announced for works	The multifunctional public and tourist service center in the city center has been built.	Public and tourist cervice centre is functioning in Tetrtskharo municipality/statistics of organized events and activity details of the centre.	The number of tours and tourists have been increased in the municipality, additional jobs are available. Tours have been organized, conferences have been conducted, up to 50 people have been employed.

1.4. organize info tours in the municipality	01.06.2019-01.11.2019	Participants of info tour have been revealed	3 info tours have been organized for tour operators and Media		
1.5. Create the digital map for the municipality	01.07.2019-01.06.2020		Tender has been announced to create digital tourist map	The digital tourist map has been prepared	The digital tourism map has been uploaded and is available for the public
2.1. Organize special training courses on Business Management Applications for Business Representatives	01.03.2019-01.12.2019	Tender has been announced for training services	The trainings have been organized for business representatives		
3.1. Organize exhibition of products produced by local entrepreneurs	01.06.2019-01.31.2020	Exhibition for locally produced products has been organized in the townlet of Asureti.	Autumn festival has been organized in the village of Asureti		
3.2. Support the participation of local entrepreneurs in exhibitions, festivals and other events for promotion of products produced by local entrepreneurs.	01.01.2019-31.12.2020	Participation of local entrepreneurs in exhibitions, festivals and various events have been planned throughout the country.	Participation of local entrepreneurs in exhibitions, festivals and various events have been organized throughout the country.	Participation of local entrepreneurs in exhibitions, festivals and various events have been organized throughout the country.	Participation of local entrepreneurs in exhibitions, festivals and various events have been organized throughout the country.