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Lagodekhi Municipality Local Development Strategy

2016-2020



Lagodekhi Local Action Group

September 28, 2016



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Introduction

Lagodekhi Municipality Local Development Strategy (LDS) delivers a **strategic vision for social and economic development of this territorial unit**. The document has been prepared in the frames of the Participatory Rural Development in Georgia (PRD) project on the basis of a wide range of consultations with local communities, civil society, business sector and local authorities, and approved by Lagodekhi Local Action Group (LAG).

The Participatory Rural Development in Georgia is implemented with support of European Neighborhood Program for Agriculture and Rural Development. The project is based on the EU-developed LEADER approach, which provides rural communities with a method for engaging local partners in steering territorial development.

The overall objective of the action is to contribute to poverty reduction, improved employment and living conditions in rural areas of Georgia. The project specifically aims to create an enabling environment for the sustainable pro-poor socio-economic development in the district of Lagodekhi.

The action responds to needs of local communities through empowering local stakeholders with an environmentally sustainable and gender sensitive local development strategy. The overall content of the LDS, which one of the main components of the LEADER approach, was elaborated under the framework of the mentioned project.

Local Action Group - LAG & LEADER Approach

One of main features of the Participatory Rural Development project is the application of the LEADER approach. This method is elaborated in EU, based on the assumption that local development strategies are more effective and efficient if designed and implemented at the local level and by local actors. The project enables the application of the LEADER approach through the establishment of a Local Action Group (LAG).

Lagodekhi LAG is composed of 100 members representing public authorities, private sector and civil society. It operates as an association-like organization, that is governed by a General Assembly, a democratically elected Board of Directors and a regulatory framework defined by its by-law. CARE supported the LAG in designing a Local Development Strategy, which based on consultations with local population and integrates local players, local demands and territorial resources in order to enable effective use of competitive advantages of the territorial unit.

Methodology

Intensive consultations and meetings were undertaken with the population of Lagodekhi Municipality to identify their needs and priorities. The consultation process included a series of public events and meetings in every village of the Municipality. The PRD project team actively cooperated with Lagodekhi

LAG's General Assembly and Management Board on all phases of Local Development Strategy development.

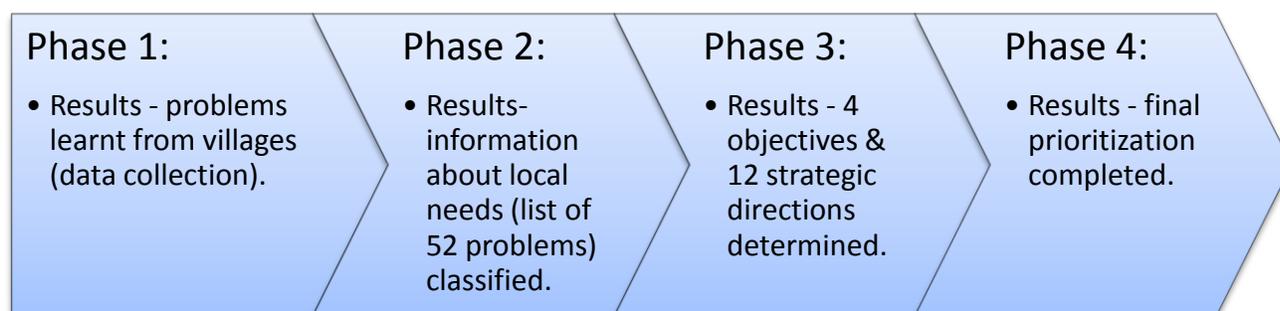
Other information sources used for the elaboration of Lagodekhi Local Development Strategy comprise the following documents:

- Kakheti Regional Development Strategy
- Lagodekhi Municipality Priority Document (2016-2018)
- Agricultural Development Strategy 2015-2020
- Rural Development Position Paper supported by FAO
- Georgia Tourism Strategy 2015-2025
- Statistical data of Lagodekhi Protected Areas.

The above listed documents were analyzed in order to make sure that objectives and priorities set in the LDS are in line with regional and national strategies and policies.

The approach used for the LDS elaboration consists of the following four main phases:

Table 1: Process of LDS Priorities Elaboration



The first phase included field visits to all 67 villages of Lagodekhi Municipality to learn local issues. The field visits were carried out from September 15 to October 23, 2015.

The second phase comprised an analysis of data collected during the field visits to transform them into the information that could facilitate to local needs identification process. In particular, total 52 problems revealed in villages were classified thematically into the following 5 categories:

- 1 Environment
- 2 Social/Youth
- 3 Agriculture
- 4 Infrastructure
- 5 Tourism

Furthermore, 90 members of the General Assembly were asked to rate the identified problems using 0 ('negligible') to 10 ('extremely significant') scale. The aim of this exercise was to rank the issues according to their significance and determine which of them were most crucial in general terms, as well

as for different groups such as gender (male/female) and employment sector (business/civil/governmental sectors). **(see Attachment 1).**

In order to address the problems and improve the situation in Lagodekhi Municipality, general objectives and 4 specific objectives were set, from which the strategic directions stem as a solution to these objectives. All 52 problems were grouped into nine strategic directions, which were linked to three broader objectives and covered five thematic categories (environment, social/youth, agriculture, infrastructure, tourism). Besides, the fourth, an Instrumental objective “Strengthening LAG” was determined to ensure the implementation of the LDS, support municipal development and facilitate to the achievement of the first three objectives. To be mentioned, the fourth objective also consists of three strategic directions. To summarize, four objectives including three thematic and one instrumental and covering in total 12 strategic directions were determined for the LDS.

The goals and objectives were formulated using the bottom up approach: problems (52 in total) were identified as a first step and four objectives that derived from these challenges were elaborated afterwards. The rationale behind the introduced objectives is to translate the four main axes of the European Union Rural Development¹. Each objective reflects one axis, three thematic and one instrumental. The strategic directions for each objective were selected in a way to address the issues identified during the diagnostic process.

The Objectives set for the Local Development Strategy are as follows:

1. To improve the competitiveness of the agricultural and forestry sector
 - Problem group assigned – agriculture & infrastructure
2. To improve the environment and countryside;
 - Problem group assigned – environment & infrastructure
3. To improve the quality of life in rural areas and to encourage diversification of the rural economy;
 - Problem group assigned – social/youth & infrastructure & tourism
4. To promote the LEADER approach and the role of the LAG.

To be mentioned, the problems classification was modified to make it easier to logically link respective solutions measures. Issues of the tourism and social/youth were merged and considered under to the third strategic direction. In addition, infrastructure was “coupled” with other groups, as it could be hardly discussed separately from other thematic: most infrastructural issues are linked to agriculture, tourism or social issues, and vice versa, agricultural, tourism and a social themes could not be considered separately from related infrastructure problems.

Once the objectives and strategic directions were determined, indicators were developed for each strategic direction (strategic line) to enable planning of specific activities and make the LDS implementation process measurable. Each of the strategic directions has two to six indicators that show “what should be achieved” under the particular strategic direction.

¹ European Agricultural Fund for Rural Development 2007-2013- RDP measures.

On the fourth phase, the LAG’s General Assembly and Management Board were more actively involved in the ranking of the problems and strategic directions (priorities) that were identified and classified on the previous phases. As the ordinary methodology resulted in ambiguity on the second stage, an innovative methodology was applied to prioritize issues. Particularly, respondents were asked to compare problems in pairs so that they could make their choice more consciously. Two types of the ranking exercise were applied: the first and more complex one was used for the Board and technical team of the project; and the second one, more common prioritization task was suggested for the LAG General Assembly. More specifically, the first ranking exercise implied to identify priorities between 12 strategic directions and 4 objectives, while the second exercise considered the establishment of priorities inside each strategic direction – in other words to determine an order in measures. The results of the both exercises were combined to obtain final list of the priorities (*see Attachment 2*).

Chapter I – General Overview

- Geographic Location

Lagodekhi Municipality is situated in the north-east part of Kakheti Region. Its territory borders the neighboring country of Azerbaijan. The surface area is about 890, 2 km². Of these, about 38,979 ha, or 44% of the total municipal territory is occupied by agricultural lands. Forests cover 41,162 ha area (46%). The mean datum of the Lagodekhi Municipality is 435 m above the sea level.

Map 1: Location of Lagodekhi Municipality in Georgia



- Administrative Units of the Municipality

The administrative center of Lagodekhi Municipality is Lagodekhi City, which is in 156 km from Tbilisi City. There are 15 administrative-territorial units including Lagodekhi City and 66 villages in the municipality².

² Baseline Study – Participatory Rural Development in Georgia, CARE International in the Caucasus & Applied Research Company (ARC), 2016

Table 2. Administrative Units of Lagodekhi Municipality

#	Administrative Units	Villages	#	Administrative Units	Villages
1	Lagodekhi city				
2	Matsimi	Matsimi	10	Kabali	Kabali
		Ratchisubani			Ganjala
3	Shroma	Shroma			Uzuntala
		Kavshiri			Karajala
4	Ninigori	Ninigori	11	Pona	Zemo Pona
		GelaTi			Kvemo Pona
		Ganatileba			Zemo khechili
		Khiza			Kvemo khechili
		Khizabavra			Dona
		Zemo gurgeniანი	12	GiorgeTi	Giorgeti
		Kvemo gurgeniანი			Verkhvismindori
5	Tsodniskari	Tsodniskari	Pichkhisbogiri		
		Sheerteბა	Lapniani		
		Svobodnoe	Gujareti		
		Tsiflisskaro	13	Apeni	Apeni
		Chaduniani			Podaani
Tela	Baghdati				
6	Vardisubani	Vardisubani			Onanauri
		Sakobo			Tchabukiani
		Svideბა	Zemo nashovari		
7	Tchiauri	Tchiauri	Kvemo nashovari		
		Tsiteli gora	Gvimriანი		
		Heretiskari	14	Areshferani	Arehferani
		Tamariani			Kvkhiani
8	KarTubani	Kartubani			Khosatiani
		Bolokiani			Zemo bolkvi
		Natsiskvilari	Kvemo bolqvi		
		Naindrovali	15	Leliani	Leliani
9	Baisubani	Baisubani			Beburiani
		Zemo mskhalgori			Balta
		Kqvemo mskhalgori			Kalqva
		Patara gori			Namesrali
					Mirskiseuli
					Meore leliანი

As of 2014 census, the population of Lagodekhi Municipality is 41,678 people, of which 5918

People live in urban areas and 35 760 individuals (approx. 85% of the total population) live in rural areas.

The ethnic composition of the population is following: Georgian - 67,2%, Azeri - 25,6%, Ossetian - 4,9%, Russian - 1,7%, Armenian - 0,3%³.

Table 2.1 Distribution of Population by Administrative Units⁴

№	Administrative units	Population
1	Lagodekhi City	5,918
2	Areshperani	928
3	Apeni	4,651
4	Baisubani	2,281
5	Giorgeti	992
6	Vardisubani	2,302
7	Kabali	9,279
8	Kartubani	3,059
9	Leliani	2,128
10	Matsimi	686
11	Ninigori	2,053
12	Pona	493
13	Shroma	1,732
14	Tsodniskari	2,765
15	Tchiauri	2,411
	In total	52502

- Climate

Lagodekhi Municipality is characterized by a moderate subtropical climate, with mild winters and hot summers. The mean annual temperature all over the municipal territory reaches 13°C, while the annual amount of atmospheric precipitation varies from 650 mm to 1080 mm. Hail and drought are frequently observed. Some parts on the municipality are distinguished with high humidity. The climate in high mountains is still mild, however winters and summers are colder there⁵.

³ Geostat.ge 2012

⁴ Geostat.ge 2014

⁵ Adaptation to the Climate Changes and Reducing Impact on Local Level, Lagodekhi Municipality Situation Analysis, National Association of Local Authorities of Georgia (NALA) & USAID
<http://nala.ge/uploads/lagodekhi.pdf>

- Natural Resources

Almost a third of the municipal territory (250 sq. km) is converted into protected areas due to high diversity of rare flora and fauna species. The protected areas and its natural wealth could be a prime focus for ecological tourism development; however, this is currently hampered by the lack of infrastructure, accessibility, and name recognition.

Forests cover almost 46%, or approx. 41,162 ha of the municipal territory. Of this, industrial forests comprise 15,000 ha and forests in the protected areas (the State Nature Reserve) grow over 26,162 ha. There are also some wind protection plantations on the territory of the municipality, though their number decreases.

Water resources are presented by surface- and groundwater. The main river of the municipality is Alazani, which flows nearby the border of Gurjaani and Signaghi municipalities. The river length is 390 km, the catchment - 11,800 sq. km. Other rivers worthy to note are: Kabali, Matsimistskali, Lagodekhistskali, Areshi and Apheniskhevi.

Public water supply and irrigation are mostly based on the surface water; though part of the population also uses the groundwater for this purpose⁶.

- Infrastructure

Road transport is the only transportation means in the Lagodekhi Municipality. These comprise private vehicles including micro-buses and taxi-cars. Road infrastructure is presented by the main road leading to Georgia-Azerbaijan state border and some internal roads including the following routes: Lagodekhi – Tbilisi, Lagodekhi – Rustavi, Lagodekhi – Telavi, and Lagodekhi – municipal villages.

The total length of local roads reaches 304 km, of which around 200 km (or 70%) requires rehabilitation. There are 6 road bridges of international importance (total length 457 m) and 6 local road bridges (total length 300 m) in the municipality. Major part of them needs renovation works.

The renovation works of the drinkable water pipeline (length 26,250 m) is planned for 2016. The sewerage system exists only in Lagodekhi City and it covers only 30% of the city population. The total length of the sewage system is 55 km and it needs reconstruction work⁷.

Natural gas supply system is being built in the Lagodekhi settlements. This process is completed at places, some communities are partially provided with the natural gas, while construction works are not yet started in other settlements. The demand on the gas supply gradually rises among local population who still lack it.

⁶ Adaptation to the Climate Changes and Reducing Impact on Local Level, Lagodekhi Municipality Situation Analysis, National Association of Local Authorities of Georgia (NALA) & USAID
<http://nala.ge/uploads/lagodekhi.pdf>

⁷ Lagodekhi Municipality Priority Document, GIZ & UNDP

The power grid needs renewal in the municipality. Power cables have to be replaced by new ones to make them safer for population, as currently they are not properly installed (old electricity cables are not safe enough, especially during bad weather conditions).

Insufficient number of kindergartens complicates the life of ordinary villagers as they have to take their kids far enough from their residential places. The absence of sports playgrounds and open stadiums in school yards are also among the obstacles that hinder sports development in local communities⁸.

-Gender in Municipality

Equal opportunities for engagement in civic life are crucial for the civil society development. The gender analysis of employment issues revealed that female and male family members have almost equal income. Though, the number of male respondents having income is significantly higher.

According to the employment status, more men are self-employed in farming (livestock breeding and crop growing) than women. Gender groups do not have other notable difference in terms of income sources.

The perception of existing issues is little different between men and women, as slightly higher number of men thinks that employment and environmental protection are problematic than women.

In general, gender difference in civic engagement is quite notable. The perception about the engagement level in decision-making shows that in general men think that women are less engaged in such processes. The research indicates that women are less interested and involved in the affairs of their communities, and they perceive that their role (ability to make changes/solve community problems) is less important than men's.

On the other hand, men and women are equally informed about opportunities to be involved in problem solving and decision making as well as ways how to contact local authorities; however, women have less information about possibilities to monitor activities of local authorities. The satisfaction level about opportunities to participate in solving village problems is also lower among women.

In general, both men and women had few information about the economic development plan of their community⁹.

-Labor Force and Employment

As of today, the statistical data about employment status in the municipality is following:

1. Temporarily or seasonally employed - 8%;
2. Social protection - 1.3 %;
3. Unemployed not looking for job - 2 %;
4. Self-employed in own business- 4.1%;

⁸ Lagodekhi Communities Workshop Report, 2nd Round of Community Mobilization Meetings, Participatory Rural Development Project (PRD Project, ENPARD), CARE International in the Caucasus

⁹ Baseline Study – Participatory Rural Development in Georgia, CARE International in the Caucasus & Applied Research Company (ARC), 2016

5. People with special needs- 4.2 %;
6. Unemployed looking for job - 4.7 %;
7. Permanently employed in the private sector – 4.9 %;
8. Permanently employed in the public sector - 8.9 %;
9. Retired - 17.2%;
10. Self-employed in Agriculture - 51.1 %.

Chapter II - Main Local Challenges

Municipality Needs and Priorities

Key municipal needs and priorities were identified through the intensive community consultation process. This chapter represents the SWOT analysis implemented by the LAG members and problem solving recommendations for each priority sector.

1. Environment - The major environmental challenge for the communities was waste management. As it was revealed through the environmental group works, the collection of household waste in villages is significant issue in villages due to the following reasons:

- a. Low level of public awareness about the environmental issues (pollution and its consequences both for the nature and population);
- b. Insufficient number of littering bins and waste collection vehicles in villages and the municipality as a whole. As a result, local population arranges illegal dumpsites that impose the environmental pollution risk and contributes to spreading various diseases (especially in summer time).

The next problem named was the existence of homeless pets (mostly dogs) left without care and control in villages and Lagodekhi City. Local population do not feel safe when walking in streets because of homeless dogs, some of which are aggressive and try to attack them (kids and elder people are the most vulnerable in such cases).

The local population still practices illegal logging to get firewood. This issue is linked to the natural gas supply of village population (gas supply system is completed in some communities, while other settlements are covered only partially, or lack gas supply at all) and has to be taken into consideration as illegal and uncontrolled forest cutting causes the damages to the environment. Meantime, the restoration of forests needs certain time, sometimes quite long period.

Bank protecting walls (especially for the Kabali River) and wind protection plantations are also significant issues for Lagodekhi communities. Bank protection works can preserve the population from flooding and filling river beds with sediments.

According to the working group, the presence of an Emergency Preparedness & Response Plan is vital for local communities to avoid natural disasters in future.

2. Youth / Social / Gender / Vulnerable Groups – Youth entertainment places are either absent or limited in Lagodekhi Municipality settlements. On the other hand, the demand on sports clubs,

recreational parks, cultural and educational centers and playgrounds for kids and youth is commonly high. Such facilities can enable the youth to develop and empower their skills, and thus contribute to the formation of qualified labor force locally and reduction of youth migration.

Georgian language classes are required for community members with lower language proficiency and especially for national minorities (e.g. Azeri population in Kabali Village) to increase their social integration.

The absence of infrastructure adaptation arrangements for people with special needs (e.g. ramps) and possibilities for their better social integration was also put on the agenda of the workshops. The low interest towards the people with disabilities/special needs was also included among the local problems that should be addressed by local authorities and NGOs acting in this field.

Domestic violence and early marriages in village population, as well as keeping gender balance and women participation in local decision making processes are among the crucial issues and of great importance for local communities.

Unemployment and high migration rate, especially outmigration of the young generation to the capital city were also included in the problems list. The lack of local possibilities for personal and professional development and seeking new opportunities throughout the country were considered among reasons that aggravate these issues.

3. Agriculture – As the arrangement and maintenance of proper irrigation system are of great importance for crop growing, factually all communities identified this as a priority and it was set as one of the primary objectives for the local agricultural development. In particular, existing irrigation pipelines and headwork facilities are damaged and their rehabilitation is urgent to enable local farmers to grow crops and increase the productivity.

Besides the above mentioned, the lack of modern agricultural technologies/ equipment and supplies (e.g. seeds) are also among challenges for those occupied in this particular sector.

The soil analysis is also essential for agricultural lands. Periodic testing of land plots to determine their bio-chemical characteristics will be beneficial for farmers and assist them in planning of soil improvement measures.

Ordinary farmers are not well aware of current and planned state/ private agricultural programs. The information about existing low interest loans could be useful to them to support in the development of their small businesses and economic activities in general.

Poor condition of rural roads complicates the access to agricultural land plots and some road renovation/ rehabilitation works have to be initiated by respective state agencies.

Limited pastures and haylands also cause problems for locals who are engaged in cattle breeding and need more grasslands for this purpose.

The interest towards the establishment and activities of farming cooperatives is increasing among local farmers. Some farming cooperatives are already operational in all communities, though the need for

founding additional ones is demonstrated. Besides, village population does not have an information about the operation and structure of such establishments. Indeed, they need reliable information and advice in this regards, as well as sharing experience of existing farming cooperatives would be helpful to them.

4. Infrastructure – Gas infrastructure development is ongoing throughout Lagodekhi Municipality. This process is already completed in some places, other communities are partially provided with the natural gas, while gas supply activities has not been started in some other settlements yet. The demand on the gas supply gradually rises among local population who still lack it.

The power grid needs renewal in the municipality. Power cables have to be replaced by new ones to make them safer for population, as currently they are not properly installed (old electricity cables are not safe enough, especially during bad weather conditions).

Undeveloped road infrastructure needs attention of respective agencies. Insufficient number of kindergartens complicates the life of ordinary villagers as they have to take their kids far enough from their residential places. The absence of sports playgrounds and open stadiums in school yards are also among the obstacles that hinder sports development in local communities.

5. Tourism -Tourism is perceived to be linked to infrastructural and agricultural development, and environmental protection. On the other hand, the growth of the tourism sector itself is deemed to be a key factor for solving the employment issue.

Poor tourism infrastructure is one of primary concerns that Lagodekhi Municipality faces. High diversity of local flora and fauna is interesting for tourists (this is the precondition for ecotourism development); however, the absence of services creates the barrier for tourist arrivals. Proper infrastructure - roads, medical centers, public toilets, etc. – is required to attract them. In addition, existing family hotels and guest houses are insufficient moreover that they provide fair conditions for visitors. There are no attractions and squares in the municipality. Some villages do not have banking and pharmacy services, that prevents the development of the tourism.

It is crucial to share the experience of different countries considering the local context. The first step forward will be retraining of those individuals who are engaged in this sphere and link their future occupation with tourism. Trained personnel will facilitate to business expansion and the community will become more involved in this process. Successful cases will create the incentive for local role players to mobilize their efforts and establish the network of hotels and restaurants. Food industry is the direction to be developed in this chain in compliance with international standards.

The presence of local travel agencies will contribute to the access to information for tourists. The profit from tourism sector is not estimated for the Municipality yet. However, it could be certainly stated that the tourism development will notably increase of living standards and facilitate to economic growth there.

Besides local involvements, the attraction of international organizations will be beneficial too. If tourism potential of Lagodekhi Municipality is used properly, this economic sector can become a pillar that underpins municipal development.

SWOT analysis of priority spheres

-Environment

<p>Strengths:</p> <ul style="list-style-type: none"> * Natural landscapes, protected areas (national park), high biodiversity * Environmental institutions, NGOs * Presence of eco-tourism agencies * Existence of relevant human resources & volunteering * Hydrological resources and infrastructure including healing springs, natural springs, groundwater boreholes * Existing campuses * High density of population * Proximity to the state border and neighboring country * Potential to utilize alternative energy resources * Fertile land * Geographical location 	<p>Weaknesses:</p> <ul style="list-style-type: none"> * Absence of wastewater treatment facilities and environmental pollution * Lack of human resources and institutions working on homeless pets and wild animals * Low awareness and low activity among local population * Absence of Emergency Preparedness & Response Plan (for natural disasters) * Illegal logging of forests and wind protection plantings * Lack of firewood * River bank protection walls, sedimentation of river beds * Absence of energy resources * Poor waste management practices, absence of licensed landfills and waste bins, environmental pollution * Irregular narrowing of streets by local population * Biodiversity degradation * Absence of measures in support of the natural forest regeneration * Damaged irrigation and drainage systems
<p>Opportunities</p> <ul style="list-style-type: none"> * Improvement of waste management practices and infrastructure: supply of special waste trucks and bins, introduction of waste fees, adoption of waste separation, arranging proper landfills, introduction of environmental pollution liabilities * Creation of care services for homeless pets & wild animals (if their attack are recorded) * Proper operation of sewage infrastructure & service 	<p>Threats:</p> <ul style="list-style-type: none"> * Natural disasters including landslides and floods * Rabies risk * Spreading of infection diseases, malaria threat * Losing of eco-tourism * Droughts * Insufficient municipal funding * Indifference towards local needs * Deforestation * Traffic jam causing accidents

<ul style="list-style-type: none"> * Involvement of relevant municipal and local authorities, NGOs, youth and civil society in general in the management of environmental issues * Protection of forests and Considering the planting * Development of gas infrastructure to the protection of natural resources * Paving sidewalks * Raising of public awareness * Drafting strategic document on regional development * Rehabilitation of irrigation/ drainage systems 	<ul style="list-style-type: none"> * Diseases of plants * Illegal pasturing * Environmental pollution, soil pollution * Erosion
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Problem Solution

Taking into consideration all the above provided SWOT analysis for environmental issues, the implementation of the following steps are recommended:

- Raising public awareness on environmental issues and their involvement in problem solution / decision making processes; conduct informative seminars about environmental issues;
- Cooperation with the Ministries of Environmental Protection & Energy, local authorities, NGOs and specialists working in the mentioned sphere;
- Development of infrastructural projects that can facilitate to environmental problem solving and plan fundraising for their implementation;
- Identification of sites for the establishment of proper landfills and prevent illegal dumping of waste, provision of litter bins and waste collection trucks, setting penalties for environmental pollution;
- Arrangement of a shelter for homeless pets, establishment of services to combat attacks of homeless pets and wild animals; arrangement of first aid and sanitary infrastructure;
- Creation of a mobile group for the environmental protection and monitoring on the municipality level; drafting an action plan for the prevention and notification of natural disasters and accidents.
- Ensure full coverage of the municipality with the natural gas supply system so that to prevent illegal logging for firewood.

-Youth /Social /Gender /Vulnerable Groups

<p>Strengths:</p> <ul style="list-style-type: none"> * Existence of human resources, motivated, skilled & smart youth * Traditions & relationships * Cooperation experience between governmental and non-governmental sectors * Absence of conflict between local ethnic and 	<p>Weaknesses:</p> <ul style="list-style-type: none"> * No access to alternative financial sources * Insufficient number of working places * Weak cooperation between population, NGOs, CBOs, local government * Absence of adapted infrastructure for disabled persons, abandoned villages
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<ul style="list-style-type: none"> religious groups * Hard-working people * Civil activism * Special state programs * Existing parks and stadiums * NGOs working with disabled people * Internet access * Existing cultural center * Existence of hospital * Educational centers * Communication between local self-government and CBOs 	<ul style="list-style-type: none"> * Domestic violence * Absence of sufficient number of sports playground, entertainment/ sports clubs, places for social activities, youth centers * Absence of kindergarten in some villages * Less women involvement in decision making process, gender imbalance * Less NGO activities * Absence of medical premises and drug store in some villages * Poor infrastructure of education centers * Lack of information about state programs and lack of trust to them * Limited budget of local self-government * Absence of enterprises and social enterprises among others * Absence of educational courses * Absence of information and education centers * Georgian language proficiency * Migration & unemployment * Part of cultural centers is not operational * Absence of public transport * Passive adults, less youth initiatives * Lack of communication between local self-government and population
<p>Opportunities</p> <ul style="list-style-type: none"> * Drafting relevant programs in cooperation with the self-government * Mobilization of existing resources * Mobilization of the society for local needs, active participation in decision making process of everyday life * Justified criticism and sharing opinions * Active civil groups/ youth, encouragement of youth initiatives * Effective implementation of the state programs * Implementation of the state programs for small business management * Cooperation with local government and relations with donor organizations, business 	<p>Threats:</p> <ul style="list-style-type: none"> * Indifference * Political instability * Migration & unemployment * Hopelessness * Financial sources * Early marriages * Domestic violence * Natural disasters * Indifference towards municipal and business sector support * Lack of development opportunities for youth * Absence of healthy life style * Lack of funding

<p>companies</p> <ul style="list-style-type: none"> * Availability of the space for sports playground arrangement * Existence of CARE Int. in the Caucasus * Grant competitions * Establishment of Georgian language centers * Development of infrastructure, contracting trainers * Raising awareness about programs and opportunities * Arrangement of parks; Rehabilitation of kindergarten and cultural centers; * Support small business and employment 	
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Problem Solution

Dialogue and active cooperation with the state and local authorities could serve as the solution was of the above mentioned problems. This might include the initiation of the dialogue with the local government regarding arrangement of stadium and village clubs, ownership and rehabilitation of cultural centers. The dialog with local actors (business, NGOs, local government) regarding the establishment of social enterprises and consultations with local business companies to facilitate to opening drug stores locally are also advisable.

Fund raising to promote and encourage youth activities, as well as designing of youth projects and local development programs are also put on the agenda. In this context, public awareness raising campaigns might be initiated along with other educational activities (relevant skills development campaigns). The establishment of informal social groups, clubs, councils and increasing women’s role in the decision making process would also be beneficial for overall development.

There are some disabled people in Lagodekhi communities and infrastructural adaptation projects have to be started to facilitate to their social life and contribute to their better integration in the society.

The dialogue with the Ministry of Education has to be initiated regarding the increasing demand on Georgian language classes among ethnic minorities.

-Agriculture Sector

<p>Strengths:</p> <ul style="list-style-type: none"> * Fertile soils * Availability of drinkable water * Employed qualified staff, labor resources, experience * Irrigation system/ pipeline in the city * Favorable climate * Presence of insurance companies * State funding 	<p>Weaknesses:</p> <ul style="list-style-type: none"> * Poor condition of water supply & sewerage systems * Absence of irrigation system in agricultural land plots (headwork of the irrigation water supply is out of order) * Rural roads are in poor condition * Absence of storage and cold store facilities * Insufficient amount of seeds
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<ul style="list-style-type: none"> * Involvement in programs * Irrigation water resources * Winemaking 	<ul style="list-style-type: none"> * Lack of financial resources for start-up businesses * Common fences between adjoining land plots * Lack of modern agricultural equipment/ technologies and respective knowledge * Instable market * Absence of small size food processing plants * Waste management problems * Absence of soil testing laboratory * Weakness of farming cooperatives * Absence of wind protection plantings * Absence of reliable insurance system * Spread of plant/animal diseases * Natural disasters * Lack of resources for multi-year plant cultivation * Priorities identified by Ministry of Agriculture * Absence of winemaking factory * Availability of pastures * Land plots are not privatized * Pollution of land plots * High price of pesticides * Lack of veterinary services, and cattle selection
<p>Opportunities</p> <ul style="list-style-type: none"> * Fertile agricultural land plots * Water availability for irrigation * Rehabilitation of irrigation system * Favorable climate conditions for dry subtropical zone * Agricultural cooperative farms * Experienced staff * Existing natural resources * Participation in grant competitions * Agricultural land resources * Nut plantations * Fruits orchards * Fruit/vegetable drying factories * Current changes of the legislation/ regulation of unused land plots * State support 	<p>Threats:</p> <ul style="list-style-type: none"> * Droughts (aggravated due to the absence of irrigation system) * Lack of bank reinforcement structures for both rivers (and Matsimi gorge), that results in permanent damage to agricultural lands * Lack of bank protection zoning * Natural disasters: hail, hurricane, river flooding * Unstable market prices

<ul style="list-style-type: none"> * Rich harvest in case of irrigation * Food processing factories * Rural development programs * Human resources * Drinkable water resources * Usage of river water for irrigation * Cooperation with local authorities 	
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Problem Solution

As the irrigation water supply is essential for the agricultural development, the coordination with the local amelioration services have to be strengthened. The full rehabilitation of the irrigation system has great importance to gain good harvest.

The next issue of the agricultural sector is related to the availability of agricultural machinery for ordinary farmers. The respective information sessions have to be provided to farmers and necessary equipment distributed (communication with LTD ‘Mechanizatori’ regarding the equipment delivery and affordable prices should be ensured).

In general, the communication with respective state agencies and ministries regarding various issues (rural roads, agricultural development, control of seed quality, low interest loans and cooperation with financial institutions) have to be put on agenda and planned accordingly.

Seeking funding for agricultural projects development was also identified among the problem solutions while working in the focus groups.

The idea to promote farming cooperatives as a powerful tool for agricultural development was also considered. Information and experience sharing meetings with existing farming cooperatives will contribute to the establishment of new ones.

-Infrastructure

<p>Strengths:</p> <ul style="list-style-type: none"> * Support of local & central government, Public support & enthusiasm * Municipal opportunities that derive from agriculture and tourism development * Availability of central roads * Labor resources * Outdoor lights in some villages * School, kindergarten in some villages * Healing springs * Building of cultural center * Access to natural gas supply (in some 	<p>Weaknesses:</p> <ul style="list-style-type: none"> * Discrepancy between local needs and budget planning * Lack of communication with the central government * Failure to properly use water and land resources * Low level of public activism * Low access to information * Damaged and littered irrigation pipelines * Poor condition of local roads * Insufficient education level
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<p>villages), central water supply and power supply; partial internet coverage</p> <ul style="list-style-type: none"> * Main road is located nearby the kindergarten and school * Existence of hospital 	<ul style="list-style-type: none"> * Healthcare problems * Waste management * Absence of sports clubs, kindergartens, roads, drainage, water and gas supply systems, low quality of electric cables * Absence of a cemetery in some communities * Poor internet access * Kids' transportation problem * Scarcity of firewood * Absence of cultural centers and youths entertainment clubs * Absence of beauty salons * Cleaning of streets from overgrown shrubbery * Absence of parks, pavements, playgrounds, recreation zones * Absence of proper signage at crossroads
<p>Opportunities</p> <ul style="list-style-type: none"> * CARE International support * Business support * Human, water and land resources * Municipal support * Ongoing rehabilitations * New buildings * The involvement of youth in various activities through rehabilitation works * Infrastructure maintenance opportunities provided by agricultural programs * Availability of place for small stadium * Renewal of kindergarten * Tender for the procurement of new equipment, waste collection trucks, restoration of food processing factories (canneries) * Communication with SOCAR office regarding gas supply system * Communication with local decision makers * Rehabilitation of cultural center * Engagement of local population in cleaning of streets 	<p>Threats:</p> <ul style="list-style-type: none"> * Improper spending of money allocated for the infrastructural development * Political instability * Instability of currency exchange rate * Insufficient financial resources * Insanitariness * Pedestrians crossing roads to reach a market/ shop and threatening their lives * Delayed processes due to bureaucracy & legal matters * Delaying of power cables upgrading process * Worsening kids' health condition due to transportation problem * Low quality of power supply, electricity cables are hung too low and threaten health and life of locals * Dissemination of water born disease due to low water quality * Drainage system is out of the order and threatens population * Tractors damage pavements/ roads * Natural disasters * Indifference of local population

Problem Solution

The dialogue with Kakheti Energy distribution company will be used to foster the rehabilitation of local power grid.

The installation of traffic lights and video control system are included in the list of urgent issues and immediate actions of respective agencies are required to solve them.

The dialogue and intensive communication with local authorities and business representatives can facilitate to infrastructural projects development and bring positive changes (e.g. installation of gas supply, upgrading of electricity supply and roads, arrangement of parks and playgrounds for kids, fencing of the cemetery, cleaning of drainage pipelines).

-Tourism Sector

<p>Strengths:</p> <ul style="list-style-type: none"> * Protected areas: a) attractive routes to Gurgeniiani waterfall, Matchi fortress, Rocho waterfall, Black Lakes; b) existence of endemic species; c) historical monuments * Proximity to the state border * Existence of eco-products * High biodiversity * Ethnic diversity * Diversity of food * Traditional forms of winemaking 	<p>Weaknesses:</p> <ul style="list-style-type: none"> * Poor condition of touristic routes * Lack of bridges across rivers * Difficulties to find destination place (absence of information signs and banners in streets) * Absence of local hotels/guesthouses on global maps * Lack of ads in media * Absence of entertainment centers * Low level of civil awareness * Low level of waste management (surrounding protected areas and along roads) * Poor communication with tourists * Ignorance of foreign languages among local population and service providers * Low level of service (marketing, etc.)
<p>Opportunities</p> <ul style="list-style-type: none"> * Development of tourism sector: a) mount biking, pairing with tourist routes, arranging adventure tourism infrastructure (e.g. skate board and bike routes) on the territory of the protected area, arranging tree tourism routes * Arranging entertainment places * Arranging outdoor cafés * Arranging of disco clubs * Promotion of healthy life-style * Establishment of the tourism information center in Lagodekhi City center 	<p>Threats:</p> <ul style="list-style-type: none"> * Absence of vacant municipal areas in the city center * All vacant lands are sold and not used properly * Losing perspective for infrastructural development * Reconstruction of the existing hotel on the territory of protected areas, what can facilitate to the establishment of state monopoly and threaten local guesthouse business

Problem Solution

The following solutions are recommended for the problems identified for the tourism sector:

- Arrangement of tourist routes/paths across rivers;
- Arrangement of tracks for the adventure tourism;
- Organization of trainings for service providers and delivery of foreign language classes at public schools;
- Announcing competitions for environmental protection, clean-up campaigns, awareness raising on the importance of protracted area, etc. for school students.

Chapter III - Issues of special interest for the municipality

This chapter provides more detailed analysis of three priority sectors for the Municipality including tourism, agriculture and environmental protection. These spheres stimulate socio-economic growth of the Municipality and fosters the development of other two, social and infrastructure sectors. The need for comprehensive analysis of the priority sectors is revealed applying the above described methodology and through consultations held with LAG members.

Key Aspects of Tourism Development

Lagodekhi Municipality is rich with natural resources of which the Lagodekhi Protected Areas are of particular value. The Lagodekhi Protected Areas is managed by own administration, which offers various services to tourists through its visitors center.

Table 3: Number of Visitors of Lagodekhi Protected Areas by Months, 2016

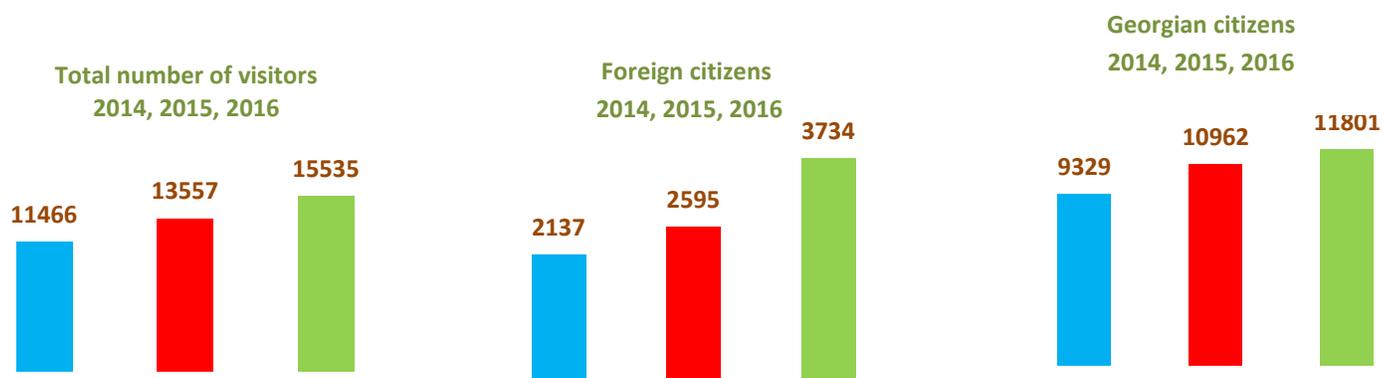
Month	visitors		Total
	Georgian citizen	Foreign citizen	
January	527	102	629
February	603	125	728
March	772	145	917
April	2264	704	2968
May	3797	1322	5119
June	3838	1336	5174
Total	11801	3734	15535

The main touristic routs of the Lagodekhi Protected Areas are: Grouse Waterfall, Ninoskhevi Waterfall (Great Waterfall), Matchi fortress, Black Rocks Lake and Nature Cognition Trail.

The visitors arrive from various countries, including Russia, Ukraine, Poland, USA, etc. According to 2016 data, in total 15,535 visitors have visited Lagodekhi Protected Areas so far, out of which 11,801 were citizens of Georgia, and 3,734 were foreigners.

The overall number of visitors increased by 15% in average in 2016 compared to 2015. The amount of foreign and Georgian visitors increased by 44% and 8% respectively compared to 2015. As a result, the income from the tourism service raised by 57 % in 2016.

Figure 1: Visitors Statistics for Lagodekhi Protected Areas for 2014-2015-2016



To be mentioned, the close proximity of Lagodekhi Municipality to the neighboring country of Azerbaijan increases the number of visitors from this country. Considering the visitors statics, the development of tourism infrastructure is crucial for municipal development.

The list of hotels and guesthouses that provide main services and accommodation to visitors is given below:

“Wald Hotel” Lagodekhi
„Kavkasioni“ - Vashlovani str. 136
„Bio Yard“- Vashlovani str. 167
„Vashlovani“ - Vashlovani str. 92
„Gardenia“ - Vashlovani str 127
“Kici House“ - Vashlovani str 35
„Lago“ – Zakatala str. 63
„Lile“ – Agmashenebeli str. 93
„River Side“ – Agmashenebli str. 103
Hotel „Hereti“ – Kostava str. 15
Hotel „Lagodekhi“ - Vakhtang Gorgasali str.

Among challenged faced by tourism industry in Lagodekhi Municipality should be mentioned the ignorance of foreign languages and insufficiency of provided services (very few entertainment centers (clubs, cafes) are available and social life is inactive).

Besides, visitors encounter difficulties to find accommodation as signs informing about existing hotels/guesthouses are not placed in streets. More information dissemination and promotional campaigns have to be initiated in future to support the sectorial development.

Seasonal natural phenomena/disasters damage existing infrastructure on tourist routes (e.g. bridges across rivers are washed by floods).

Key Aspects of Agriculture Development

Agriculture plays the most important role in the economic development of the Municipality. Approximately 60-70% of the total labor force is employed in this sector, which accounts for 70% the gross domestic product (GDP) in Lagodekhi Municipality. Consequently, the development of the sector will significantly strengthen the regional economy and increase the population welfare. In order to stimulate the progress in this sphere it is important to analyze the value chains and achieve effective use of available resources.

Key agricultural activities are the following:

- Crop production - 14 000 ha.
- Production of vegetables and melon - 8000 ha
- Perennials - 3 700 ha
- Fish breeding - 4 700 ha
- Bee-Keeping - 4 000 hives
- Oil-bearing crops - 85ha.

Production of cereals (corn) occupy 60-65% of the total cultivated area and the total volume of the production is 70 000 -80 000 tones.

Lagodekhi Municipality is well-known for its vegetables and especially the production of non-seasonal vegetables and melons using simple greenhouses. According to the current data, in total 8000-10000 tones of these crops are grown and supplied to agrarian markets at early spring.

Other important agricultural activity is the cultivation of perennials. Nuts (walnuts) and subtropical fruit (persimmon, kiwi) are given priority. The financial support of the programme “Danerge Momavali” (‘Plant the Future’) played significant role in such a choice, as it stimulated planting of walnuts, nuts and persimmon on approximately 120 ha area.

Though the share of berries in the total perennials is small, farming of berries like raspberry, strawberry and blackberry are considered to have good perspectives given the market demand.

Considering dense hydrographic network, the development of fish breeding has significant potential. The implementation of new technologies over 470 ha of the existing fish farms would significantly contribute to the regional economic development and increasing of employment in this particular sub-sector.

EU-Georgian Association Agreement envisages the support to the bee-keeping and honey production in particular. It is important, that EU regulations and standards will help local farmers to improve product quality and gain new markets. This will significantly increase the existed potential in the region (4000 units of hives).

Growing of oil-bearing crops is also deemed to be highly promising. Currently 85 ha is cultivated for rose production and respective processing factory is already put in operation. Increased demand on this product is likely to stimulate farmers to grow oil-bearing crops.

The priority sub-sectors discussed above have a good ground for the development as they are promoted through state programs that are being financed by the state and international donor organizations.

Key Aspects of Environmental Protection

Environmental protection is one of the core elements for the development of Lagodekhi Municipality. Great majority of Lagodekhi population acknowledges that existing environmental issues are significant and environmental pollution can threaten human health; though they still demonstrate environmentally unfriendly behavior. Such attitude could be explained by the fact that they cannot perceive all direct and indirect beneficiary effects that they can enjoy from environmental protection. In particular, marking the environmental protection a priority area for future actions will facilitate to development of other priority sectors (e.g. tourism) in Lagodekhi.

Improper waste management is among key environmental issues in Lagodekhi. Waste management is complicated by large volume of waste. The absence of appropriate waste management infrastructure makes impossible to manage waste properly. Particularly, the municipality does not have special, modern waste trucks. Meantime, available trucks sometimes contribute to environmental pollution as they cannot ensure proper waste handling. Besides, waste truck serve on central roads of Lagodekhi City, what complicates the life of local population and creates the pre-condition for environmental pollution.

Other significant issues for the waste management are the lack of licensed landfills and waste bins. Commonly, great majority of urban population does not have ready access to waste bins as they are located only on central roads of the city.

Currently, waste collection services are provided by Ltd “Ketilmotkoba”, which covers approximately 25-30% of Lagodekhi population (according to Otar Kirkitadze, Director of LTD “Ketilmotkoba”). Collected waste is disposed on Lagodekhi landfill, which is protected with fence. The landfill is managed by Ltd “Mkari Narchenebis Martvis Kompania” (‘Solid Waste Management Company’). Disposed waste is pressed and covered by soil twice a week.

Rest 65-70% of the municipal population dispose household waste in gulleys and other distant places and obviously pollute the environment. Lagodekhi Municipality does not have sufficient landfills to dispose waste.

The initial and vital step towards solving the waste management problem is the development of relevant infrastructure. First of all, waste bins and appropriate waste collection trucks should be procured. It is problematic to seek financial assistance from the municipality budget. Metal waste bins should be placed throughout the territory of Lagodekhi Municipality as they are of higher quality compared to plastic bins. In total 850 units of 1.1m² capacity and 150 units of 0.6m² capacity waste bins are required to cover the entire municipality. The unit price of larger waste bins is approximately 900 GEL. The municipality has to purchase appropriate trucks that can handle waste bins. The procurement of special trucks provide two possible alternatives for waste disposal – either to establish new landfills in Lagodekhi, or to dispose waste in Kvareli, on the existing landfill. Benefits gained by Lagodekhi population through increased service quality as a result of a new landfill in Lagodekhi should be evaluated and decision should be made considering cost-benefit analysis.

As of the waste separation issue, it is not a subject of a discussion currently because waste sorting requires higher number of new waste bins and presence of recycling plant, what would incur high expenses. On the other hand, as it was noticed at the meeting, Lagodekhi generates enough waste to operate a recycling plant. All the above mentioned demonstrate that the first challenge towards solving environmental problems is lack of adequate infrastructure.

Arranging appropriate infrastructure for waste collection should be accompanied by raising people's awareness about environmental problems, environmental protection and its importance. Informative seminars can be held regularly in village schools. Civil, governmental and business organizations should share responsibility for environmental protection and raising awareness of Lagodekhi population about the environmental protection. In addition, monitoring mechanism and financial liabilities for violations should be introduced and enforced.

Lagodekhi Municipality is rich in rivers and lakes. However, they imposed to pollution risk as wastewater is discharged untreated due to absence of wastewater treatment facilities. Usually, water quality is not tested in rivers and lakes. Some villages (e.g. Heretiskari) suffer water logging, what creates the risk for dissemination of water born disease.

Using plastic bags for crop growing in agricultural plots is another problem, as they are left on soil after harvesting and damage its structure. Some financial liabilities are imposed for such action, though they cannot be enforced as relevant authorities are reluctant to identify such facts and ignore the problem.

One more issue related to environmental damage is linked to deforestation. Particularly, logging threatens important environmental services and there is no effective mechanism to prevent such facts. If Lagodekhi Municipality is considered as a tourist zone, respective authorities should be interested to protect rare and unique plant species.

To summarize, three major challenges are identified for environmental protection: appropriate infrastructural arrangements, public awareness raising and effective monitoring mechanism supported with financial liabilities.

Chapter IV - Local Development Vision

Objectives and directions for the development of Lagodekhi Municipality that are described in the following paragraphs are the outcome of the intensive survey and consultations with main stakeholders of Lagodekhi, that was put in the framework of four axes of European Agricultural Fund for Rural Development 2009-2013.

Objectives Linked to Main Needs and Priorities

In this chapter, the four main objectives of Lagodekhi LDS will be analyzed and linkages between the objectives and municipality needs will be highlighted. As already stated under the methodology section, problems identified during field consultations were classified afterwards. After grouping the issues by categories, they were linked to strategic directions (proper solution ways) and relevant objective. The structure of the main objectives follows the RDP measures that are organized around core priority objectives, known as axes. There are four axes: three thematic and one horizontal instrumental one. Names of the three main thematic axes point out the category of rural development actions that they support. These three thematic axes are supplemented by the fourth instrumental axis; it targets on the 'LEADER' approach and encourages strengthening of Lagodekhi Local Action Group (LAG).

Objective 1 - Improving the Competitiveness of Agriculture and Forestry

Agricultural sector has a strategic role in economic development of Lagodekhi municipality. The importance of this sector was also underlined by Lagodekhi residents during the consultation process. Majority of Lagodekhi population is employed or self-employed in the agricultural sector. Evidently, encouraging agricultural development is vital component of Lagodekhi Development Strategy. Therefore, the first objective (Axis 1) is directed to solve problems that exist in agricultural sector.

Objective 1 points out the solution of problems such as: Poor condition of rural roads in most of the villages, impairment and inadequate maintenance of the irrigation water supply systems, scarcity of storage facilities and low quality of greenhouses.

The connection between the identified problems and objectives are quite straightforward - improving internal roads will serve at the end to increased competitiveness of agriculture. Furthermore, improvement of the irrigation system is essential for most residential and commercial property owners. Rehabilitation of the irrigation system can conserve water while maintaining a healthy landscape.

Lack of storage facilities result in pests and diseases, perishability of crops, surplus in products supply during harvests and shortage outside harvest periods, lower quality of farm products and farm products wasting. Therefore, encouraging arrangement of storage facilities is crucial for increasing competitiveness of the agricultural sector. Also, modern greenhouses are stated to be important as they give a farmer the opportunity to sell the product when its price is highest on the market. Overall, in order to increase the competitiveness of the agricultural sector, solving these problems is a necessary but not sufficient condition.

Objective 2 - Improving the Environment and Countryside

The second objective integrates issues that are related to environmental protection and cleaning the countryside. Waste management problems exist at every stage: from its inception to its final disposal. There is a problem of insufficient number of waste bins, absence of appropriate vehicles; also the municipality does not have a sufficient capacity landfill. Homeless pets is an issue to take care of, as well as bad conditions of river basins (pollution, floods, lack of protecting walls...), lack of wind protection zones, lack of emergency preparedness and response plans, infrastructural damage due to seasonal natural events and disasters.

On the top of that, the problem of pollution exist due to human activity, that increases during tourism seasons, practices that pollute land plots, illegal cut of forest. These problems are closely correlated with low level of public awareness about the environmental issues. The second objective can be achieved in case if all these problematic issues will be overcome.

Objective 3 - Improving the Quality of Life in Rural Areas and Encourage Diversification of the Rural Economy

Lagodekhi residents are employed in agricultural sector mainly, while there is a good potential to develop other sectors as well and in such a way support diversification of the rural economy. Lack of social and tourism infrastructure and services/service facilities (banks, beauty salons, health services...), lack of appropriate tourism infrastructure, lack of knowledge of foreign languages, low quality of service provision, low tourism promotion, low usage of local touristic resources – all these factors serve to low economic diversification in Lagodekhi Municipality and make economic activities problematic and less profitable. Moreover, in most of the villages there is a problem of natural gas supply availability and insufficient access to energy, low quality of electricity supply (black-outs, lack of supply to farms...), low quality of drinkable water systems, insufficient or defective drainage system, inaccessibility to the internet – consequently, living conditions are not attractive.

Besides the economic problems and necessity of infrastructural development, there is a problem to have normal social life. The quality of life can be improved by establishing places/spaces where youth will be able to communicate, study or spend free time. Lack of such places (or even absence) creates big problem of socialization among people. Absence of the adapted infrastructure for people with disabilities worsens this problem and makes their social integration even more difficult.

Domestic violence and early marriages in the villages represent other factors that make life difficult especially for women. In addition, there are gender imbalance and low women participation in decision making processes, high rate of migration, especially among young people. At the end, all these issues taken together create undesirable living conditions and low quality of life as a result.

Objective 4 - Promoting the LEADER Approach and the Role of the LAG

The LAG is a main entity which promotes an integrated approach to socio-economic development that encourages not only the creation of employment and income-generation opportunities, but also factors such as community relations and development, human development, preservation of natural resources,

cultural cooperation, civic integration, strong local rural development and governance capacity. Popular and transparent LAG development and expanding LAG interventions are among main goals to achieve, as it will become a strong instrument for integrating the LEADER approach into mainstream rural development and for the implementation of local development strategies and cooperation projects between LAG and other stakeholders.

Chapter V - Action Plan

In this chapter the strategic lines and measures are linked to specific actions that need to be taken to achieve socio-economic development in the municipality. The measures show what particular actions should be done in order to follow the strategic line and finally to achieve the objectives. The identification of objectives, strategic lines and measures is the process that enable the development of proper social and economic initiatives. On the other hand, initiatives should comply with strategic lines and measures.

Strategic Lines and Measures

Objectives	Strategic Lines	Measures (Final prioritization of the problems is done according to their score in Attachment 2)	Socio-Economic Initiatives to be funded and implemented to address Objectives, Strategic Lines and Measures ¹⁰
1. To improve the competitiveness of the agricultural and forestry sector	1.1 Improve agricultural infrastructure	1.1.1 Rural roads 1.1.2 Irrigation system 1.1.3 Greenhouses 1.1.4 Storage facility 1.1.5 Electricity 1.1.6 Fish-breeding	
	1.2 Improve agricultural production and value chains	1.2.1 Processing factory 1.2.2 Distribution network 1.2.3 Information/knowledge 1.2.4 Live-stock feeding	
	1.3 Access to research, capacity building and support services	1.3.1 Modern agricultural technologies 1.3.2 Bio farming 1.3.3 Informing about programs 1.3.4 Cooperatives 1.3.5 Consultation center 1.3.6 Marketing & Branding	
2. To improve the environment and countryside	2.1 Avoid human practices that cause environmental damage	2.1.1 Wind protection zones 2.1.2 Forest protection 2.1.3 Regulations	
	2.2 Ensure environmental management	2.2.1 Waste management 2.2.2 Flood control 2.2.3 Take care of homeless pets	

¹⁰ List of the funded projects will be included after periodical update of the document.

	2.3 Education and awareness raising regarding environmental protection	2.3.1 Public awareness 2.3.2 Environmental protection 2.3.3 Education	
3. To improve the quality of life in rural areas and encourage diversification of the rural economy	3.1 Increase social protection and equality	3.1.1 Youth and gender 3.1.2 Support people with special needs	
	3.2 Increase attractiveness of the territory for tourists	3.2.1 Tourism infrastructure 3.2.2 Foreign languages 3.2.3 Service management 3.2.4 Promotion	
	3.3 Improve civic infrastructure	3.3.1 Drinkable water supply 3.3.2 Drainage system 3.3.3 Pavements 3.3.4 Natural gas supply 3.3.5 Improved quality of electricity supply	
4. To promote the LEADER approach and the role of the LAG	4.1 Strengthen the LAG as a relevant actor for the territorial development	4.1.1 LAG as an independent institute	
	4.2 Facilitate to the development and implementation of local development strategies for strategic sectors	4.2.1 Strategic approach to sectorial development	
	4.3 Implement inter-territorial and transnational cooperation projects	4.3.1 Cooperation	

Measures and Competencies

The LAG Board has defined measures for each strategic directions, taking into account the problems to be solved. Single measure can address one or more problems at the same time. In total the LAG developed 38 measures and identified actors that are responsible and/or can facilitate to their fulfilment. These are described below.

1.1.1 Rural roads – Maintain internal roads leading to agricultural land plots that is the competence of the local municipality. Working on this issue is planned for 2016-2020.

1.1.2 Irrigation system – Maintenance of the irrigation system can be ensured by the amelioration company together with the local municipality.

1.1.3 Greenhouses - Local farmers should actively install modern greenhouses through the support from other actors such are donors, municipal and central government.

1.1.4 Storage facility – Local businessmen should arrange cold storage facilities for agricultural products.

1.1.5 Electricity – Local power distribution company should connect farms to the power grid.

1.1.6 Fish-breeding – Local entrepreneurs should arrange proper infrastructure at lakes.

1.2.1 Food processing factory – Local entrepreneurs should be seeking investments to finance the establishment of canneries/food processing factories.

1.2.2 Agricultural products distribution Network – Local businesses should be interested to support the development of the agricultural products distribution network.

1.2.3 Information/Knowledge – Introduction of some best practices from other regions - Local CSOs, Farmers Service Centers, Informational Consultation Services of MOA can be main drivers of this process.

1.2.4 Live-Stock Feeding – Local farmers with support of relevant state and civil institutions need to change cattle feeding practices in order to reduce the demand on pastures.

1.3.1 Modern Agricultural Technology – MOA, Local farmers, Input Suppliers can be main actors who can facilitate to the adoption of modern agricultural technologies, equipment and material, and better equipment of the laboratory services existed in Lagodekhi.

1.3.2 Bio Farming – Local farmers and business sector, as well as civil and municipal sector should support the production of bio-products by popularization of such products among population, as the increased demand on bio-products can intensify the production of bio-products.

1.3.3 Informing about programs – Farmers service centers, municipal services, Local Action Group – these actors should arrange information sessions about existing programs in the agricultural sector.

1.3.4 Cooperatives – Information sessions/seminars about establishing cooperatives regulations should be arranged by Farmers, donors, MOA in order to assist interested individuals with legal, financial and economic aspects.

1.3.5 Consultation center – Increase the capacity of the existing consultation center by MOA ICCs, private service centers.

1.3.6 Marketing & Branding – Local farmers, private service centers and Local Action Group should carry out market studies, arrange trainings regarding packaging, branding, etc.

2.1.1 Wind Protection Zones – Ministry for Environmental and Natural Resources Protection, local farmers and MOA should take part in the establishment of wind protection zones to facilitate to soil protection.

2.1.2 Forest Protection – Administration of Lagodekhi Protected Areas is operating in this field, this institution should be supported financially and by other means to increase its organizational capacity and enhance with greater number of skilled rangers. Public awareness raising, establish stricter regulations and monitor over the law enforcement can also facilitate to this process.

2.1.3 Regulations – Regulation and monitoring of activities that cause environmental damage, meetings, workshops organized by LAG and local municipality.

2.2.1 Waste Management – Solving of waste collection and transportation issues in Lagodekhi Municipality. This process should be advocated by LAG; projects supported by donors and municipal funds should be used for relevant infrastructure developed.

2.2.2 Flood Control – Municipal government should ensure the installation of protecting walls on river banks.

2.2.3 Take Care of Homeless Pets – Municipal authorities and local NGOs should support the establishment of institutions that would be responsible to care on homeless pets.

2.3.1 Public Awareness about Environmental Protection – Increase public awareness about environmental protection, its importance, civil responsibility, how to avoid pollution of the environment in everyday life - LAG, APA Lagodekhi and Local CSOs should take responsibility on this topic.

2.3.2 Education – Ministry of Education and Science should elaborate a plan for the involvement of school children in various educational programs.

3.1.1 Youth and Gender - Local CBOs, LAG and local businesses should support women initiatives, establish places, where young people will be able to socialize, study, work, etc.

3.1.2 Support People with Special Needs – Local CBOs, LAG and the municipal authorities should support the arrangement of wheelchair ramps, participation of people with special needs in different events, help them to use their abilities.

3.2.1 Tourism infrastructure – Municipal government, APA and LAG should cooperate to arrange banners, establish information center, tours, educate tour guides, etc.

3.2.2 Foreign languages – Local NGOs and LAG should support English/Russian/German language courses.

3.2.3 Service Management - Tourism Department, local businesses and LAG should work to improve the quality of services, arrange service management courses for people who are employed in the service sector.

3.2.4 Promotion – Every actor in Lagodekhi Municipality including private sector, civil and municipal sectors should share updated information about Lagodekhi, touristic routes and interesting places of Lagodekhi through web-sites, Facebook, radio, TV, etc.

3.3.1 Drinkable water supply, 3.3.2 Drainage system, 3.3.3 Pavements, 3.3.4 Natural gas supply system – Municipal government is a party responsible for the improvement of drinkable water infrastructure, drainage system, arrangement of pavements and natural gas supply for local villages.

3.3.5 Improve quality of electricity supply - local power distribution company should ensure the renovation of the outdated power distribution grid.

4.1.1 LAG as an independent institute - LAG and PRD project should work together to form LAG as an institution/association, which has an effective management capable to plan and implement actions needed for the development of Lagodekhi Municipality.

4.2.1 Strategic Approach to Sectorial Development – LAG, PRD project and other stakeholders including local businesses, municipal authorities, etc. should cooperate and work over the elaboration of development strategies for each priority sector: tourism, agriculture, environmental protection. LAG should ensure that all necessary actors are involved this process.

4.3.1 Cooperation - LAG should work on common projects with different communities, regions, countries.

Chapter VI - Execution mechanisms

Internal Organization of the LAG: Staff, Decision-Making Bodies, Technical Team Composition

Lagodekhi Local Action Group (hereinafter 'LAG', or Association) is based on the membership and represents a private non-commercial legal entity, which operates in compliance with the Georgian Constitution, Civil Code of Georgia, internationally recognized norms, current Georgian legislation and provisions of own statute.

The location of the LAG is Lagodekhi City and its activities cover the entire Lagodekhi Municipality. It operates for indefinite term.

The LAG is a voluntary, independent, non-political, impartial and democratic association of individuals, legal entities and public organizations aiming at the mobilization of local communities in Lagodekhi Municipality in support of the cooperation and capacity building in order to facilitate to the elaboration and implementation of the local development strategy. In its performance, the Association is dissociated from any political aims and does not represent interests of any political party.

It operates based on the following principles:

- Equality among representatives of public institutions, private business and NGOs
- Equality and mutual respect among members, regardless race, gender, religion, political affiliation, or political opinions.

Aims, Objectives and Activity Directions of the LAG are the following:

- The Association serves for public wellbeing. The primary direction is agricultural development, in particular: support to agricultural competitiveness, environmental protection, improvement of life quality and services; through economic activities facilitate to the establishment of diversified employment opportunities in the municipal villages and economic empowerment of rural population;
- Support the development of Lagodekhi Municipality.
- Strengthen the European practices and decentralized approaches to rural development bottom-up approach;
- Promote the convergence of Georgian agricultural policy with common agricultural policy, support the development of agriculture and contribute to strengthening rural communities in Lagodekhi Municipality;
- Promote the introduction of new methods and resources for rural development in the municipality by developing innovative and targeted policy;
- Promote the development of non-agricultural economic activities in rural areas;
- Assist, strengthen and expand trans-national cooperation by participating in the creation and development of networks;
- Promote exchange of experience between local action groups in other rural areas of the country;
- Increase the youth involvement in the municipality development process and support their initiatives;

- Motivate different sector representatives on grass root level to ensure the adoption of the bottom–up approach in the regional development;
- Implementation of the LEADER approach in the pilot program for rural development.
- Organize and conduct workshops, seminars, conferences and discussions with the participation of local self-government, business and civil sector representatives;
- Activities oriented on capacity building which includes organization and offer various forms of study and trainings;
- Preparation and conduct the grant completion for funding projects relevant to the development strategy of Lagodekhi Municipality;
- Through cooperation with the central and local government, support the civil society involvement for strengthening democratic principles and ensuring transparency;
- Manage the local development strategy, information service, consultancy and involvement of the sphere specialists for effective implementation of different economic, social projects of the Lagodekhi Local Action Group.

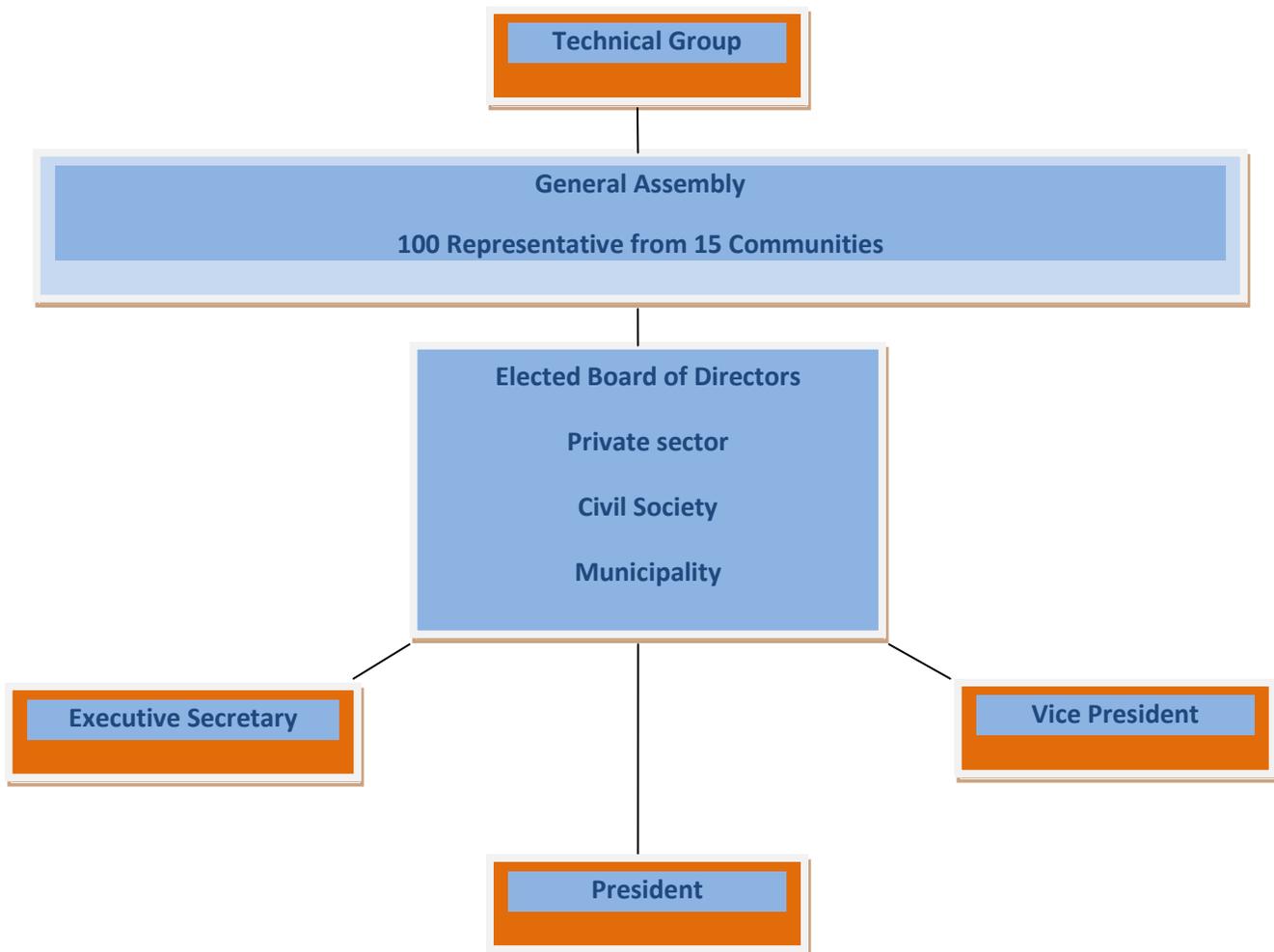
Membership

Members of the LAG can be any individual (from 18) residing on the territory of Lagodekhi Municipality or legal entity, among them public law legal entities, their representations, also the representatives of Lagodekhi Municipality, City Council and Board, who share the main principles of the LAG work, and wish to contribute to the achievement of its goals.

A member of the LAG’s governing body is forbidden to use its title and resources in opposite with the aims and objectives of the statute.

The Membership is voluntary. The decision on membership is made by the Association governing board (hereinafter ‘Board’) in two weeks from the submission of a written application by the candidate and this decision is communicated to the General Assembly. In case of refusal from the Board, the grounds for refusal will be sent to the applicant. Upon refusal of the Board the applicant is entitled to request from the Board to forward the issue for the discussion on an upcoming session of the General Assembly. The decision of the General Assembly is final.

LAG Management Structure



The General Assembly approves candidates of the LAG President, Vice-President and Executive Secretary after nomination by the Managing Board.

The General Assembly is the supreme managing body of the LAG. It consists of all members of the Association.

General Assembly

1. Amends the statute and approves other internal acts, which are out of the competence of the Board;
2. Elects and dismisses members of the Board, Board President, Vice-President and Executive Secretary either open or secret vote;
3. Makes final decision on accepting and excluding members, upon refusal of the Board;
4. Makes decision on either opening or closing down the representations;
5. Makes decision on behalf of the Association regarding cooperation/ partnership with other organizations;

6. Makes decision on reorganization or termination of the Association;
7. Defines principles and programs of the Association, including the local development strategy in the frame of the LEADER approach;
8. Approves the Association budget, in case of its existence;
9. Decisions of the General Assembly are obligatory for all Association members.

Managing Board

1. The managing board represents a trusted body. It consists of 15 members from three sectors: civil society, local government and private business (each sector nominates 5 members).
2. The managing board is elected for one year period. It ensures the implementation of the decision of the General Assembly.
3. It prepares the first draft version of the budget and submits to the General Assembly for approval.
4. The Board is responsible towards the General Assembly.
5. It prepares the action plan of the Board according to the strategy approved by the General Assembly.
6. Submits expenditures of the Association to the General Assembly and spends it.
7. Nominates the President, Vice-President and Executive Secretary from the Board to the General Assembly for approval.

The President

1. The President is elected by the managing Board for one year period and approved by the General Assembly.
2. The President leads meetings of the Board, defined the meeting agenda and signs decisions of the Board.
3. The President represents the Association towards third parties on national and international levels.
4. Ensures the coordination and connection between Association's bodies.
5. Along with the Board, prepares the association performance report and submits to the General Assembly.
6. Submits certain projects to the Board.
7. Along with the Board organizes and plans of the Association's activities and is responsible for conducting necessary activities for common benefit.
8. Concludes legal contracts.
9. On Board meetings, makes decision on those activities of the Association, which fall out of the competence of the Board and General Assembly.
10. Signs the financial documents, manages the association expenditures and other material property according to law and is responsible for proper use of financial resources.
11. Appoints and dismisses heads of the Association's structural units and other responsible persons, recruits staff for current activities and concludes labor contracts.

The Vice-President

1. Vice-President is elected for one year term by the managing Board and approved by the General Assembly
2. Along with the President, he/she ensures the implementation of the decisions of the General Assembly and the Board.
3. In case of President's absence, replaces him/her.

The Executive Secretary

1. Executive Secretary is elected for one year term by the managing Board and approved by the General Assembly
2. Along with other members of the managing Board, he/she ensures the implementation of the General Assembly decisions.
3. Prepares minutes of the Board and General Assembly meetings.
4. Organizes the meetings of the managing Board.

Technical Coordinators

Technical Coordinators are representatives of the Participatory Rural Development Project (ENPARD). They will facilitate to and actively participate in the Association activities, and provide technical and organizational support to association members and managing bodies.

Supporting Local Social and Economic Initiatives

Call for Proposal

After the identification of the Objectives, Strategic Lines and Measures, LAG announces a call for proposal for local social and economic initiatives (projects). The Local Action Group defines the main criteria, conditions and requirements for applicants. The projects supporting process is following:

1. Preparing Grant Manual by LAG members for applicants to define criteria for grants
2. Information campaign meetings in the communities
- 3. Call for ideas**
4. Grant commission meetings and selection of the ideas by LAG board members.
- 5. Call for proposals.**
6. Selection of the successful projects by experts and LAG board members.
7. Funding of selected projects
8. Monitoring of project implementation by LAG board members.

As mentioned above, the application submission process is divided into two phases:

- Submission of ideas
- Submission of full proposal

Documents related with grant component are published on LAG Facebook page and also available on other relevant web-sites.

Institutional Vision and Budget for functioning of the LAG: physical and human resources, expenses and monitoring mechanisms

For sustainable development of LAG, it is important that the organization defines its institutional strategy, establishes linkages with other institutions like: local government, financial institutions, donors, private sector and starts cooperation on the implementation of joint projects with these institutions. Through this approach, it ensures active participation in socio-economic development of the Municipality and achieving of self-sufficiency.

Drafting the present strategy by LAG is a step forward in achieving the main goals; hence, its implementation and promotion is vital as well. In this regards, the respective resources including human and financial are needed.

The Local Action Group (LAG) in close cooperation with local authorities has to play decisive role for the implementation of the strategy. The LAG Board will take the lead and oversee the entire process, e.g. the progress of the implementation process and goals achievement, what needs to be improved, other monitoring and evaluation objectives.

The strategy itself covers various spheres of social life, meaning that it will cover projects from different sectors and all of them will need allocation of respective expenses/ budget.

The preparation of projects and their implementation largely depends on the cooperation between LAG and local self-government, local business and civil society.

The information about the local municipal budget will be helpful in this regards, as it can provide data about funding opportunities for various projects.

The monitoring of the strategy implementation process will be mainly implemented by the LAG board. The main documents subjected to the monitoring will be the strategy itself and its action plan, their implementation and the indicators set in these documents.

As for the monitoring mechanism, indicators and anticipated results will be defined from the very beginning and these which will be checked and updated periodically: on a quarterly, mid-term and annual basis. Accordingly, the progress of their implementation will be monitored and evaluated, and in case any gaps or delays are identified, respective changes and amendments will be made.

Attachment 1

	Gender: Male(1) Female (2)						
	Sector: Civil (1) Municipal (2) Business (3)	Aveage	Ave (male)	Ave (Female)	Ave. Sector1	Ave.Sector 2	Ave.Sector 3
Problems							
1. Environment		7.4	7.2	7.6			
1 Waste management		8.7	8.5	8.9	8.5	9.5	8.2
2 Low level of public awareness about the environmental issues		6.8	6.7	7.0	7.3	7.3	6.1
3 Insufficient number of littering bins and the vehicles for the garbage collection		8.4	8.2	8.6	8.5	8.9	7.9
4 Homeless pets		6.3	6.5	5.9	5.6	7.1	6.3
5 Illegal cut of forest		7.1	6.9	7.4	8.2	7.4	6.0
6 Bad conditions of river basins (pollution, floods, lack of protecting walls...)		8.1	8.2	8.0	7.9	8.4	8.0
7 Lack of wind protection zones		6.9	6.6	7.5	7.3	7.5	6.3
8 Lack of prevention and security system action plans		6.7	6.4	7.4	7.3	7.3	5.9
9 Pollution due to tourism		6.1	5.9	6.6	6.4	5.2	6.5
10 Pollution of the environment due to human activity		8.6	8.6	8.7	8.8	8.5	8.6
2. Social / Youth		6.7	6.4	7.1	0.0	0.0	0.0
11 Absence or limited number of places for youth entertainment		8.3	8.5	8.0	8.6	8.5	8.0
12 Georgian language issues in minorities		6.0	6.1	5.8	6.1	6.9	5.2
13 Absence of the adapted infrastructure for disabled people		7.3	7.4	7.1	8.4	7.5	6.2
14 Low social integration of disabled people		6.9	6.9	6.8	7.8	6.8	6.0
15 Domestic violence		5.6	5.1	6.5	6.1	5.9	5.0
16 Early marriages in the villages		5.5	5.0	6.4	6.6	6.0	4.1
17 Gender imbalance and low women participation in decision making processes		4.9	4.1	6.4	5.7	5.7	3.6
18 Unemployment		9.3	9.0	9.7	9.3	9.5	9.1
19 High rate of migration, especially among young people		7.6	7.3	8.2	7.8	7.7	7.4
20 Scarcity and low quality of social services facilities (banks, beauty salons, health services...) (1,2,3, 19, 23 infrastr)		5.5	5.2	6.1	5.6	5.1	5.7

3. Agriculture	7.7	7.4	8.2	0.0	0.0	0.0
21 Low irrigation water supply systems and maintenance	8.4	8.7	8.0	8.4	8.7	8.2
22 Lack of modern agricultural technologies, equipment and materials	7.6	7.3	8.1	6.6	8.7	7.6
23 Need for soil research	7.9	7.6	8.5	7.6	8.3	8.0
24 Lack of awareness among farmers about programs in agricultural fields	7.2	6.8	7.9	7.3	7.8	6.8
25 Poor condition of internal rural roads	8.5	8.4	8.7	8.7	8.9	8.1
26 Limited pastures	8.0	7.8	8.3	8.2	8.2	7.6
27 Lack of information about procedures to establish cooperatives	7.4	7.0	8.1	7.7	7.8	6.8
28 Low quality of support services	7.2	6.8	7.8	7.3	7.7	6.7
29 Environmental polluting practices	7.6	7.3	8.2	7.9	8.2	6.9
30 Loss of soil quality	7.2	6.5	8.5	7.4	8.0	6.4
31 Low quality of greenhouses	7.4	7.1	7.8	7.0	8.1	7.1
32 Scarcity of storage facilities	7.9	7.8	8.0	7.7	9.1	7.1
33 Lack of agricultural products processing factories	9.0	8.6	9.7	9.1	9.5	8.5
34 Lack of access to markets	6.4	6.1	6.8	5.8	7.4	6.1
35 Pollution of the land plots	7.2	6.8	8.1	7.7	8.1	6.2
4. Infrastructure	6.6	6.7	6.5	0.0	0.0	0.0
36 Low gasification and insufficient access to energy	6.5	6.9	5.7	6.6	7.3	5.9
37 Low quality of electricity supply (black-outs, lack of access to farms...)	6.7	6.9	6.5	6.5	7.7	6.2
38 Undeveloped road infrastructure, including pavements	7.2	7.2	7.3	7.6	8.3	6.2
39 Low quality of drinkable water systems	8.0	8.2	7.6	7.8	9.1	7.4
40 Lack of bus stops in some villages	5.5	6.1	4.5	4.8	6.6	5.4
41 Insufficient supply of drinkable water/low quality	7.9	8.1	7.5	7.2	8.9	7.8
42 Lack of coordination among ministries (crosscutting issue)	6.4	6.4	6.4	6.0	7.5	6.0
43 Insufficient street lights in some villages	4.7	4.8	4.5	4.4	6.2	3.9
44 Excess of speed in main roads across villages	7.1	6.9	7.5	7.6	7.2	6.7
45 Insufficient or defective drainage system	7.9	7.6	8.3	8.5	8.6	6.8
46 Insufficient access to the internet	5.1	4.7	5.8	3.8	6.0	5.5

5. Tourism	7.8	7.9	7.8	0.0	0.0	0.0
47 Lack of appropriate tourism infrastructure	8.1	8.2	7.9	7.7	8.5	8.2
48 Lack of knowledge of foreign languages	8.0	8.2	7.7	7.0	8.5	8.6
49 Low quality of service provision	7.0	7.1	6.8	6.8	7.7	6.7
50 Low tourism promotion	7.7	7.8	7.5	8.0	7.5	7.6
51 Seasonal natural events and disasters damage infrastructures	8.0	7.7	8.6	8.7	7.8	7.6
52 Lack of usage of the area's tourist resources	8.2	8.1	8.3	8.2	8.4	8.0

number of participants	
sector1	18.0
sector2	15.0
sector3	21.0

Attachment 2

Strategic Direction		Scoring by Board and Technical Team			Scoring Done by General Assembly	Combination of both scorings
		Weight	Measure	Name	Priorities initial	Priorities final
1.1.	Improve agricultural infrastructure	5.3%	1.1.1.	Rural roads	7.3	0.389
			1.1.2.	Irrigation system	8.7	0.466
			1.1.3	Greenhouses	7.5	0.400
			1.1.4	Storage facility	7.4	0.394
			1.1.5	Electricity	5.7	0.306
			1.1.6	Fish-breeding	4.3	0.229
1.2.	Improve agricultural production and value chains	12.0%	1.2.1	Processing factory	9.0	1.080
			1.2.2	Distribution network	7.9	0.950
			1.2.3	Information/knowledge	7.2	0.857
			1.2.4	Livestock feeding	7.4	0.881
1.3.	Access to research, capacity building and support services	2.7%	1.3.1.	Modern agricultural technology	8.7	0.233
			1.3.2	Bio farming	8.0	0.214
			1.3.3	Informing about programs	6.8	0.181
			1.3.4	Cooperatives	7.3	0.197
			1.3.5	Consultation center	6.2	0.166
			1.3.6	Marketing and branding	7.5	0.202
2.1.	Avoid human practices that pollute the environment	15.8%	2.1.1.	Wind protection zones	7.8	1.232
			2.1.2	Forest protection	8.0	1.261
			2.1.3	Regulations	7.7	1.219
2.2.	Manage the protection of the environment	18.6%	2.2.1	Waste management	8.7	1.620
			2.2.2	Flood control	8.1	1.512
			2.2.3	Take care of homeless pets	5.8	1.080

2.3.	Education and knowledge management for environment preservation	7.4%	2.3.1	Public awareness about environmental protection	8.0	0.591	
				2.3.2	Education	8.3	0.613
3.1.	Increase social protection and equality	12.7%	3.1.1	Youth entertainment	8.3	1.050	
				3.1.2	Support people with special needs	8.2	1.035
3.2.	Increase the tourist attractive of the territory	18.9%	3.2.1	Tourism infrastructure	7.5	1.427	
				3.2.2	Foreign languages	7.5	1.412
				3.2.3	Service management	7.2	1.367
				3.2.4	Advertisement	7.2	1.355
3.3.	Improve civil infrastructure	6.6%	3.3.1	Drinkable water supply	9.0	0.597	
				3.3.2	Drainage system	7.4	0.490
				3.3.3	Pavements	6.7	0.444
				3.3.4	Natural gas supply	7.6	0.502
				3.3.5	Improve quality of electricity supply	7.7	0.509