

Strategic Goal 1 - To increase the role of a self-governing unit in addressing a significant part of public affairs							
Objective	Activity	Performance indicator	Responsible agency	Partner organization	Timeframes	Estimated budget GEL	Source of funding
1.1 To ensure the full implementation of statutory powers by self-governing units	1.1.1. To ensure the completeness and exclusiveness of the municipality's powers and to eliminate the factors hindering their implementation	There are legislative and sublegislative acts drafted and initiated based on the study conducted for identifying the hindering factors for the implementation of powers, and based on the revision of legislative and sublegislative normative acts.	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia Association of Finance Officers of Georgian Local Self-Governing Units	2022-2023	5,000	Administrative expense; Development partner
	1.1.2. To support the implementation of statutory powers of the self-governing unit	There are manuals, instructions and other methodological materials prepared to support the implementation of powers (for at least 2 powers, among them, there is one related to the local economic development)	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia Association of Finance Officers of Georgian Local Self-Governing Units	2022-2023	N/A	Administrative expense
		There is a study conducted in relation to the institutional capabilities of implementing the powers transferred to municipalities.	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia Municipalities Respective public agency	2022-2023	15,000	Development partner
1.2 To enhance the powers of local self-government based on the principle of subsidiarity	1.2.1. To have the state transfer additional powers to the self-governing unit, in consideration of the principle of subsidiarity	There are studies carried out for identifying the additional powers to be transferred to municipalities (at least three powers) in the fields of administration, property management, education, culture, local economic development, environmental protection, natural resources management, healthcare and social protection.	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia Municipalities Respective public agency	2022-2023	N/A	Development partner
		There are consultations held with municipalities and stakeholders regarding the timeframes and forms of transfer of additional powers to municipalities.	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia; Respective public agency	2022-2023	5,000	Development partner
		Legislative and sublegislative acts are drafted and initiated for transferring the additional powers to municipalities	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia Respective public agency	2022-2023	15,000	Development partner

	1.2.2. To provide material and financial resources for the additional powers of municipalities	There is a draft procedure in place for estimating the material and financial resources necessary for the implementation of delegated powers has been prepared	Ministry of Regional Development and Infrastructure of Georgia	Ministry of Finance of Georgia	2022-2023	5,000	Development partner
		Transfer of additional resources is determined and secured by the targeted transfer from the state budget, for ensuring the implementation of additional delegated powers of municipalities (no less than one power).	Ministry of Regional Development and Infrastructure of Georgia Ministry of Finance of Georgia	Respective public agency	2022-2023	N/A	Development partner

Strategic goal 2 – To provide local self-government with appropriate material and financial resources

Objective	Activity	Performance indicator	Responsible agency	Partner organization	Timeframes	Estimated budget GEL	Source of funding
	2.1.1. To draft legislative amendments based on the review of the practice regarding the local fees	Respective legislative act is drafted and initiated	Ministry of Regional Development and Infrastructure of Georgia	Ministry of Finance of Georgia National Association of Local Authorities of Georgia Association of Finance Officers of Georgian Local Self-Governing Units	2023	N/A	Administrative expense
	2.1.2. To draft a legislative amendment for the types of usage license identified for local self-governments and for the transfer of a certain part of the fees of the respective usage license	Respective legislative act is drafted and initiated	Ministry of Regional Development and Infrastructure of Georgia	Respective public agency	2023	N/A	Administrative expense
	2.1.3. To draft legislative and sublegislative acts in order to increase the municipality's share in the revenues received from the disposal of state assets in the territory of the self-governing unit	Legislative and/or sublegislative acts are drafted and initiated	Ministry of Finance of Georgia Ministry of Regional Development and Infrastructure of Georgia;	Ministry of Economy and Sustainable Development of Georgia	2022	N/A	Administrative expense

Objective: 2.1 To promote the consistent growth of own revenues of the local self-government	2.1.4. To simplify the procedures for receiving and disbursing the grant by the municipality	There are recommendations and draft legislative acts prepared for simplifying the procedures for receiving/disbursing grants by the municipality	Ministry of Regional Development and Infrastructure of Georgia Ministry of Finance of Georgia	Municipalities	2023	N/A	Administrative expense
	2.1.5. To simplify the procedures for the transfer and registration of assets by the state to the municipality	Legislative and sublegislative acts are drafted and initiated for transferring the additional powers to municipalities	Ministry of Regional Development and Infrastructure of Georgia	Ministry of Economy and Sustainable Development of Georgia Municipalities	2022-2023	N/A	Administrative expense
		At least 5 municipalities have an built their capacity for accounting, stock-taking and registration of municipal assets.	Ministry of Regional Development and Infrastructure of Georgia	Ministry of Economy and Sustainable Development of Georgia Municipalities	2022-2023	450,000	Development partner
	2.1.6. Transfer of assets	No less than 2,500 sites are transferred to the municipality	Ministry of Regional Development and Infrastructure of Georgia Ministry of Economy and Sustainable Development of Georgia	Municipalities	2022-2023	N/A	Administrative expense
Objective: 2.2. To improve the mechanisms for the distribution of state resources	2.2.1. To define the equalization policy and to elaborate the estimation principles and methodology	In accordance with the analysis of results of VAT distribution, amendments are drafted and initiated with the purpose of its improvement	Ministry of Regional Development and Infrastructure of Georgia Ministry of Finance of Georgia	Municipalities	2023	N/A	Development partner
Strategic goal 3 – To establish a reliable, accountable, transparent and results-oriented local self-government							
Objective	Activity	Performance indicator	Responsible agency	Partner organization	Timeframes	Estimated budget GEL	Source of funding

	3.1.1. To improve the management systems and administrative structure of local self-government bodies	A unified electronic system is implemented in 63 municipalities for managing the information streams	Ministry of Regional Development and Infrastructure of Georgia Municipalities	Municipal Services Development Agency	2022	73,000	Administrative expense; Development partner
	3.1.2. To improve the public finance management system at the local level	Public Expenditure and Financial Accountability Assessment at sub-national level (PEFA) has been performed in 64 municipalities	Ministry of Finance of Georgia	Municipalities	2022-2023	N/A	Administrative expense; Development partner
		The mechanism introduced for eliminating the gaps identified as a result of the Expenditure and Financial Accountability Assessment at sub-national level (PEFA), is rolled out to 64 municipalities	Ministry of Finance of Georgia	Municipalities Ministry of Regional Development and Infrastructure of Georgia	2022-2023	N/A	Administrative expense; Development partner
		The methodology of program budgeting is updated	Ministry of Finance of Georgia	Municipalities	2022	N/A	Administrative expense; Development partner
		The municipality's budget guide is drafted	Ministry of Finance of Georgia Municipalities		2022	N/A	Administrative expense; Development partner
	3.1.3. To improve the professional development procedures of civil servants in local self-governments and to build the capacity of human resources	Updated methodology of professional development needs assessment and professional development plan preparation	Civil Service Bureau	Ministry of Regional Development and Infrastructure of Georgia	2022	10,000	Development partner
		Various methods introduced for the professional development of civil servants of self-governments	Civil Service Bureau	Ministry of Regional Development and Infrastructure of Georgia	2022-2023	30,000	Development partner
		The practice of joint procurement of training(s) by municipalities has been implemented in at least 10 municipalities	Ministry of Regional Development and Infrastructure of Georgia	Municipalities Civil Service Bureau	2022-2023	10,000	Development partner

Objective: 3.1 To implement the effective and innovative systems of governance and delivery of quality services at the local level		At least 30 training activities have been implemented in order to upgrade the qualifications of civil servants of municipalities (at least 3,000 civil servants have been trained)	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2022-2023	150,000	Development partner
	3.1.4. To establish uniform (minimum) standards for the provision of municipal services and to promote the effective implementation of municipal services	Based on the review of the practice of providing municipal services, the minimum standard for the implementation of public services by the self-governing unit has been prepared (for at least 2 public services).	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2022-2023	N/A	Development partner
		There is a service efficiency evaluation system implemented in relation to at least one service	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2022	350,000	Development partner
		There is "one-stop-shop" service implemented for citizens in at least 1 municipality	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2023	55,000	Development partner
		There are cases of best practices identified in municipal services, and there is a national conference held with the purpose of sharing them	Ministry of Regional Development and Infrastructure of Georgia National Association of Local Authorities of Georgia	Municipalities	2022-2023	45,000	Development partner
		3.1.5. To develop an intermunicipal cooperation	At least two new inter-municipal collaborations are implemented	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2023	3,000
	3.1.6. To develop mechanisms for the collection of reliable statistical	A municipal statistics portal is created	National Statistics Office of Georgia	Ministry of Regional Development and Infrastructure of Georgia	2022	75,000	Development partner

	data by municipalities, in order to make informed decisions	Through the identified statistical indicators, at least 10 data are available at the municipality level.	National Statistics Office of Georgia	Ministry of Regional Development and Infrastructure of Georgia	2023	150,000	Development partner
	3.1.7. To promote the public-private partnership and the local economy development	In accordance with the recommendations prepared for improving the public-private partnership, there are areas identified for the potential PPP projects at the local level, and preliminary consultations are held with the private sector.	Ministry of Regional Development and Infrastructure of Georgia	Public Private Partnership Agency	2022	N/A	Development partner
		There is an investment profile created for at least 10 municipalities	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2023	50,000	Development partner
Objective: 3.2. To implement a high standard of transparency and accountability	3.2.1. To promote open government program in all the municipalities of Georgia	Local government bodies carry out activities envisaged under the Open Government Program, and there is a respective reporting with the involvement of the civil sector and other stakeholders (at least in 15 municipalities)	Municipalities	Ministry of Regional Development and Infrastructure of Georgia	2022-2023	100,000	Development partner
	3.2.2. To facilitate the implementation of transparency and accountability mechanisms	Sakrebulo sessions are broadcasted live in at least 10 municipalities	Municipalities	National Association of Local Authorities of Georgia	2022-2023	40,000	Development partner
Objective: 3.3. To promote a high-degree engagement in the decision-making and implementation process by the local self-government	3.3.1. To improve the legislative framework and mechanisms to ensure a high degree of involvement of stakeholders in the decision-making and implementation process	There are proposals prepared in order to improve the citizen participation mechanisms	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia Association of Finance Officers of Georgian Local Self-Governing Units	2023	10,000	Development partner
	3.3.2. To promote gender equality at the local level	Municipal Gender Equality Strategies and action plans are prepared based on the gender needs assessment.	Municipalities	National Association of Local Authorities of Georgia	2022-2023	15,000	Development partner
		There is a conference held on gender issues	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2022-2023	10,000	Development partner

	3.3.3 To promote the youth participation in the decision-making process at the local level	Youth capacities are built: in the areas of civic activity, advocacy and other directions (at least in 10 municipalities)	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2022-2023	60,000	Development partner
Objective: 3.4. To create a system for local development planning and coordination	3.4.1. To provide the legislative framework for development planning and to create standards and the methodological basis	In accordance with the review of national and international practice and on the basis of elaborated recommendations, legislative amendments are drafted and initiated to ensure the development planning of the municipality	Ministry of Regional Development and Infrastructure of Georgia	National Association of Local Authorities of Georgia	2022-2023	5,000	Development partner
		Methodological guidelines for development planning have been approved to ensure development planning of municipalities	Ministry of Regional Development and Infrastructure of Georgia	Government Administration	2022	N/A	Administrative expense
		Trainings are held for municipal employees (at least in 18 municipalities) on the implementation and monitoring of Sustainable Development Goals (SDG)	Government Administration	Ministry of Regional Development and Infrastructure of Georgia	2022-2023	10,000	Development partner
	3.4.2. Capacity building for policy planning	Documents for development planning are developed and/or updated in at least 25 municipalities	Ministry of Regional Development and Infrastructure of Georgia	Municipalities	2022-2023	150,000	Development partner
8	25	44				1,896,000	