



PAR Roadmap Monitoring in 7 Municipalities of Imereti

Consolidated report

აღმოსავლეთ პარტნიორობის
სამოქალაქო საზოგადოების ფორუმის
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INTRODUCTION

Public Administrative Reform (PAR) Action Plan 2019-2020 foresees two main objectives: expanding the authorities of self-government and improving the accessibility of local electronic services. In terms of challenges of democratic government, the creation of the constructed self-government focused on the citizens' needs becomes of vital importance. Consequently, the implementation of PAR road map is an important step forward regarding the improvement of the e-service accessibility. It provides transparent, efficient and inclusive governance in municipalities.

Within the framework of the coalition project "Public Administration Reform -Monitoring in Western Georgia" implemented by Georgian Civil Society National Platform for the Eastern Partnership, the monitoring of the websites have been conducted in the following 7 municipalities of Imereti: Kutaisi, Samtredia, Tskaltubo, Zestaponi, Sachkhere, Kharagauli and Chiatura.

The project is aimed at PAR monitoring scale extension, assessment of the general situation throughout Imereti region in this regard and elaboration of the relevant recommendations. It implies the strengthening of public administration through improving e-administration at the local level

To collect information, websites and Facebook pages of 7 municipality City Halls and Sakrebulo have been surveyed. During the monitoring, the legislation regulating the monitoring issues, normative acts and regulations of the municipalities, were studied as well. Information was checked with the relevant authorized persons through face-to-face meetings, as well as telephone communication.

Based on the main objectives of the project, the progress of the Public Administration Reform (PAR) Action Plan has been assessed in 7 target municipalities and relevant reports have been developed.

Monitoring implementers

The monitoring was conducted in August-September 2020. Cultural-Humanitarian Fund "Sukhumi" was a curator organization and its partner organizations were the following 7 civil society organizations:

- **Fund of Women Entrepreneurs**
- **Union of Teachers "Education and Universe"**
- **The Imereti Scientists Union "Spectri"**
- **Association "Peaceful and Business Caucasus"**
- **Education, Development and Employment Centre**
- **IDP Women Association "Concent"**
- **IDP Women Movement "Imedi"**

Monitoring Tools

Pre-designed questionnaires assessing the work of municipalities in the following 3 main directions were used in the monitoring:

- **Transparency**
- **Efficiency**
- **Inclusiveness**

Each direction was assessed according to pre-defined criteria represented in the questions.

❖ Transparency

The transparency of the municipality activities is a subject to legal liability regulated by the Law of Georgia on Local Self-Government. Within this legal framework, the municipality is accountable to its citizens to provide them with information on all ongoing activities, as well as improve the quality of citizens' access to the electronic space.

Based on the conducted monitoring, it is evident that the challenges in terms of transparency in the surveyed municipalities still exist and it emphasizes the need to make work in this direction more active.

During the monitoring, we found out that there are still some gaps in the websites of the target municipalities (Zestaponi, Chiatura and Samtredia) and they work in a test mode. It made some problems in the monitoring process, though we managed to collect the necessary information and prepare the report documents via the communication with the relevant responsible people.

- The online announcements about vacancies available on the website are one of the main features of transparent processes in municipalities. It enables citizens to track the ongoing processes in their municipality. The monitoring demonstrates that in this regard, the situation is especially complicated in the municipalities where there are still some gaps in e-portals.

The information received through the monitoring from **Chiatura** Municipality confirms that the site works in test mode and only poor information is available due to it. However, there are links which will open after the reconstruction and will probably be possible to find online announcements as well. The shortcoming prevents citizens from access to information.

A similar picture is revealed by analyzing the data received from the Municipality of **Samtredia**. The monitoring reveals that online announcements for vacancies are not available. The website needs to be updated and currently, vacancies are placed only on www.hr.gov.ge. According to the existing data, the information on vacancy in Sakrebulo has not been uploaded for a long time. The municipality uses the document "Resolution of the Government of Georgia on the Rules of Competition in Public Service" as a guideline. Though it does not change the general situation for the better and it is difficult to talk about the level of access in such conditions.

Similarly, the website of Zestaponi Municipality is not functioning and it threatens the fulfilment of the municipality obligation to provide regular delivery of various information to citizens regarding effective electronic services. The portal- www.hr.gov.ge remains the source of information on vacancies, where it is shared within the terms set by law. There are no vacancies in the municipality at this moment. There is also no practice of posting vacancy information on the FB page of the municipality.

As for the rest of the municipalities: the websites of Kutaisi, Tskaltubo, Sachkhere, and Kharagauli Municipalities are freely operating. Citizens have the opportunity to track the ongoing processes in the municipality online and receive information about vacancy announcements.

Conclusion: In the municipalities where the websites are still malfunctioning or are in the test mode, the self-government representatives should provide their activation, or share more information through the FB pages as this gap hinders the access of the citizens to the information.

- A well constructed website primarily refers to the organizational structure of an online space with relevant contact persons, indicating their phone numbers, e-mails and responsibilities. Through the monitoring we could find out to what extent it is easy for citizens to connect with authorities and whether the services necessary for communication are available.

The researched materials prove that the organizational structure with the contact persons and the responsibilities of each member is posted on the websites of almost all the municipalities. **Though, the shared contact information (telephone numbers and e-mail addresses) is not complete. This gap is common to all seven municipalities.**

In municipalities where the website is still malfunctioning, for instance in **Zestaponi** Municipality, such information (contact persons, their responsibilities, phone numbers, e-mails, etc.) is mainly received through the FB page, telephone of the City Hall, as well as the official e-mail.

- Submitting complaints and proposals on the online platform creates favorable conditions for citizens in terms of rational time distribution and efficient use of existing services. The survey confirms that very often, the municipality websites provide a similar opportunity. And in municipalities, where the websites are still malfunctioning, citizens are using other alternatives, which makes the issue of efficiency and transparency of service use doubtful.

There is a special field for uploading petition on the website of **Chiatura** Municipality, though it does not work. There is a link on the site <http://chiatura.org.ge> called "Get in touch with the government", though it does not open. The monitoring shows that the population activity rate is low. During the last two years, a total of 2 petitions were received from the NGO "Chiatura Union".

The updated website of **Kharagauli** Municipality, unlike the old version, prevents a citizen to submit a complaint or proposal to a specific addressee online. Citizens post their opinions on a specific issue through the FB page of the City Hall, as well as via messenger. A study of the FB page shows that the population has the opportunity to express their opinion through comments (including the negative ones), though there is no feedback from the municipal administration.

There is no online complaint or proposal submission mechanism on the **Samtredia** Municipality website. However, there is a special complaints commission. The complainant may apply to this commission in written, deliver the letter to the office and then receive the feedback. The website involves the forms -"Write electronically" and "Write a new petition", though no petitions can be found there.

The monitoring of **Kutaisi** Municipality website shows that it provides the link of the website "Disclosure" - <http://kutaisi.gov.ge/ge/polls> and a citizen can send a complaint or disclose any public servants anonymously through it (name and surname indication is not obligatory).

It was revealed that citizens have less opportunity to file a complaint or proposal online in **Zestaponi** Municipality. According to the received information, even during the website operation, there was no practice of submitting complaints electronically. Mainly, citizens communicate with the self-government through a traditional mechanism - through chancellery.

The **Sachkhere** Municipality website enables citizens to make comments and recommendations electronically. However, the practice of complaint publishing is not reported here either.

The website of **Tskaltubo** municipality - <http://tskaltubo.gov.ge> implies public information, there is also a special field to publish complaints. However, like other municipalities, there are no cases of complaint submission.

- How often the information is updated and reported to population; whether 3,6, and 9-month budget execution reports are uploaded on the website- such facts are the municipality transparency indicators.**

The researched information confirms that it is possible to find only one year report on the websites of the target municipalities. Interim reports are rarely uploaded at 3,6,9-month intervals which is a drawback regarding the self-government transparency and accountability imposed by the law.

According to the monitoring materials, a report on 3-month budget execution was published in **Kutaisi** on May 4, 2020. There are no 6 or 9-month reports at this stage. Besides, one cannot find reports of separate units, which is an important detail in terms of transparency. The only resource is the portal www.matsne.gov.ge, where one can find a municipal budget, orders, regulations, resolutions, various normative acts, etc. which is less accessible to ordinary citizens. The rendered work is reported at traditional public meetings with citizens, which are usually attended by their limited number.

A similar situation can be found in Kharagauli, Zestaponi, Samtredia, Tskaltubo and Sachkhere Municipalities. Financial reports, approved budget, 3,6,9-month budget execution reports, annual report, procurement plan and reports are not shared through the website. The reports of separate services are not available as well.

Conclusion: The practice of publishing interim reports in municipalities does not exist. However, the self-government is obliged to do it under paragraph 9 of Article 91 of the "Code of Local Self-Government" of the Organic Law of Georgia.

- To be more transparent, the self-government is accountable to its citizens to introduce the practice of publishing normative acts, resolutions adopted by Sakrebulo, reports of various departments.

The researched materials prove that most of the municipalities are still far from such practices. There are no cases of systematic publication of official documents. This can be affected by the existence of faulty and inactive websites. However, some municipalities serve as exceptions.

The agendas of both, Sakrebulo and City Hall sessions, normative acts adopted by Sakrebulo, resolutions, reports of various departments, councils and commissions, including Gender Council, Infrastructure and Economy Commission, Financial Budget Commission Annual reports of 2018-2019, are published on the websites of *Kutaisi* and *Kharagauli* Municipalities.

Some documents are uploaded on the webpages of *Samtredia, Chiatura, Sachkhere and Zestaponi Municipalities*, though the complete list of them cannot be found.

Conclusion: Under the legislative normative acts, self-governments are obliged to submit interim reports and make such information accessible to their citizens. Therefore, gaps in this direction affect the citizen activism indicator and decrease transparency.

- Identification of the special reception days for citizens under the relevant regulations, and sharing information on the issue on the website, determine the interests of both parties. Consequently, it is the indicator of self-government activity transparency.

The reception days are determined by the regulation in *Kutaisi* Municipality, though the citizens do not have access to such information, since order or announcement substituting such information is not uploaded.

Zestaponi Municipality has special regulations as well. It is noteworthy that the practice existing in the municipality is an example of the effective electronic communication. According to it, the citizens receive the answers to their applications through messages. It makes the interaction with the municipality easier.

During the interviews with the authorities in Tskaltubo Municipality we found out that the citizen reception/open consultation hours are only determined for meetings with the mayor and a head of Sakrebulo. No information can be found on the reception days with department deputies.

The same situation is on the websites of *Chiatura, Samtredia, Kharagauli and Sachkhere* municipalities. The days and hours for citizen reception by the mayor, head of Sakrebulo, deputy and MPs are not indicated. Unfortunately, it prevents the communication between citizens and self-government.

Conclusion: To increase the transparency of the self-government activities, the following information should be shared through the e-portal: orders, regulations or acts identifying the reception days for the citizens with the authorities. It will restrict their communication.

- Through the monitoring, we have found general information on the types of budgets (participatory, social, gender budget) of the municipality. Their existence is the indicator of citizen participation.

Study of the *Chiatura* Municipality budget revealed that the social budget is very well elaborated (8%) and the interests of all the vulnerable groups are considered. However, there is no gender budget code and it is included in the social budget. The population can participate in budget discussion hold once a year in the format of an open day, though their inclusiveness is very low.

Samtredia - there is no separate gender budget, however in case of necessity, gender programs are funded from the municipality budget (training on gender issues). There is no participatory budget and they are not aware of gender budgeting either. All this hinders the processes promoting changes.

The social budget comprises 7% of the budget of *Zestaponi Municipality*. The monitoring has revealed that there is no participatory budgeting practice in the municipality and awareness on the issue is very low as well. The budget implies only some activities referring gender issue, though there is no separate gender program and it is covered by different paragraphs of the budget. The interviews held in the financial departments have revealed that the staff members had attended training sessions on gender budgeting and have certain qualification on gender program specifics. Though, the resource of the program budget is not used in this direction.

The participatory budget does not work in *Kutaisi Municipality*. However, there is a project providing population inclusiveness. The website has a field for planning the budget, where the population can submit initiatives or proposals, and there is also a program "Building", based on the citizens' inclusiveness. There is no separate gender budget and it is implied in different programs in gender dimension. 30% of the general budget is participatory, while 7% is social and 0%- gender .

The same is the situation in Sachkhere and Kharagauli municipalities, where there is only program budget and there is no practice of participatory and gender budget planning.

Tskaltubo Municipality is the only one among the municipalities having the practice of working on a participatory budget based on the citizens' activity and is considered as a successful one.

Conclusion: Sharing the experience of Tskaltubo Municipality will increase the chance of introducing the participatory budget practice in other municipalities. It will make the indicators of transparency and efficiency evident.

- The information received through the monitoring proves that no work is rendered to create an anti-corruption climate in the represented municipalities. There is no anti-corruption plan, financial regulations or documents on the relevant ethical conduct in the municipalities as well. They choose different ways to solve this issue.

There is no special document on the ethic and conduct rules of the politicians in Zestaponi Sakrebulo. The municipality uses the general rules of conduct and ethic of public institution adopted by the government of Georgia in April 2017.

The monitoring has revealed that such kind of information cannot be found on the website of Chiatura Municipality, though anti-corruption measures are taken by the internal audit.

The monitoring in Samtredia, Sachkhere and Tskaltubo municipalities has shown that there are no anti-corruption plans and statute on the ethic conduct and they are not available on the webpage as well.

Kharagauli Municipality - since Sakrebulo has the controlling function to prevent the corruption, it creates monitoring groups according to the necessity. For instance, during Covid-19 pandemic, the monitoring of one-time assistance to the population was provided by the monitoring group created by Sakrebulo supervised by the head of the financial commission.

There is an inspecting service in Kutaisi Municipality considering the received complains, considering the ones from the citizens as well. It studies the cases of prevarications by the staff members. There is no information on it on the webpage, though some interesting info can be found through the link.

❖ Efficiency

- An opportunity to communicate with citizens indicates the municipality activity efficiency. Information on the existing practice, frequency of official reception during a month and the fact whether the service meets the citizens' needs, enable us to assess the general situation.

It should be noted that there are officially appointed reception days for meeting with the mayor in all the target municipalities, though according to the received information, there is no special resolution identifying the number of such days at the City Hall or Sakrebulo. However, there are some special days of reception and the practice shows that the citizens can meet the authorities any time, including non-working hours. Though, none of the municipalities has assessed the efficiency of such practice.

Conclusion: A common gap found in the municipalities makes the efficiency indicator doubtful, prevents the citizens from using the existing service efficiently and using the time rationally while planning the meeting with the authorities.

- The efficiency of the municipality activity implies access of the citizens to the self-government services. Besides, it covers rendering the work based on the principles of inclusiveness, publicity, accountability and participation. The monitoring has identified whether the e-service is available and citizens can submit their complaints electronically.

It seems that they can submit complaints and petitions, though there a few of them.

There is no practice of complaint or petition registration in Samtredia, Kharagauli and Zestaponi municipalities.

Chiatura Municipality has never received complaints either. Social applications and complaints should be brought to the City Hall. Consequently, one cannot find such information on the webpage.

The website <https://mkhileba.gov.ge/> is linked to the Kutaisi Municipality website. There is also a field for petitions-<http://kutaisi.gov.ge/ge/petitions>, and there are only two negative petitions dated in 2016; one cannot find current petitions as well.

Conclusion: The given situation reveals that there is no practice of submitting letters, petitions or complaints online in the municipality. It is a challenge regarding efficiency.

- The quality of implementing administrative, technical and social functions is directly affected by the qualification of the self-government servants. Consequently, for the effective functioning of the self-governmental units, the competence of the public servants needs to be raised, and opportunities developed.

The successful practice of **Zestaponi** Municipality shows that there is no constructed system for raising the qualification of the staff. The monitoring has revealed that a plan of employee development is worked out in Zestaponi Municipality and certain work is being done to improve the system of servant assessment, based on the servant assessment rule adopted by the government of Georgia under the resolution "On the Rules and Conditions of Professional Public Servant Evaluation".

Based on the monitoring information, a plan of staff development is being implemented in **Samtredia** Municipality. However, one cannot find this document on the website. Training is planned according to the staff necessities. 1% of the budget is spent on training.

The information received from **Kutaisi** Municipality seems quite impressive. Based on it, there is a staff development plan but the information on it is not uploaded on the website. 26 training sessions were held in 2019-2020 for Kutaisi Municipality Sakrebulo representatives (members, employees) and 16 ones for the City Hall office. The number of training participant self-government representatives in total and during the last year comprises 54%. The dynamics of Kutaisi Gender Equality Council member training/further training is growing.

According to the monitoring held in **Chiatura Municipality**, the government provides the development of municipality employees, and there is even a separate line in the budget to fund this issue. The budget for 2020 implies further training of 50 employees.

There is a development plan for the staff members in **Sachkhere** Municipality City Hall as well. 5 training sessions were held for the self-government representatives during the last year. The number of training participants from the self-government comprises 2%, which prevails over the last year indicator. The City Hall and Sakrebulo of **Sachkhere** municipality are focused on raising the efficiency of their work, and there are fewer deficiencies in this segment! Though, the service quality assessment forms were not found in the City Hall.

There is no staff development plan in **Kharagauli** Municipality, though there is a compulsory basic program plan for personal and professional growth of new employees. The bureau of public service shares the information on paid training programs and the City Hall chooses the programs appropriate for them. As for the attendance of training participants, despite the measures taken by the City Hall, its indicator is low. According to the 2020 data, the indicator of municipality representatives attending the training sessions comprises 53% of the total number of staff members.

There is a staff development plan in **Tskaltubo** Municipality, and they attend the training as well, though one cannot find such information on the website. Based on the requested information, the employees are provided with different kinds of training sessions on various issues. According to the data, the City Hall 92 employees attended 38 training sessions in 2019-2020.

Conclusion: Under the code of self-government, municipalities must spend no less than 1% of the budget allocated for salaries, on further training of self-government employees. It is noteworthy that much should be done in the self-government in this regard. Municipalities often depend on the invitation made by other entities and there is no practice of organizing and initiating trainings on the issues necessary for them.

- *Assessment of the rendered work, sharing experience and knowledge among different structures and municipalities, serve as progress efficiency indicators. The information found on the current situation in the municipalities, types of assessment and sharing tools, accessibility of such information on the website show that:*

There is no such content on the website of ***Kharagauli*** Municipality. The information received through the face-to-face meetings prove that Kharagauli municipality has not held meetings with other municipalities for sharing the best practice/experience. Experience is mainly shared through informal and private communication. As for the assessment document, the public service bureau provides them with special blanks where the quality of the rendered work of different services is assessed through the relevant questions. The assessment is done twice a year. The assessment results are available for any interested person. As for the City Hall, it does not have any assessment forms or mechanisms.

There is no experience sharing practice in ***Chiatura Municipality*** as well. The municipality has not worked out the forms of municipality service assessment. Though, the authorities pointed out that such forms are planned to introduce.

Sachkhere Municipality City Hall and Sakrebulo are focused on raising the work efficiency, though they cannot clearly specify which tools are to be used for service quality assessment. As for experience sharing with other self-governmental institutions, it is mainly done at the meetings arranged by Imereti Regional Administration.

There is no necessary form of service assessment in ***Kutaisi*** Municipality. Experience is shared during the regular reporting meetings of different departments.

The monitoring materials have revealed that in ***Zestaponi*** Municipality, under the delegated rights and obligations, department heads assess the rendered work of their employees twice a year. There is also information sharing practice. Though there is a lack of meetings planned for the best practice/experience sharing with other local self-government representatives. Such format is more or less provided by the consultation meetings held in the province.

Collected materials show that there are no any kinds of service assessment official forms in ***Tskaltubo*** Municipality. As for the best practice sharing in the municipality, there are such precedents and it is periodically carried out with other self-government representatives.

The City Hall members of ***Samtredia*** Municipality have held two meetings in Kutaisi to share the best practice. They share the information and knowledge received at meetings or training sessions with their colleagues from other departments and services, though this information cannot be found on the website.

Conclusion: The lack of assessment of the rendered work makes the efficiency of the municipality activity doubtful and it is an important gap. Besides, there is also inefficient practice of experience sharing. So, fragmental meetings cannot change the general situation of the meetings held by the regional administration.

❖ Inclusiveness

- The level of inclusiveness in the municipality activity is indicated by protection of the rights of people with disabilities and equal accessibility for different vulnerable groups to the municipal services and programs. All this is supported by the following legal mechanism: under the current legislation, municipalities have clearly defined obligations towards persons with disabilities. The situation in this regard is as follows in the target municipalities:

Through the observation we have found out that there is no adapted environment for the people with disabilities in any of the municipalities. Very often, old constructions of the buildings prevent them to move and the ramps outside the buildings only partly solve this problem. They cannot attend the Sakrebulo meetings, since the meeting halls are mainly on the upper floors. The same reason prevents this segment from meeting with the mayor or other public servants.

The monitoring also proves that protection of the rights of ethnic minorities is a priority. The announcements uploaded on the municipality websites do not contain any kinds of discriminative restrictions (age, sex, status, ethnicity). The elements of discrimination have not been revealed in any of the municipalities.

- The implementation of the purposeful policy at the local level promotes strengthening of inclusive governance in the municipalities. The monitoring materials give answers to the following questions: To what extent is the creation of gender balanced governance system priority-driven? Which characteristics make the represented municipalities stand apart?

Sachkhere Municipality shows a higher indicator compared to others. The number of women employed in the local self-government comprise 56%, whereas 46% of them work on the executive positions. According to the information found on the website of **Samtredia Municipality**, 50% of the employed in the self-government institutions are women. While women working on the executive positions comprise 30%.

The number of women employed in **Kutaisi Municipality** Sakrebulo comprises 51%, whereas the number of those in the City Hall is 53%. Women are not appointed on the executive positions in the City Hall (0%) and only their small number work on such positions in Sakrebulo -11%.

It should be noted that the information on the employed people is represented in gender dimension on **Tskaltubo Municipality** website. There are 138 employed people, including 70 women (5 of them are department heads) and 68 men.

Gender statistics is available on **Kharagauli** Municipality website. The Sakrebulo head and her deputy are women, whereas all the five chairmen of Sakrebulo commission are men. The number of women on executive positions in total is 25%.

The number of employed women in **Chiatura** Municipality self-government is balanced in the following way: 6 out of 9 staff members are women, 9 people work under the contract and 6 of them are women. 10 women are employed under the labour contract in the City Hall and 86 are employed under a contract. There are 14 managers in the City Hall, including 3 women and 11 men.

Within the framework of the monitoring we could get the information from Zestaponi Municipality. The City Hall staff consists of 151 members in total, including 68 women, 83 men, administrative officials -3 (men), department heads -9 (including 2 women and 7 men).

Total number of Sakrebulo employees is 49, including 8 women and 41 men; administrative officials -18, including 17 men and 1 woman; department heads - 1 man.

- **Inclusiveness implies access to the services for the ethnical minorities. It turned out that there is no special person to help such people (ethnical minorities).**

There is no special translator service and therefore, this duty is performed by the representatives of different departments. The municipalities explain it by the lack of people of ethnical minorities. Though, it is hard to say what is the basis for such argument.

- **There is no special person to contact with vulnerable groups (women, socially vulnerable, IDPs, people with disabilities) and this duty is performed by the relevant unit representatives.**

It is interesting to know whether the municipality and Sakrebulo staff is aware of **inclusiveness** and the Law of Georgia on Social Protection of Persons with Disabilities.

The research shows that the normative act/regulation on the inclusiveness of vulnerable groups in the decision-making process at the local level or provision of public service to them, is active in the municipality.

Under the existing legislation, the municipalities have clear obligations towards the persons with disabilities: "Sakrebulo must take into account the requirements of the Law of Georgia on Social Protection of Persons with Disabilities. According to the first paragraph of Article 9 of the Law, municipalities are obliged to provide conditions for people with disabilities to freely use cultural institutions and sports buildings, as well as to provide them with special sports equipment and other necessary facilities.

The work of councils and workgroups in legislative and executive system is an important element regarding inclusiveness. It provides support of different target groups and protection of rights. There is Gender Equality Council, Advisory Council and Council Working on Issues of Persons with Disabilities.

Besides, there is a council managing the status of mountainous region settlers in Kharagauli.

Conclusion: The municipality representatives are informed about the regulations promoting inclusive administration. However, there are no normative acts and regulations which would contribute to inclusiveness of persons with disabilities in the decision-making process. Activation of the e-portal is of vital importance to increase the inclusiveness of persons with disabilities, which would partly compensate the problems regarding their transportation.

Conclusions

- ❖ In the municipalities where the websites are still malfunctioning or are in the test mode, the self-government representatives should provide their activation, or share more information through the FB pages as this gap hinders the access of the citizens to the information.
- ❖ The practice of publishing interim reports in municipalities does not exist. However, the self-government is obliged to do it under paragraph 9 of Article 91 of the "Code of Local Self-Government" of the Organic Law of Georgia.
- ❖ Under the legislative normative acts, self-governments are obliged to submit interim reports and make such information accessible to their citizens. Therefore, gaps in this direction affect the citizen activism indicator and decrease transparency.
- ❖ To increase the transparency of the self-government activities, the following information should be shared through the e-portal: orders, regulations or acts identifying the reception days for the citizens with the authorities. It will restrict their communication.
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- ❖ To increase the transparency of the self-government activities, the following information should be shared through the e-portal: orders, regulations or acts identifying the reception days for the citizens with the authorities. It will restrict their communication.
- ❖ Sharing the experience of Tskaltubo Municipality will increase the chance of introducing the participatory budget practice in other municipalities. It will make the indicators of transparency and efficiency evident.
- ❖ A common gap found in the municipalities makes the efficiency indicator doubtful, prevents the citizens from using the existing service efficiently and using the time rationally while planning the meeting with the authorities.
- ❖ The given situation reveals that there is no practice of submitting letters, petitions or complaints online in the municipality. It is a challenge regarding efficiency.
- ❖ Under the code of self-government, municipalities must spend no less than 1% of the budget allocated for salaries, on further training of self-government employees. It is noteworthy that much should be done in the self-government in this regard. Municipalities often depend on the invitation made by other entities and there is no practice of organizing and initiating trainings on the issues necessary for them.
- ❖ The lack of assessment of the rendered work makes the efficiency of the municipality activity doubtful and it is an important gap. Besides, there is also inefficient practice of experience sharing. So, fragmental meetings cannot change the general situation of the meetings held by the regional administration.
- ❖ The municipality representatives are informed about the regulations promoting inclusive administration. However, there are no normative acts and regulations which would contribute to inclusiveness of persons

with disabilities in the decision-making process. Activation of the e-portal is of vital importance to increase the inclusiveness of persons with disabilities, which would partly compensate the problems regarding their transportation.

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 - ❖ The lack of assessment of the rendered work makes the efficiency of the municipality activity doubtful and it is an important gap. Besides, there is also inefficient practice of experience sharing. So, fragmental meetings cannot change the general situation of the meetings held by the regional administration.

- ❖ The municipality representatives are informed about the regulations promoting inclusive administration. However, there are no normative acts and regulations which would contribute to inclusiveness of persons with disabilities in the decision-making process. Activation of the e-portal is of vital importance to increase the inclusiveness of persons with disabilities, which would partly compensate the problems regarding their transportation.

General recommendations

- ❖ The orders must identify reception days to allow citizens meet with municipality officials and relevant information should be uploaded on the website.
- ❖ To provide more transparency and efficiency, interim reports of various institutions and departments should be shared via the website.
- ❖ A special field should be added to municipality website to allow citizens submit letters, complaints and petitions electronically.
- ❖ Participatory budget should be introduced in municipality practice to increase the citizens` inclusiveness and identify their needs.
- ❖ The practice of knowledge and experience sharing should be introduced in certain municipalities.
- ❖ Gender policy should be strengthened, gender budget introduced or gender programs increased at municipal level.
- ❖ Municipality anti-corruption plan and events with active participation of civil society and different interested parties should be elaborated.
- ❖ Budget funds should be purposefully spent on raising the qualification of self-government representatives. Besides, their awareness on gender budgeting and practice should be increased, and strategies to promote professional development of public servants in municipalities should be created.
- ❖ Vulnerable groups should be included in decision-making and budget formation processes.