

Municipal Service Quality  
Assessment Toolkit (MUSQAT)

**SERVICE QUALITY  
ASSESSMENT REPORT  
OF KAKHETI REGION  
MUNICIPALITIES**



# **Service Quality Assessment Report of Kakheti Region Municipalities**



ევროკავშირი  
საქართველოსთვის

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## INTRODUCTION

The present report was prepared by the EU supported MUSQAT project at the Centre for Training and Consultancy (CTC).

In 2019, the Center for Training and Consultancy, working crlosely with local municipalities and experts of the field, developed a toolkit for the assessment of municipal service quality (hereinafter referred to as “the toolkit”). The same year, as part of a pilot process, 16 Georgian municipalities of various regions, with the support of the CTC, carried out the self-assessment exercise.

In 2020, within the frame of the MUSQAT project, experts from the Austrian Centre for Public Administration Research (KDZ) helped the CTC team to revise the toolkig, including criteria, indicators, and self-assessment methodology and finalise the second edition.

The same 2020, the CTC coordinated a joint effort of eight<sup>1</sup> Kakehti municipalities to carry out **self-assessment** following a series of trainings for the municipal leaderships.

Following the self-assessment exercise, the MUSQAT project team retrained eight civil society organizations<sup>2</sup> operating in Kakheti region in external evaluation of regional municipalities.

The report on the findings of external evaluation of services provided by the municipalities in Kakheti (hereinafter referred to as the report) focuses on general trends, findings and conclusions related to municipal service quality control. It is beyond the scope of the report to compare the performance of the target municipalities or provide any sorts of scoring.

## THE CONCEPT OF THE QUALITY OF MUNICIPAL SERVICES, ASSESSMENT CRITERIA, AND INDICATORS

As mentioned above, the external assessment of the quality of municipal services has been carried out based on the toolkit and the matrix.

For the purpose of the assessment, the quality of municipal services implies the presence of the following four interrelated conditions pertaining to the development of municipal services:

- A long-term vision for the service development
- A quality-focused approach to services
- Accessibility of municipal services
- Institutional capacity

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<sup>1</sup> Akhmeta, Gurjaani, Dedoplistskaro, Lagodekhi, Telavi, Sagarejo, Sighnaghi, and Kvareli municipalities.

<sup>2</sup> Women of the Regions for the Societal Development (Gurjaani), Georgian Civil Development Association (Lagodekhi), Kakheti (Akhmeta), Association Spekter for the Civil Society Development (Sagarejo), Women of the Village for Human Rights (Telavi), Akhalsopeli Youth Center (Kvareli), Local Action Group of Dedoplistskaro, Community Union Nukriani (Sighnaghi).

For the purpose of the toolkit:

- › A long-term vision for service development is a statement of the municipality about measures for overcoming existing challenges and developing local services in a long-term perspective (from three to 10 years)<sup>3</sup>
- › A quality-focused approach to municipal services implies the presence of an established mechanism for assessing, analysing and responding to expectations and satisfaction of service consumers at any stage of municipal service provision (planning, implementation, evaluation and development (improvement)), which creates a basic condition for ensuring quality services and represents a tool for identifying whether or not quality-focused approaches have been introduced in a municipality in question.<sup>4</sup>
- › Accessibility of municipal services denotes a degree of coverage of the territory and population with municipal services distributed within the scope of the municipality.<sup>5</sup>
- › Institutional capacity implies the combination of organizational and material capacities of the municipality shaping and influencing the quality of implementation of the three conditions mentioned above.<sup>6</sup>

Municipal service quality assessment matrix consists of four blocks of 32 criteria and 112 indicators in total. Each of these criteria defines the sphere of the self-assessment while the indicator is used to determine the quality of municipal service in a respective sphere.

The criteria in the first block assess the degree of institutional capacity of the municipality (8 criteria, 16 indicators) while criteria falling in the remaining three blocks are grouped based on sectoral characteristics and are used to assess almost all types of municipal services stipulated by the Georgian legal framework. The sectoral criteria are distributed in the following three blocks: sustainable economic development (7 criteria, 23 indicators), inclusive social development (8 criteria 35 indicators), and sustainable environmental development (9 criteria, 38 indicators). See diagram 1 below.

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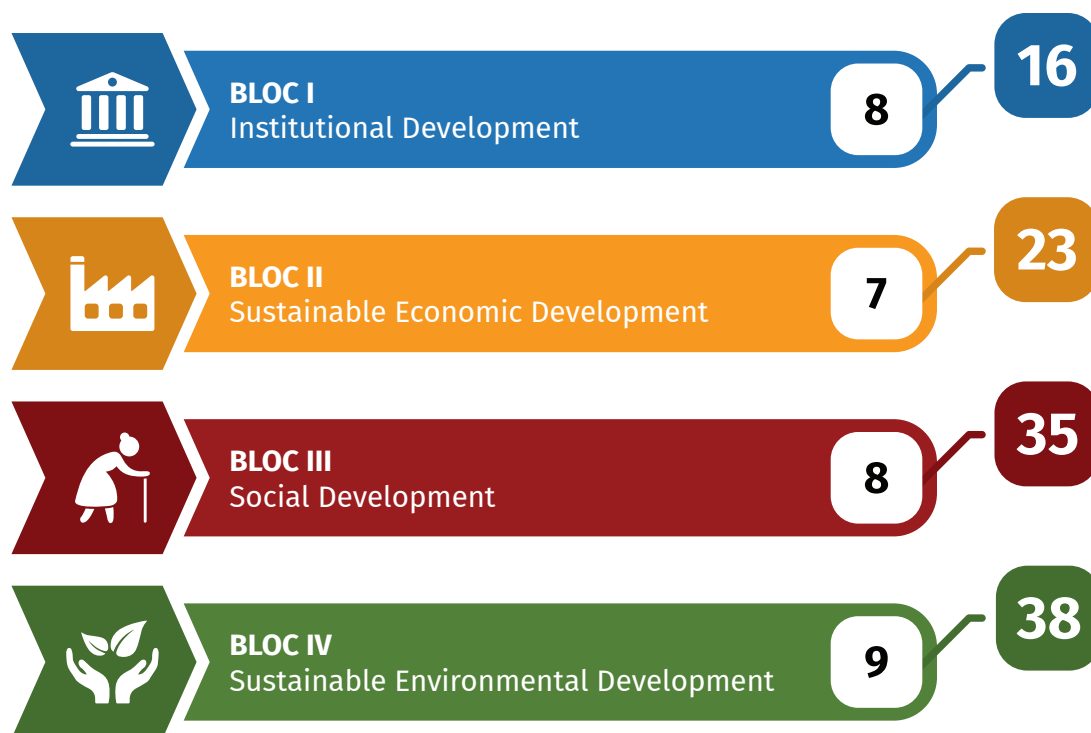
<sup>3</sup> For more information refer to Municipal Service Quality Self-Assessment Toolkit, P. 2

<sup>4</sup> Ibid

<sup>5</sup> For the purpose of the assessment, the term Quality-focused approach to municipal services is a relatively narrow definition of municipal service quality control due to the absence of a systemic approach to quality control practices in Georgia's municipalities. The goal of the assessment is to identify the presence of elements of quality-focused approaches to local services which in turn may serve as the ground for the development of an advanced and sustainable municipal service quality control system. For more information refer to Municipal Service Quality Self-Assessment Tooling, P. 2

<sup>6</sup> Ibid

### Blocs, criteria and indicator of the Municipal Service Quality Assessment Toolkit



Each of the criteria is assessed by means of 1 to 7 indicators (average 4 indicators). The maximum score for each indicator is 1, while minimum is zero. In specific cases 0.5 score is applied when an indicator is only partially met.

The final result of the assessment is the index of municipal service quality.

## THE STRUCTURE OF THE REPORT

The report provides the final data of the results pertaining to eight target municipalities as per MUSQAT criteria and blocs, which facilitates the assessment of institutional setting and situation in specific spheres of municipal service provision.

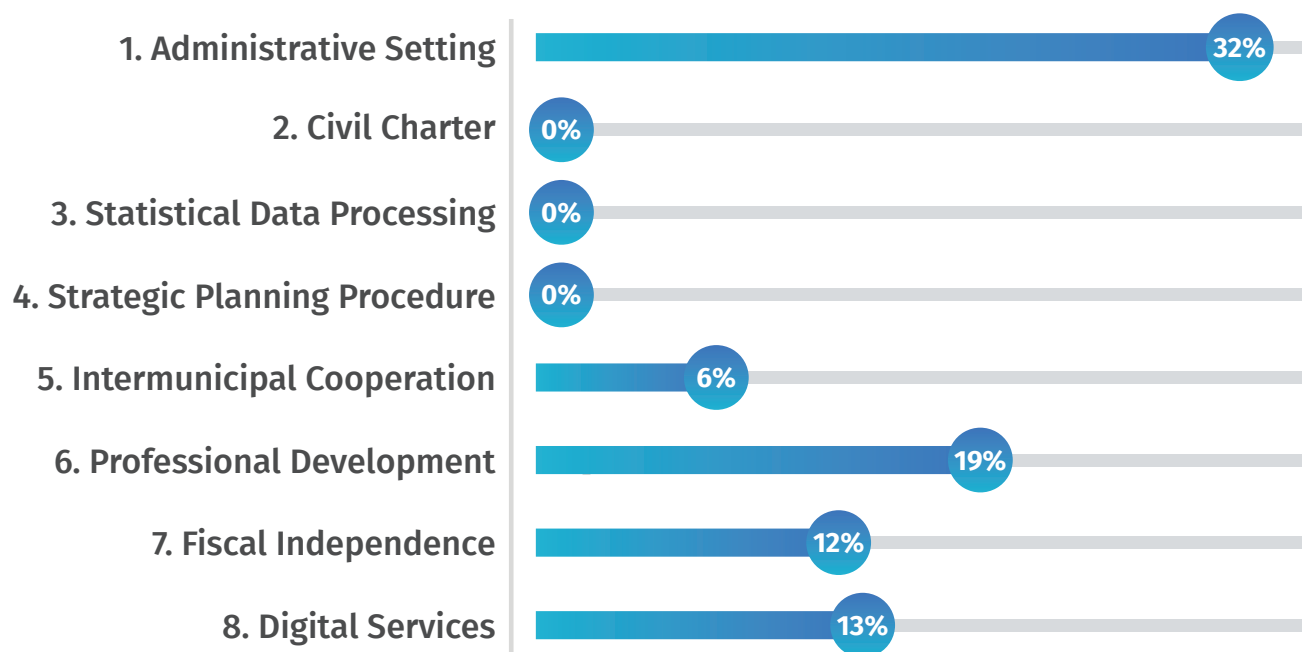
The first part of the report provides key findings arranged according to the criteria. The second part provides an overview of the results according to the blocs and indicators while the final part is dedicated to general findings of the assessment.

## KEY FINDINGS AS PER THE INDICATORS<sup>7</sup>

### BLOC 1 - INSTITUTIONAL DEVELOPMENT

Diagram N2

#### Results of the Assessment under Bloc 1 as per criteria and average rates



#### CRITERION 1:

**Consistency with the criterion relating to the administrative setting in the target municipalities is 32% average**

Normally, there is a reception area in municipal administration buildings with designated personnel (usually the one responsible for processing letters and applications) to issue a visitor's permit and provide contact information of representatives of structural units or persons in charge.

Availability of an arranged and well-equipped space conducive to single-desk principle whereby incoming citizens can access various services, file a letter or an application or receive information, is relatively rare.

Only one target municipality was found with an approved guideline for the phone communication.

More than half of the target municipalities have entrances adapted to the needs for persons with disabilities. However, the buildings are not designed in a way to allow the latter move between the floors.

<sup>7</sup> Assessment of criteria and indicators per municipalities is provided in the annex of the report.

## **CRITERION 2:**

### **Consistency with the criterion relating to the availability of a citizen's charter in the target municipalities is 0%**

There are no defined standards for municipal service provision tailored to the needs and expectations of citizens.<sup>8</sup>

## **CRITERION 3:**

### **Consistency with the criterion relating to planning procedures based on the analysis of collected statistical data in the target municipalities is 0%**

There are no lists of statistical data to be collected nor a rule for collecting, synthesizing, processing, maintaining, or publishing statistical information in the target municipalities.

## **CRITERION 4:**

### **Consistency with the criterion relating to strategic planning procedure in the target municipality is 0%**

Municipalities have no approved strategic planning procedures which would include mechanisms for the identification of and engagement with stakeholders.

## **CRITERION 5:**

### **Consistency with the criterion relating to intermunicipal cooperation criterion in the target municipalities is 6% average**

Municipalities in Kakheti region operate LEPL Visit Kakheti, a jointly established organization which focuses on the development of tourism in the region. A practice of intermunicipal cooperation covering more than two spheres is extremely rare in the municipality. At the same time, based on the information provided by the municipal authorities in the course of the assessment, a new intermunicipal cooperation in the sphere of stray animals is planned to take off by the end of 2021.

## **CRITERION 6:**

### **Consistency with the criterion relating to the expertise of public servants and their retention in the target municipalities is 19% average**

In most of the target municipalities, at least 60% of servants have not changed for the past six months which is an indicator of a minimal level of staff retention of public servants.

In spite of such a positive pattern, there are few opportunities of career advancement. None of the target municipalities has ever managed to spend allocated 1% of the total budget for professional development of municipal servants as prescribed by the Code of Local Self-Government.

The assessment found that it was only one target municipality in which at least 30% of local servants had been trained/retrained as per an annual plan for professional development. The finding points out to significant challenges pertaining to professional development policy at a local level.

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<sup>8</sup> For more detail see the definition of the second criterion of the matrix

## CRITERION 7:

### Consistency with fiscal independence in the target municipalities is 12% average

Most of the target municipalities do not have even a minimum required level of fiscal independence.<sup>9</sup> More specifically, they are unable to fund even 30% of local liabilities from their revenues.<sup>10</sup>

70% of municipal revenues come from the central budget which is beyond the scope of local influence.

## CRITERION 8:

### Consistency with digital service development criterion in the target municipality is average 13%

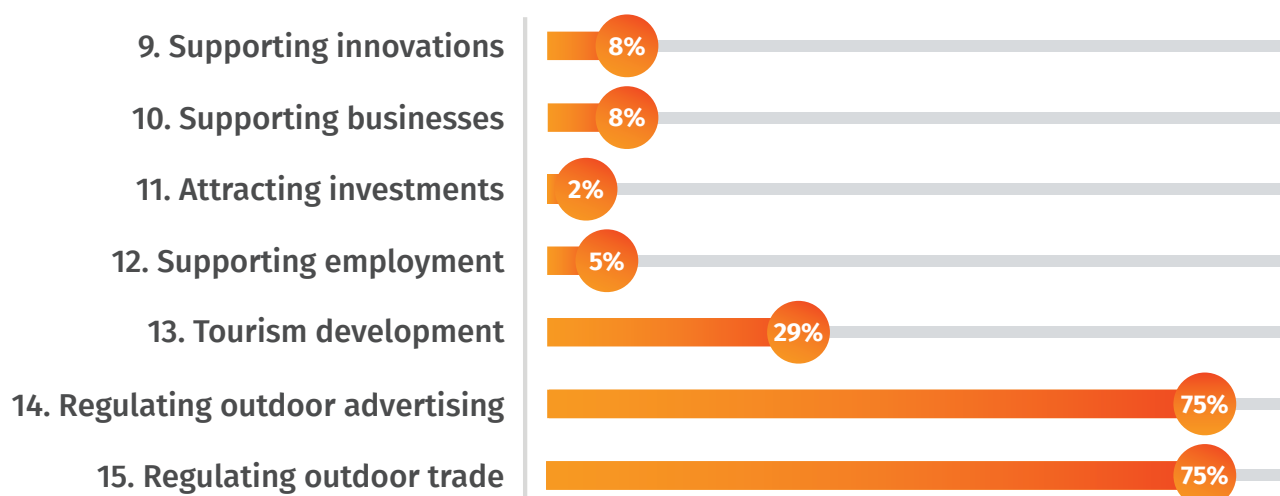
Part of the assessed municipalities (three) have specially designed electronic platforms for the provision of at least two municipal services while the information about services offered by local municipalities is electronically available in only two municipalities.

Municipalities have no long-term vision for the development of digital services.

## BLOC 2 - SUSTAINABLE ECONOMIC DEVELOPMENT

Diagram 3

### Results of the assessment under block 2 as per criteria and average rates



<sup>9</sup> See the definition of criterion 7 of the matrix

<sup>10</sup> The definition of municipal revenues is provided in the matrix (criterion 7).

#### **CRITERION 9:**

##### **Consistency with the criterion relating to the support to/development of innovative economic alternatives in the target municipality is average 8%**

Only two municipalities have been found to have strategic visions for supporting/developing innovative economic alternatives while activities in line with a strategic vision are implemented in only one of them. The assessment has found that supporting innovations is not considered a priority for local policy makers.

#### **CRITERION 10:**

##### **Consistency with the criterion related to supporting businesses is average 8%**

Only three municipalities appear to have developed a strategic vision for supporting businesses. However, none of them have implemented any activities in accordance with these visions.

Findings of the assessment suggest that there is no record of strategic visions for the support of businesses being implemented in any of the target municipalities and therefore, this particular area is not considered by a priority by local authorities.

#### **CRITERION 11:**

##### **Consistency with the criterion related to attracting investments in the target municipalities is average 2%**

Only one of the target municipalities has a strategic vision for attracting and supporting investment. The findings suggest that improving environment conducive to investments is not prioritized at a local level.

#### **CRITERION 12:**

##### **Consistency with the criterion related to supporting employment is average 5%**

Only one target municipality has presented a strategic vision for fostering employment, however, there has been no activity implemented in line of this vision. Another municipality has been implementing a budget program in support of employment, however, without a strategic vision.

The findings of the assessment suggest that fostering employment is not prioritized at a municipal level.

#### **CRITERION 13:**

##### **Consistency with the criterion related to supporting tourism development in the target municipalities is average 29%**

In most municipalities (6) there is a structural unit responsible for tourism development. However, only half of them (3) have developed a strategic vision for supporting tourism in their localities, and only two of them implement activities in line with their respective strategic visions.

The assessment has found that supporting tourism is a local policy priority, however, majority of the target municipalities have no strategic vision for the development of the sector which would translate into practice.

### CRITERION 14:

**Consistency with the criterion related to the regulation of outdoor advertising is average 75%**

Half of the municipalities implement a regulatory framework relating to the placement of outdoor advertising in their territories.

### CRITERION 15:

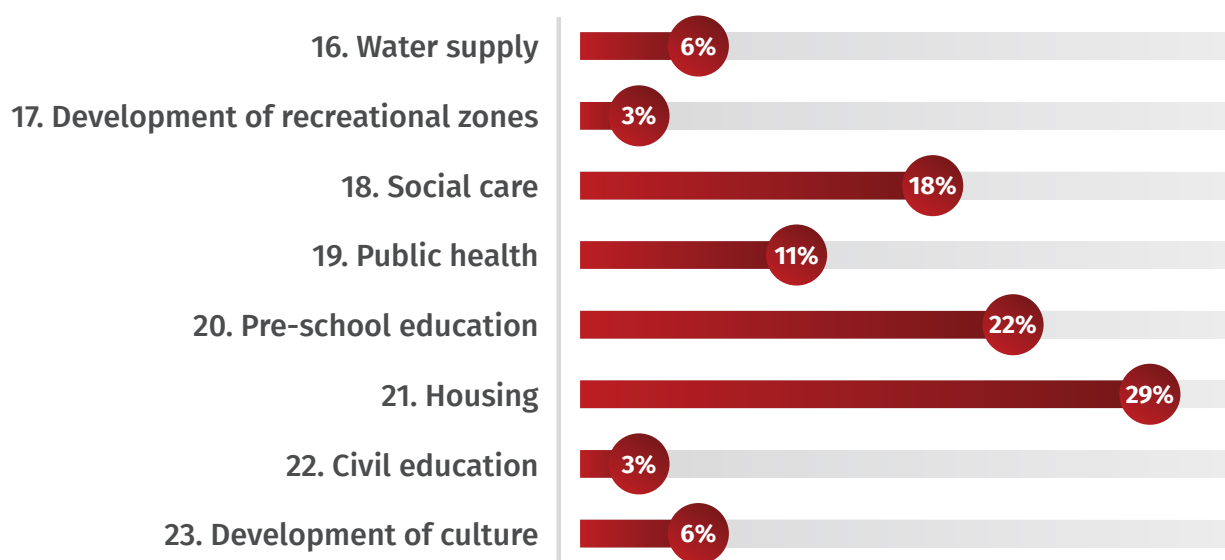
**Consistency with the criterion related to the regulation of outdoor trade and markets is average 75%**

Half of the municipalities implement a regulatory framework relating to outdoor trade and markets.

## BLOC 3 - INCLUSIVE SOCIAL DEVELOPMENT

Diagram 4

**Blocs, criteria, and indicators of the Municipal Service Quality Self-Assessment Toolki**



### CRITERION 16:

**Consistency with the criterion related to water supply in the target municipalities is average 6%**

The share of households in rural areas<sup>11</sup> with the access to a water supply service does not exceed 50% while only few of them have round the clock access to water.

In spite of this challenge, the target municipalities have not implemented any kind of assessment/inventory of water resources. Nor do they have a long-term vision for the development water services in the rural area.

<sup>11</sup> See the definition of the criterion 16 of the matrix

### **CRITERION 17:**

#### **Consistency with the criterion related to the development of recreational services in the target municipalities is average 3%**

Only one municipality has been found to have an inventory of recreational spaces. Municipal policies in this area are largely based on the implementation of specific projects without a long-term vision for the policy development.

### **CRITERION 18:**

#### **Consistency with the criterion related to social care in the target municipalities is average 18%**

Municipalities implement various social programs for vulnerable groups. Social programs in six of the target municipalities serve at least four social groups.

Even though the target municipalities implement social programs, they do not have a long-term vision for social policy. Most social programs provide monetary support to their beneficiaries. There are no municipal mechanisms for the evaluation of the effectiveness of social programs and the assessment of satisfaction which would contribute to improved quality of such services for local communities.

### **CRITERION 19:**

#### **Consistency with the criterion related to public healthcare in the target municipalities is average 11%**

The majority of the target municipalities implement various types of programs/sub-programs/activities (including those supported by donors) which are not derived from the delegated powers. Nor do they represent any component of a state program which points out to the presence of a local public health policy in parallel to the state one.

In spite of the above said, municipalities have not yet developed a long-term vision for the development of a local healthcare policy. Nor are there instruments for evaluation and satisfaction assessment in place which would enable local authorities to gauge effectiveness of the implemented programs and understand perceptions of local communities regarding offered healthcare services.

### **CRITERION 20:**

#### **Consistency with the criterion related to quality pre-school education in the target municipalities is average 22%**

In half of the target municipalities early childhood and preschool services provided by municipal authorities are accessible to at least 90% of pre-school aged children. A long-term vision for the development of early childhood and preschool services has been found in two of the target municipalities with one of them implementing measures and activities in line with the respective vision.

Findings of the assessment suggest that even though early childhood and preschool services are widely accessible for local communities, local authorities nevertheless lack a long-term vision for the implementation of sustainable policies in this area. Nor do they have developed approaches to enhancing quality of these services.

## **CRITERION 21:**

### **Consistency with the criterion related to housing and accommodation of the homeless in the target municipalities is average 29%**

Majority of the target municipalities have an established procedure in place for assisting the homeless with living space (by renting/accommodating). Only two of the target municipalities run a registry of the homeless individuals.

Three of the assessed municipalities implement a budget program/sub-program which operates a shelter and/or offers housing (through renting/accommodating) to the homeless.

The assessment has found that in half of the target municipalities issues relating to providing housing services to the homeless are not legally regulated with decisions being made on a case by case basis. This practice points out to an inconsistent and unsustainable nature of the system.

## **CRITERION 22:**

### **Consistency with the criterion related to civic education in the target municipalities is average 4%**

The assessment found that at least five types of activities supporting civic education for at least three target groups are regularly (in the previous year and the reporting year) implemented in only one target municipality.

The findings of the assessment suggest that municipalities have no long-term vision which would support civic education in localities. Therefore, existing programs in this thematic area are scarce and implemented intermittently.

## **CRITERION 23:**

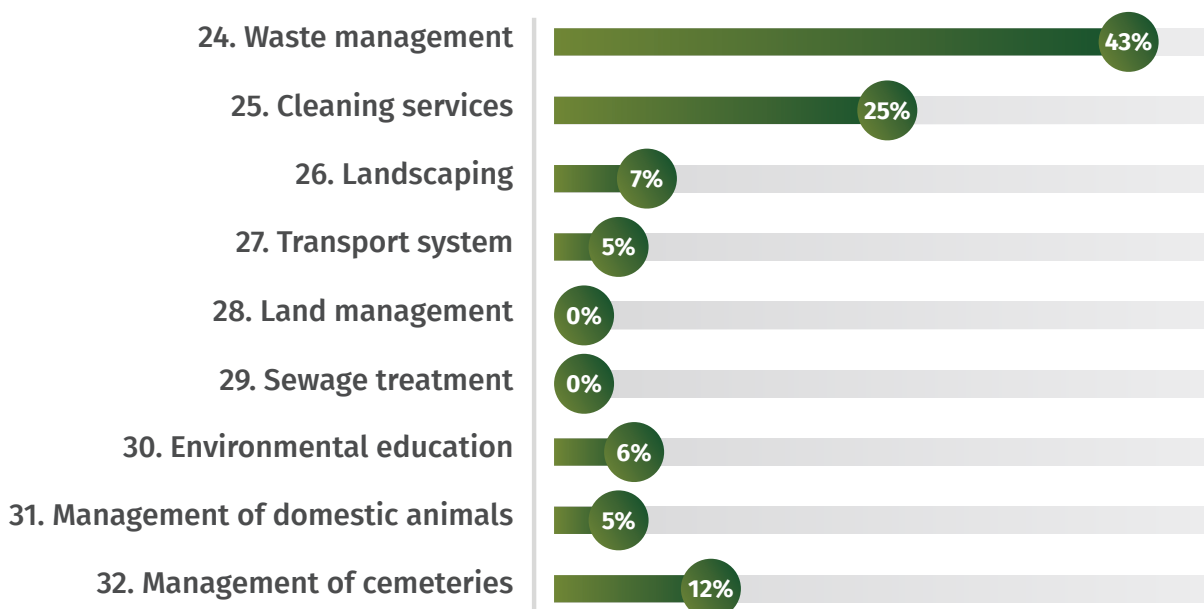
### **Consistency with the criterion related to the development of culture in the target municipalities is average 6%**

Budget programs/sub-programs in support of cultural heritage are implemented by three municipalities. However, the assessment had not found a long-term policy document. Nor has the target municipalities carried out the inventory of local amenities or spatial representation.

## BLOC 4 - SUSTAINABLE ENVIRONMENTAL DEVELOPMENT

Diagram 5

Results of the assessment under block 4 as per criteria and average rates



### CRITERION 24:

**Consistency with the criterion related to waste management in the target municipalities is average 43%**

Local authorities provide waste collection service in at least 90% of the municipal population (in all but one target municipality). In addition, municipalities have a long-term vision for waste management policy (7) which is implemented in five of them.

In spite of almost universal accessibility of waste management service at a municipal level, the target municipalities have no viable system for the collection of a service fee. More than 50% of such a fee is collected from physical entities only in one municipality. Collecting fees from legal entities seems to be equally problematic with only two municipalities managing to collect more than 80% in only two municipalities.

The findings of the assessment suggest that the sector survives on municipal subsidies which considerably limits the prospect for future development. This is corroborated by the fact that the obligation for separated collection of waste as prescribed by the Waste Management Code of the country has not been fulfilled in the target municipalities. Only one of them has launched a pilot project for separated waste collection.

## CRITERION 25:

### **Consistency with the criterion related to the cleaning of the municipal territory in the target municipalities is average 25%**

Half of the municipalities ensure the cleaning of at least 70% of public spaces (streets, parks, community parks, alleys etc).

## CRITERION 26:

### **Consistency with the criterion related to the landscaping of the municipal territory in the target municipalities is average 7%**

The inventory of landscaped areas is available in two of the target municipalities while the landscaping budget program is implemented in more than 30% of the municipal settlements in just one municipality.

The landscaping program in the majority of the target municipalities is implemented only in administrative centers while this service is inaccessible for rural communities. The target municipalities have no long-term vision for landscaping public spaces (streets, parks, community parks, alleys etc).

## CRITERION 27:

### **Consistency with the criterion related to sustainable transportation in the target municipalities is average 5%**

Parking of transport is regulated in just two of the target municipalities.

Only two of the target municipalities organizes public transport in administrative centers or more than a half of the settlements.<sup>12</sup>

The target municipalities have no long-term vision for the development of sustainable transportation<sup>13</sup> including that with the purpose of greater mobility. Nor are there any budget programs that would support mobility through the development of green transportation (cycling, underground, trolleybus, tram, electric and hybrid vehicles, electric motorbike and other electric transportation).

The assessment has found that local policies supporting the development of municipal transportation in target municipalities are essentially non-existent.

## CRITERION 28:

### **Consistency with the criterion related to effective land management transportation in the target municipalities is 0%**

The target municipalities have no spatial plans which hampers prospects for sustainable and foreseeable local development.

## CRITERION 29:

### **Consistency with the criterion related to sewage treatment in the target municipalities is 0%**

Sewage system is non-existent in the villages of the target municipalities which poses dire challenges to environment as well as the development of tourism and a number of agricultural sectors.

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<sup>12</sup> Organization of transportation - regular transportation of passengers according to routes established by municipal authorities based on the issuance of a special permit or by means of municipal transport in the territory of the municipality.

<sup>13</sup> Sustainable transportation – mobility, accessibility, social equality, effectiveness, personal and public safety, flexibility, comfort, low carbon emission, environmental friendliness and integrated management of transportation system elements.

### **CRITERION 30:**

#### **Consistency with the criterion related to environmental education in the target municipalities is average 6%**

Environmental education<sup>14</sup> measures represented by at least five types of activities and/or for at least three focus groups are routinely implemented (during the previous and reporting years) in just two target municipalities.

The findings of the assessment suggest that municipalities have not developed a long-term vision for supporting environmental education. Therefore, municipal environmental programs are scarce and implemented inconsistently, which diminishes their effectiveness with regard to fostering positive behavioral changes among local communities.

### **CRITERION 31:**

#### **Consistency with the criterion related to management of stray animals in the target municipalities is average 5%**

Municipal programs/sub-programs for the management of stray animals are implemented only two of the target municipalities covering only stray dogs.

The findings of the assessment suggest that in principle, municipalities fail to effectively manage issues relating to stray animals. There are no long-term visions for regulating respective matters, or rules for maintaining and caring domestic animals even though this represents an exclusive power prescribed by the Local Self-Government Code to local authorities.

Importantly, based on the information provided by the target municipalities, a joint LEPL established with the purpose of managing stray dog population is planned to start operation either by the end of 2021 or in early 2022.

### **CRITERION 32:**

#### **Consistency with the criterion related to management of cemeteries in the target municipalities is average 12.5%**

Issues relating to the management of cemeteries are regulated only in two of the target municipalities which indicates that a respective policy is non-existent, and the service is provided inconsistently and spontaneously without due planning.

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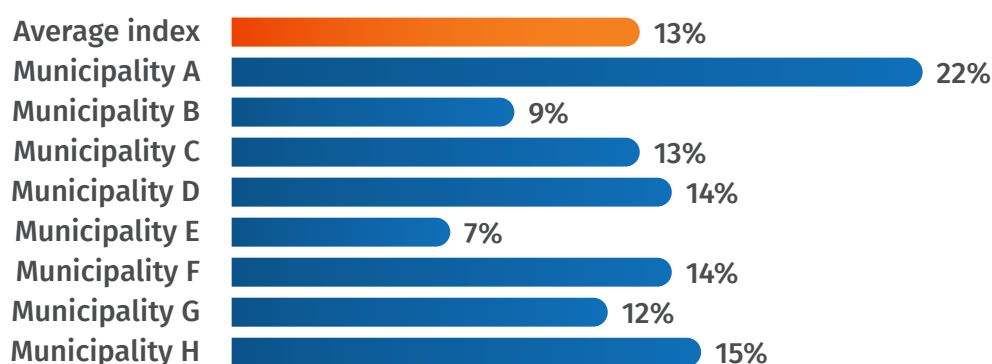
<sup>14</sup> Environmental education – raising awareness of population in order to establish adequate environmental behavior.

## INDEX OF MUNICIPAL SERVICE QUALITY AND KEY FINDINGS PER BLOCS

The findings of the assessment conducted in eight municipalities of Kakheti region, an average rate of municipal service quality is 13% with 22% being highest and 7% the lowest. Based on the findings, it can be concluded that overall, the quality of services provided by local authorities to their target communities is rather low (see Diagram 6).

Diagram 6

Index of Municipal Services per Municipality



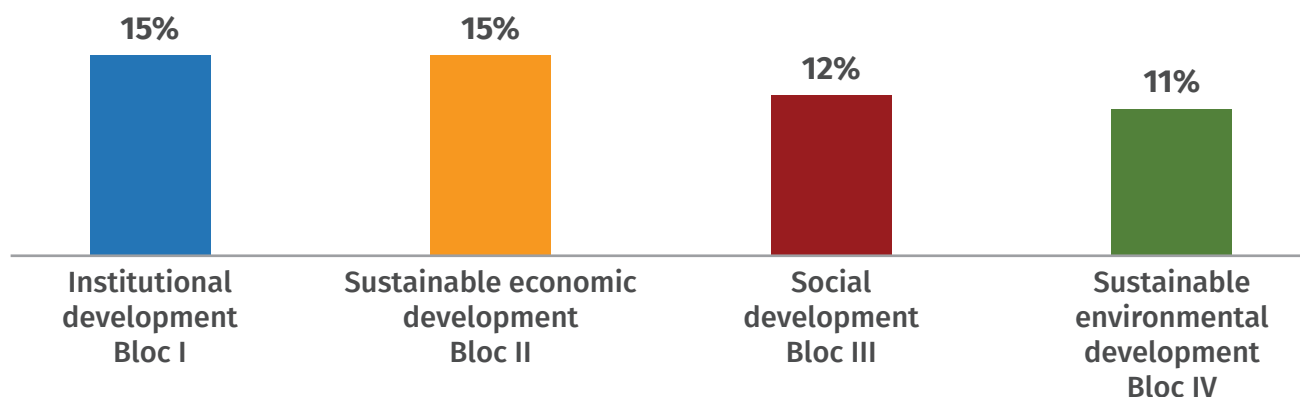
Based on the findings of the assessment, on a scale of 100%, the first bloc (institutional development) ranked 15%, the second bloc (sustainable economic development) – 15%, the third bloc (inclusive social development) – 12% while the fourth bloc (sustainable environmental development) scored 11% (diagram 7).

The results suggest that in all four blocs an average quality of municipal services is equally low and ranges between 15% and 11%. The bloc relating to sustainable environmental development is characterized with the lowest average of all blocs.

The section below provides an overview of generalized findings per blocs.

Diagram 7

### Results of the assessment per blocs



In the **first bloc** (institutional development) administrative setting (1) scored the highest average (32%) while none of the target municipalities meets the criteria relating to the charger, statistical data collection and strategic planning (2, 3, 4).

In the **second bloc** (sustainable economic development) the regulation of outdoor advertising and outdoor trade, markets and marketplaces (criteria 14 and 15) seem to have fared the best (75%) while the criteria for attracting investments (11) have scored the lowest average (2%).

In the **third bloc** (inclusive social development) the criterion relating to accommodation and housing of the homeless (21) scored highest average (29%) while the one for the development of recreation (17) fared the lowest (3%).

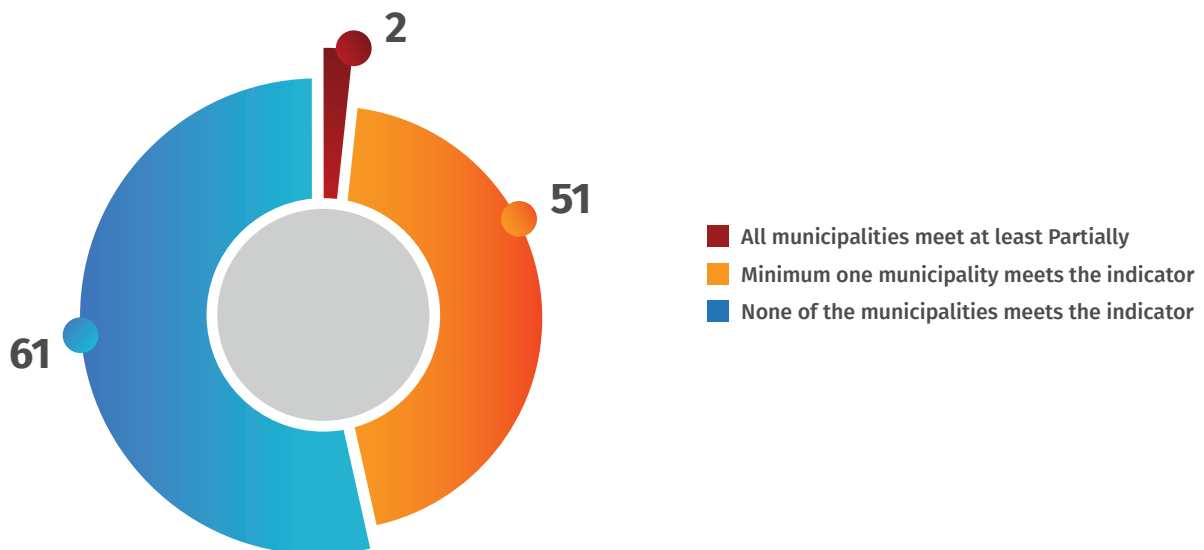
In the **fourth bloc** (sustainable environmental development) waste management criterion (24) scored the highest (43%) while none of the target municipalities has met criteria relating to effective land management (28) and sewage treatment (29).

## KEY FINDINGS PER INDICATORS

The findings of the assessment conducted in eight municipalities of Kakheti region, an average rate of municipal service quality is 13% with 22% being highest and 7% the lowest. Based on the findings, it can be concluded that overall, the quality of services provided by local authorities to their target communities is rather low

Diagram 8

Key findings per 112 indicators of the matrix



The assessment also found that none of the selected 112 criteria was fully met by any of the target municipalities while there were only two indicators which were partially met by all of the target municipalities. In addition, 61 criteria were fully unmet by all of the target municipalities (see Diagram 8) which points out to the low quality of municipal service delivery in the target municipalities.

## GENERAL CONCLUSIONS

- ▶ As a rule, the target municipalities have no long-term visions for municipal service delivery. Even on rare occasions when there is a document defining a long-term vision and a respective action plan, these visions are rarely implemented.
- ▶ The target municipalities have not yet developed approaches to service delivery that would be focused on the quality of local services. Nor is there a systemic vision pertaining to the needs and satisfaction of service users which is a precondition for the improved municipal service delivery.
- ▶ The findings of the assessment suggest that municipalities suffer from institutional underdevelopment which limits the possibility for improved services in specific sectors. For instance, there are no established procedure for strategic planning or a sustainable system for local statistical data collection. In addition, professional education systems in the target municipalities are ineffective with limited fiscal autonomy. On the other hand, the sphere of digital services looks more promising thanks to access that local municipalities enjoy to electronic platforms created by central authorities (ie my.gov.ge; ms.gov.ge). However, the target municipalities have no long-term vision for the development of digital services which restricts the possibilities for improved quality of and access to such services among local communities.
- ▶ The assessment has found that the target municipalities rarely implement municipal programs supporting economic development. In some instances, long-term strategic visions for local economic development have been developed with donors' support. However, practical implementation of such strategies remains a challenge. The findings of the assessment suggest that tourism is highly prioritized by municipal authorities. Also, issues related to outdoor trade, markets, marketplaces and outdoor advertising appear to be more or less regulated.
- ▶ The target municipalities demonstrate some positive trends with regard to providing social support and developing local healthcare programs in the area of inclusive social development. However, the target municipalities do not monitor impacts of these measures over social environment nor measure satisfaction of service users which curbs the possibility of tailoring local measures to pressing challenges and improving services. Municipalities seem to be faring well with regard to ensuring access to pre-school education. However, the absence of a long-term vision for the development of the policy area and a lack of results-focused approach remains a shortfall.
- ▶ The target municipalities have no long-term vision for a viable civic education policy. Implemented activities are spontaneous, inconsistent and inconducive to positively changing attitudes and behaviors of local communities. Municipal programs for recreation are mostly implemented in urban areas – administrative centers while few efforts have been made to improve social environment in rural areas.
- ▶ In the field of sustainable environmental development, the target municipalities appear to fare relatively well with regard to waste management and cleaning services. In addition, the assessment has found that they have a long-term vision for waste management policy. However, underdeveloped sewage treatment systems and resulting environmental pollution remains continue to pose a significant challenge to sustainable environment at a local level. The assessment has also found the absence of an effective system for land management and underdeveloped transportation for remote villages. In addition, landscaping programs are mostly implemented in administrative centers of the target municipalities.

- As a conclusion, the findings of the assessment of Kakheti municipalities suggest that while local authorities provide various municipal services to local communities, these services rarely derive from a long-term vision for the development of a specific sector. Nor have the target municipalities developed quality assurance approaches to services that they provide which would help them to tailor services to the needs and expectations of local communities and create a sustainable system for the improvement of quality.



2021