



Transfer of Czech Knowledge to the Local Municipalities of Georgia on Urban Development/Strategic Planning, Community Waste Management and Citizens' Participation in Local Self-Governance

FINAL REPORT



Prague March 2013

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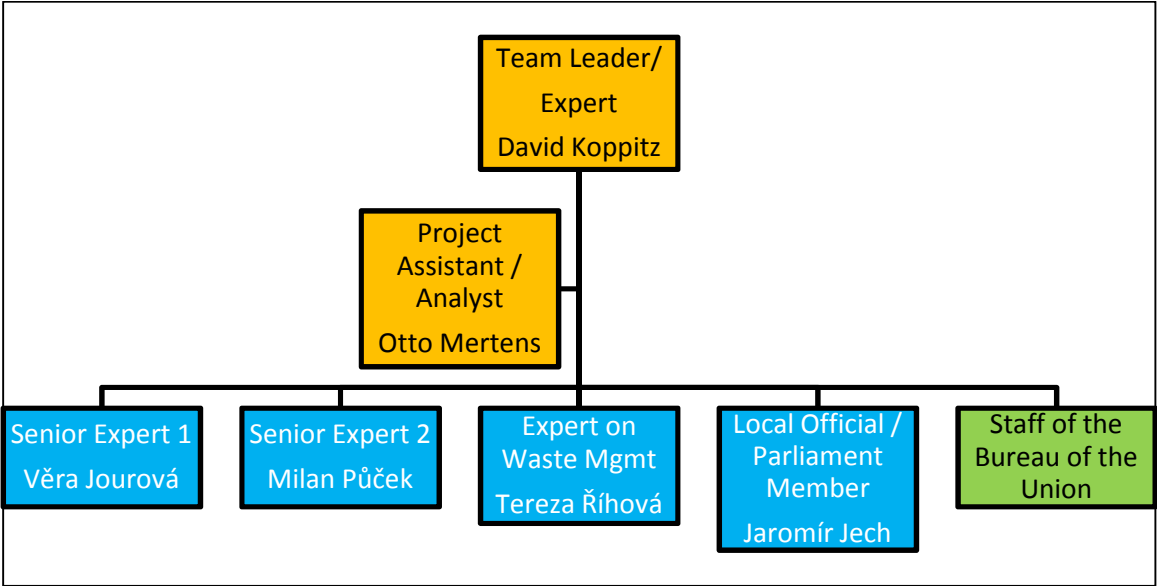
Introduction

According to the Terms of Reference the overall goal of the project was to support the local governance reform of Georgia and more particularly, strengthen the institutional and organizational capacities of both central and local authorities to effectively lead and implement the reform.

The consultancy/training services aimed at building capacities of the Parliament, Ministry of Regional Development and Infrastructure (MRDI) and particularly local municipalities of Georgia in the area of urban development, community waste management and citizens' participation in local governance through providing a number of seminar/trainings on the selected topics in Georgia.

The project team consisted of well experienced internal MEPCO team (Mr. David Koppitz and Mr. Otto Mertens) which cooperated with a group of highly qualified experts: Ms. Věra Jourová, Mr. Milan Půček and Ms. Tereza Říhová. Besides the experts one local official – Mr. Jaromír Jech – was also involved in the project activities.

Fig 1: Project team



Assessment report

The project was divided into two major activities: (1) assessment report and (2) capacity building. The assessment report was drafted by Czech experts based on the review of existing materials and materials provided by UNDP CO and with the practical knowledge gained during the assessment mission to Georgia. The existing materials contained following laws, studies and papers:

- Regional development in Georgia, Diagnostic report

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- State strategy for regional development of Georgia for 2010-2017 (SSRD)
- Action plan on SSRD
- Guidelines for strategies for sustainable regional development in Georgia
- Organic law of Georgia on local self-government
- Analyses of the legislation in the field of strategic planning/urban development, community waste management and citizen participation in local self-governance in Georgia



The assessment mission to Georgia was organized by the UNDP CO. The team of two experts and one project assistant took part in the event. The team had several meetings and discussions with main stakeholders who are involved in regional and local development in Georgia:

- UNDP CO,
- National association of local authorities (NALA),
- a number of NGOs,
- Khashuri, Sagarejo and Gori municipalities,
- the Parliament,
- Ministry for regional development and infrastructure.

The assessment report was divided into three main parts – situation in the Czech Republic, situation in Georgia and recommendations. All parts have been divided according to the three project topics into subchapters – the part on the situation in the Czech identified main legislation and showed some examples of best practices, the part on the situation in Georgia summed up the legislation, findings from the assessment mission and identified several strengths and weaknesses. The report was drafted by the experts in Czech language and consequently translated into Georgian and submitted to UNDP CO. The comments and recommendation made by the experts from UNDP CO were taken into account and inserted in the final version.

Fig 2: Project activities

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Capacity building

The capacity building took place in February in Georgia. It consisted of a one-day presentation of the conclusions of the assessment report and a two-day workshop/training. Two experts and one local official took part in this event. The project team prepared several presentations in English and Georgian which were printed out and given to the participants for later use. The workshops were structured into blocks which consisted of presentations, interactive team work and discussions. Concrete timetable of the capacity building is attached to this report.

Day 1: Presentation of the assessment report

Strategic planning – key recommendations:

- need for public administration reform – more competencies for municipalities
- need for better financing system of the municipalities which enables the municipalities to plan their development
- the benefits of approving the law on regional development
- the benefits of single methodology prepared and issued by the Ministry for regional development aimed at creation of strategic development plans on the local level
- need for connecting the strategic goals of the municipalities with their financial means

Citizen participation – key recommendations:

- need for enhancement of the legislative tools
- the benefits of gradual change from “governance” to “service provision” on the local level

Questions & topics of interest:

- local elections
- municipal financing
- methodology of creating of strategies
- Czech experience with waste management form the 90's
- Czech experience with harmonizing the EU legislation on waste management
- Czech experience with various tool for citizen participation and its effectiveness

Day 2: Workshop, Strategic planning

Questions & topics of interest:

- apart from prepared programme were the participants interested in municipal financing in the Czech Republic
- the system was explained and the experts covered following topics: shared taxes, local fees and taxes and budgetary allocation of taxes
- in addition to previous topics the experts also explained the structure of a typical municipal budget



Findings from the team work:

- within the teamwork session two topics were covered: partnership needed for the creation and implementation of strategic plans and preparation of strategic plans focused on priority setting
- as main partners were identified: MRDI (for methodological and financial support), NGOs, foreign experts, employers, media and citizens
- selection of the priorities had following results:
 1. infrastructure (transport infrastructure and environment)
 2. social issues (housing for elderly and vulnerable people)
 3. agriculture (sale support for agricultural goods)
 4. support of enterprises

5. tourist infrastructure and promotion

- financial planning and criteria for measuring progress are weaker than priority setting itself

Day 3: Workshop, waste management, citizen participation

Questions & topics of interest, waste management:

- sorting of hazardous waste
- number, size and distances of landfills
- fees for waste collection – advantages and disadvantages
- payment by entrepreneurs
- waste recycling
- costs of waste management



Questions & topics of interest, citizen participation:

- how to create the communication plan
- communication channels and the using of them
- local referenda

Summary:

- enough time for all topics – on the third day the emphasis was put on the waste management
- participants received a lot of information
- teamwork was successful – the participants were able to prepare some outputs and to present them

Recommendations

In this part some recommendations in the three projects areas are presented. These

recommendations were prepared on the basis of the assessment of relevant materials and two visits in the Georgia.

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| <p>Strategic planning:</p> <ul style="list-style-type: none"> ➤ local and regional actors must be informed about the goals of the SSRD and about the ways how to reach them ➤ a supportive grant scheme for municipalities should be created and introduced by MRDI ➤ local and regional strategies should be created according to a common methodology ➤ a strong incentive (law, grant scheme, education, awareness raising) from the central level is necessary ➤ a harmonised approach (horizontal and vertical) and a shared vision is absolutely necessary |
| <p>Waste management:</p> <ul style="list-style-type: none"> ➤ crucial is the implementation of law on waste management ➤ the law should include: hierarchy of waste management (prevention, recycling, removal), waste registration duty, general duties of waste management and for management of hazardous waste, duties for waste management planning etc. ➤ economic instruments – introduction and enforcement of the fee for landfilling and fee from citizens ➤ creation of national strategic waste management plan as a basic document ➤ creation of regional and local plans and monitoring of its implementation ➤ awareness raising campaigns for citizens |
| <p>Citizen participation:</p> <ul style="list-style-type: none"> ➤ strengthening and unification of legislation is needed ➤ awareness raising campaign aimed at proactive approach of the municipalities ➤ introduction of grant scheme for communication projects on the local level ➤ using of appropriate communication channels on the local level |

Conclusion

The project was implemented according to the timetable only with some minor changes in the project team which had been communicated with UNDP CO in advanced and approved. The goal of the project was to support the local governance reform in Georgia and strengthen the institutional and organisational capacities of both central and local authorities. Local governance reform in Georgia is a long-term and highly complex process. This project – given its scope and length – couldn't answer all questions and bring up universal solutions to such a process. However it touched up on several issues, assess them, make comparison and give some recommendations to the interested stakeholders. This was the case of the assessment mission and the assessment report which represented deliverable 1 within the project.

The project also presented these recommendations to representatives of relevant institutions, provoked some discussions and let these stakeholders interact among themselves. And last but not least the project trained several representatives of local governments in the three topics – this altogether represented the deliverable 2.

With these two deliverables one of the planned two results “by March 2013 increased awareness of Georgian officials – representatives of local municipalities and National Association of Local Authorities (NALA), as well as the Parliament of Georgia and the Ministry of Regional Development and Infrastructure (MRDI), on Czech approach in the area of urban development/strategic planning, waste management and citizens’ participation in local self-governance” has been achieved. The other planned result “by the end of 2013 institutional framework and/or practical mechanisms in place for adoption of selected experiences from the Czech Republic” cannot be assessed yet because it stretches beyond the project timetable.

The identified recommendations also indicate the potentials for future projects which can make use of Czech expertise and sharing know-how and best practices.

ANNEX: Programme of the capacity building

Day 1 (Monday, 11 February)

Hotel Ambassadors, Tbilisi

- Introduction to public administration system in the Czech Republic
- Main findings from the Assessment Report

Key experts: V. Jourová, M. Půček, J. Jech

Participants: Parliament, Ministry for Regional Development and Infrastructure (MRDI), National Association of Local Authorities (NALA), local municipalities, NGOs and projects (apprx. 20 participants)

| Topic | Description | Method and outputs | Length |
|---|-------------------------------|--|---------------|
| Morning Coffee | | | 10.00 – 10.30 |
| Welcome: UNDP, Parliament, MRDI | | | 10.30 – 11.00 |
| Public administration in the Czech Republic | Central vs. local authorities | Presentation and discussion | 11.00 – 11.45 |
| Main findings: strategic planning | | Presentation and discussion Outputs: list with comments | 11.45 – 12.45 |
| Discussion | | | 12.45 – 13.00 |
| Lunch | | | 13.00 – 14.00 |
| Main findings: waste management | | Presentation and discussion Outputs: list with comments | 14.00 – 15.00 |
| Discussion | | | 15.00 – 15.15 |
| Coffee break | | | 15.15 – 15.30 |
| Main findings: citizen participation | | Presentation and discussion Outputs: list with comments | 15.30 – 16.30 |
| Discussion and wrap-up | | | 16.30 – 17.00 |

DAY 1 (Wednesday, 13 February)

Hotel Ambassador, Kachreti

Departure from Tbilisi 8:30 – Departure from Kachreti 18:00

- **Strategic planning**

Key experts: V. Jourová, M. Půček, J. Jech

Participants: Local municipalities, NALA, MRDI (apprx. 35 participants)

| Topic | Description | Method and outputs | Length |
|--|--|--|---------------|
| Welcome: UNDP expert Alexandre Svanishvili MEPCO experts | | | 10.00–10.30 |
| Strategic planning in Czech Republic | Legal issues, institutions, EU influence, importance of strategic planning | Presentation | 10.30 – 11.30 |
| Coffee-break | | | 11.30 – 11.45 |
| Exercise: Stakeholders/ institutions in strategic development in Georgia | | Work group Outputs: Stakeholders map | 11.45 – 13.00 |
| Lunch | | | 13.00 – 14.00 |
| Best practice: Strategic plan Třebíč | Structure, priorities, topics | Presentation | 14.00 – 14.45 |
| Exercise: priority settings of participating municipalities | | Work group Outputs: Set of priorities ordered according to a matrix | 14.45 – 15.45 |
| Coffee-break | | | 15.45 – 16.00 |
| Presentation of the priorities | | Plenum | 16.00 – 16.45 |
| Statistics and local governments | Data collection on local level/statistics | Presentation | 16.45 – 17.45 |
| Wrap-up | | | 17.45 – 18.00 |

DAY 2 (14 February)

- Waste Management
- Citizen Participation
- Wrap-up and Evaluation

Key experts: M. Půček, V. Jourová, J. Jech

| Topic | Description | Method and outputs | Length |
|---|---|--------------------------------------|---------------|
| Waste management | | | |
| Competencies of local governments in municipal waste management (waste management planning) | 1) Introduction, basic terms and statistics of municipal waste management 2) Competencies of local governments in municipal waste management | Presentation | 10.00 – 10.45 |
| Economic instruments in municipal waste management in the Czech Republic | 1) Expenditures 2) Revenues: (a) Based on an agreement, (b) Local fees or fees for municipal waste 3) Explanation of the analysis (SWOT, ...) | Presentation | 10.45 – 11.30 |
| Coffee-break | | | 11.30 – 11.45 |
| Exercise | 1) SWOT analysis of the municipal waste management | Group work Outputs: SWOT analysis | 11.45 – 13.00 |
| Lunch | | | 13.00 – 14.00 |
| Citizen participation | | | |
| Municipal communication plan, city or regional marketing | 1) Introduction, basic terms and approaches (participation, city marketing) 2) Municipal communication plan and analysis of target groups | Presentation | 14.00 – 14.30 |
| Local referenda, local Agenda 21 | 1) Local referenda 2) Local Agenda 21 + Case study | Presentation | 14.30 – 15.15 |
| Coffee-break | | | 15.15 – 15.30 |

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| Exercise | 1) Municipal communication plan 2) Analysis of target groups | Group work Outputs: Municipal communication plan or Analysis of target groups | 15.45 – 17.00 |
| Summing up | | | 16.30 – 17.00 |