

Building Integrity and Transparency Strategy of the City Hall of Tsageri Municipality 2022-2025

The strategy was prepared by the Institute for Development of Freedom of Information (IDFI) within the framework of the project "Develop Integrity and Transparency Strategy and Action Plan for the City-Halls of Akhmeta and Tsageri Municipalities". The project is financially supported by the Good Governance Initiative (GGI) in Georgia.

2022

Table of Contents

Introduction	3
Vision	4
Strategic Directions	5
Strategic Direction I. Transparency	5
Strategic Direction II. Citizen Engagement and Accountability.....	6
Strategic Direction III. Human Resource Management	8
Strategic Direction IV. Ethics and Corruption Risk Reduction	9
Strategic Direction V. Budget and Public Procurement.....	10
Strategic Direction VI. Permits and Licenses	11
Strategic Direction VII. Internal Control Mechanism.....	12
Strategic Direction VIII. Legal Entities subordinated to the City Hall of Tsageri Municipality	13
Implementation of the Strategy	14
Monitoring the Implementation of the Transparency and Integrity Strategy and Action Plan.	15

Introduction

Corruption poses the greatest threat to the country's sustainable development, the rule of law, increases poverty and inequality, and causes significant loss of state resources. To address corruption as one of the main obstacles to democratic development, it is essential to take preventive measures such as strengthening integrity, transparency and accountability at both local and national levels.

Reliable, accountable, transparent and results-oriented local self-government is important for both European integration and sustainable development goals. That is why Tsageri Municipality has assessed corruption risks and based on the results has prepared a strategy and action plan to increase transparency and integrity. Tsageri Municipality was supported by the United States Agency for International Development (USAID) Good Governance Initiative (GGI) project to develop these strategic documents. The Institute for Development of Freedom of Information (IDFI) was involved in the process, which provided analytical and logistical assistance to the City Hall in developing strategic documents.

To base on the evidence the strategic documents, IDFI conducted a Corruption Risk Assessment at Tsageri Municipality based on a pre-designed methodology to identify and manage corruption risks. In order to eliminate the existing shortcomings or challenges, the City Hall identified potential corruption risks and their response measures. Based on the risk assessment, the priority directions, goals and objectives of the strategy were determined.

Public information was obtained and processed using a special questionnaire during the risk assessment process; publicly available sources were analyzed; interviews were conducted with City Hall staff and a focus group discussion with local representatives of civil society. In addition, the existing anticorruption legislative framework and policy-making documents were examined; international recommendations for Georgia - OECD-ACN / GRECO monitoring reports and their standards. Emphasis was placed on recommendations that were relevant to local government. At the same time, in the framework of the situation analysis, the state audit and internal audit reports of Tsageri Municipality were examined.

In the process of identifying and analyzing the corruption risks of Tsageri City Hall, it was found that the existing transparency standards and engagement mechanisms need to be improved; human resource management system needs to be enhanced; the norms of ethics and integrity need to be elaborated adapted to the specifics of the City Hall; transparency, competitive environment and strengthening the monitoring mechanism are essential in the public procurement process; it is important to raise public awareness about the services of the City Hall and to promote their use; effectiveness of the internal control mechanism should be strengthened; introduction of these standards and principles is also necessary in the legal entities governed by the City Hall.

After analyzing the risks identified in the Corruption Risk Assessment Report of Tsageri Municipality, a Corruption Risk Register was developed, which prioritizes corruption risks according to their probability and degree of severity. Measures and structural units responsible for their implementation have been determined in order to eliminate or reduce / manage risks.

At the last stage, Tsageri Municipality prepared a strategy to increase transparency and integrity, based on which a two-year action plan for the implementation of the strategy was developed. The action plan identifies specific steps to achieve the goals and objectives identified in the strategy, indicators of their implementation, responsible structural units, risks, source of financial resources and deadlines for implementation. The strategy and action plan were presented to the representatives of local civil society organizations and their remarks and recommendations were taken into account.

A working group consisting of the heads of the primary structural units of the City Hall has been set up in Tsageri Municipality to develop strategic documents. Once a year, the working group should ensure the review of an action plan for improving the transparency and integrity of Tsageri Municipality, and once in two years- to review the strategy based on the experience gained from their implementation and update the documents in response to current challenges.

The Building Integrity and Transparency Strategy and Action Plan of Tsageri Municipality is approved by the Tsageri Mayor.

Vision

Tsageri Municipality City Hall believes that in order to defeat corruption, it is necessary to put high standards of integrity and transparency into practice, which requires constant efforts, effective supervision and promotion. With this in mind, the main vision of Tsageri Municipality is to establish a corruption-free, transparent, accountable and integral system, to ensure the well-being of the local population and to increase public confidence in the activities of the City Hall.

Tsageri Municipality believes that the effective implementation of the goals set in the strategy will be supported by:

1. Establishing a transparent, accountable and free from corruption system at the local level;
2. Involvement of citizens in the activities of the municipality and increase of the population's trust in the local government;
3. Increasing the welfare of the local population;
4. Ensuring the efficiency of public financial management.

Establishment of accountable and transparent government agencies for the prevention of corruption is of particular importance in bringing Georgia closer to the European family, as the

Georgia-EU Association Agreement commits the country to establish an accountable, efficient, transparent and professional public service.¹

Strategic Directions

In order to ensure a high standard of transparency and integrity at the City Hall of Tsageri Municipality, the City Hall tends to determine eight significant strategic priorities:

1. Transparency - access to public information at the City Hall, including access to open data.
2. Citizen engagement and accountability - instruments for participation in the activities of the City Hall, ensuring the participation of City Hall staff and the public in the decision-making process, including the budget process.
3. Human Resource Management - full implementation of civil service legislation on hiring, dismissal, remuneration, career development issues.
4. Ethics and disciplinary proceedings - norms of ethics and integrity of the employees of the City Hall, rules and standards of disciplinary proceedings and the awareness of the employees of the City Hall on the mentioned issues, the awareness of the officials about the institute for the protection of Whistleblowers.
5. Budget and public procurements - the process of drafting and spending the City Hall budget, planning and implementation of public procurement, transparency and compliance with the standards set by law.
6. Permits and licenses - in the context of quality assurance of service delivery and compliance with standards of good faith.
7. Internal control - internal control system of a public institution, its effectiveness in the context of ethics protection and rational spending of financial resources.
8. Legal entities subordinated to the City Hall of Tsageri Municipality - in the context of ensuring high standards of transparency and accountability.

Strategic Direction I. Transparency

Certain transparency standards are already introduced in the City Hall of Tsageri municipality, however, the City Hall analyses that it is important to refine and improve the existing standards.

The City Hall does not have a detailed procedure for processing and responding to public information requests; there is no constant care for the qualifications of the person responsible

¹ “Association Agreement between the European Union and the European Atomic Energy Community and their Member States, of the one part, and Georgia, of the other part” (2014), Article 4.

for publishing public information; standards for proactive disclosure of public information are not fully implemented in practice; data is not published in open format.

Challenges identified in City Hall in terms of transparency may contribute to the emergence of corruption risk factors and risks such as:

- Making decisions without considering the public interest
- Use of personal connections to use the services needed by the population
- Misuse of budget funds by the City Hall

Accordingly, in this direction **the strategic goal of the City Hall of Tsageri municipality is to improve the quality of transparency in the City Hall.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Raise Awareness of Public Information in the City Hall of Tsageri Municipality:** ensuring access to public information is important for strengthening the transparency of the City Hall. For this, it is important to ensure the professional development of the person responsible for publishing public information, since this person is responsible for responding to the requests for public information and carrying out the appropriate procedure. At the same time, as the heads of the primary structural units ensure that relevant information is provided to the person responsible for publishing public information, they shall also be properly informed about the rules and standards regarding public information.
- **Improve Public Information Proactive Disclosure Standard and Practice:** in order to ensure transparency in Tsageri City Hall for proper response to requests for public information, it is important to have an internal guidance document that outlines the procedure for responding to public information requests, responsibilities of structural units, responsibilities, deadlines, etc. At the same time, the City Hall will ensure that public information is constantly proactively published and that citizens have the opportunity to access the relevant type of information without request. No less important is the production of open data to a high standard and its easy-to-process, open-source publishing to enable citizens to obtain and process open data of interest to them without undue bureaucracy.

Strategic Direction II. Citizen Engagement and Accountability

The City Hall of Tsageri Municipality recognizes that in order to avoid corruption risks, it is necessary to strengthen the involvement and accountability of citizens in the activities of Tsageri Municipality. In this regard, important steps are being taken to improve the existing mechanisms in the City Hall, to ensure their functioning and to inform the population about them. It is also

necessary to introduce additional mechanisms that are not yet available at Tsageri City Hall. The public should be informed about their rights and the mechanisms they can use to participate in the activities of the City Hall. It is necessary to actively disseminate information to the population using both electronic and print media. It is important to promote the effective functioning of the Civic Advisory Council; Promoting citizen involvement in the budgeting process and encouraging citizen initiatives. At the same time, the development of public relations capacities should be promoted.

Challenges identified in terms of citizen involvement and accountability in City Hall activities may contribute to the emergence of corruption risk factors and risks such as:

- Making decisions by the City Hall without taking into account the public interest
- Imbalance of private and public interests when exercising the discretionary power of the City Hall
- Use of informal connections for involvement in the activities of the City Hall
- Making decisions in the City Hall single-handedly
- Elaborate the budget of the City Hall without proper consideration of public interests

Accordingly, in this direction **the strategic goal of the City Hall of Tsageri municipality is to improve the transparency quality of the City Hall of Tsageri Municipality and citizen engagement in decision-making process.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Improve the Communication Practice with Citizens and Ensuring Their Engagement in Decision-making Process:** the City Hall has already developed platforms (including digital) for informing and engaging citizens. At the same time, the City Hall considers it necessary to raise citizens' awareness about the existing mechanisms and their importance, as well as to take care of the proper functioning of these mechanisms. In addition to the citizen engagement, the priority for the City Hall of Tsageri municipality is to ensure the participation of City Hall staff in the decision-making process, which should be carried out according to properly written procedures.
- **Support Population in terms of using the most necessary and demanded services of the City Hall of Tsageri Municipality:** the City Hall of Tsageri municipality considers that for uninterrupted use of services it is important for the citizens to easily receive comprehensive information about the rules and procedures for using a particular service.

Strategic Direction III. Human Resource Management

The City Hall of Tsageri Municipality realizes that it is necessary to improve human resource management standards and introduce additional regulations to prevent corruption risks. In particular, it is important for Tsageri City Hall to show more transparency in the recruitment process and to provide timely and active information to the population about the announced vacancies and procedures. It is important for the City Hall to start working on the functional analysis of the agency, within which the staff list required for the City Hall and adequate remuneration will be determined. City Hall will ensure compliance with the requirements of the legislation in terms of the balance of permanent and non-permanent (contractual) staff and avoid hiring people without competition. It is important for the newly appointed staff of the City Hall to have an introductory (inductive) guide that will help them easily get acquainted with the activities, regulations, organizational issues or other important information of the institution. It is necessary for the City Hall to pay proper attention to the issue of professional development of employees, to have a plan for studying the needs of employees and their professional development, to allocate the necessary resources from the budget and to spend them accordingly.

Challenges identified in the work of the City Hall in the field of human resources may contribute to the emergence of such corruption risk factors and risks as:

- Unreasonable / unjustified spending of the City Hall budget on unnecessary staff
- Receiving benefits that are not in accordance with the law in the conditions of inadequate remuneration by the employees of the City Hall
- Improper performance of their functions by City Hall employees

Accordingly, in this direction **the strategic goal of the City Hall is to improve human resource management in the City Hall of Tsageri Municipality and promote employees' professional development.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Ensure the Rationalization of Human Resources and Employees' Remuneration:** in order to ensure the rational use of public financial resources and the efficiency of the City Hall, for the successful operation of the agency it should be staffed with a sufficient amount of employees, functional analysis will be carried out and remuneration will be determined on the basis of the job descriptions.
- **Promote the Professional Development of Tsageri City Hall Employees:** accessing the needs of the City Hall staff and ensuring their training are essential for the successful implementation of the functions assigned to the City Hall. Accordingly, the City Hall considers it necessary to develop a professional development policy / plan for employees

and to ensure the efficiency of the use of funds allocated from the budget. At the same time, Tsageri Municipality considers it necessary to support the newly employed staff in the process of getting acquainted with the principles and practices of the City Hall.

- **Ensuring transparency of Tsageri City Hall human resource policy:** in order to gain the trust of the population, it is important to ensure maximum transparency in the recruitment process and to provide timely and active information to the population about the announced vacancies and procedures.

Strategic Direction IV. Ethics and Corruption Risk Reduction

The City Hall of Tsageri Municipality considers that for establishing high ethical culture and standards at the City Hall it is important to develop a code of ethics and practical guide tailored to the specifics of the City Hall, which will provide specific examples and practical advices on issues such as prohibited gifts, conflict of interest, position incompatibility, misuse of administrative resources, etc. At the same time, the City Hall considers it necessary to work intensively on raising the awareness of employees and officials on the issues of ethics as well as the institute of whistleblowers. It is recommended to allocate an appropriate staff unit in the City Hall, which will be responsible for improving the environment in terms of ethics, giving ethical advice to employees. It is necessary to ensure the capacity of the supervisory service and to lay down the grounds for disciplinary liability and a detailed, transparent and fair procedure.

Challenges identified in City Hall in terms of ethics and disciplinary proceedings may contribute to the emergence of corruption and risk factors such as:

- Unethical / unscrupulous behavior by City Hall representatives
- Impunity / encouragement of unethical / unscrupulous behavior
- Receiving a gift or other prohibited benefit by City Hall representatives
- Improper management of conflict of interest by City Hall representatives
- Improper use of administrative resources by City Hall representatives
- Lack of disclosure and response to unethical behavior / corruption cases

Accordingly, in this direction **the strategic goal of the City Hall is to establish high ethical culture and standards in the City Hall and reduce corruption risks.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Normativize and Introduce in Practice Ethical Norms and Rules of Disciplinary Proceedings of the City Hall of Tsageri Municipality:** this will be done by elaborating the Code of Ethics and its explanatory manual for the City Hall of Tsageri Municipality, as well

as developing the grounds for disciplinary liability and its detailed procedures. In order to implement the mentioned norms in practice, the City Hall will ensure the participation of employees in appropriate trainings and the introduction of a consultation mechanism.

- **Institutionalize Corruption Risk Assessment System in the City Hall of Tsageri Municipality:** Tsageri City Hall has already developed a methodology and report on corruption risk assessment, in order to reduce corruption risks, the City Hall plans to ensure the integration of corruption risk detection, management and monitoring in the activities of the City Hall.
- **Strengthen the oversight mechanism in Tsageri Municipality City Hall:** it is important to have an effective internal control mechanisms to monitor compliance with ethics. Therefore, the City Hall plans to detail the functions of the relevant service in this area and to ensure proper training of the staff responsible for the supervision.

Strategic Direction V. Budget and Public Procurement

The City Hall of Tsageri Municipality believes that important steps need to be taken to prevent corruption risks and establish high standards in budget planning and public procurement, for which it is necessary to eliminate the shortcomings identified by the State Audit and Municipality Budget Commission. The City Hall needs to have an effective mechanism for monitoring budget funds (fuel limits) and the condition of infrastructure facilities in general. It is important that corruption risks are assessed in the planning and implementation of public procurement. It is necessary for Tsageri Municipality City Hall to analyze the tender conditions, properly research the market and the needs of potential suppliers. City Hall should actively disseminate information about tenders, including through the use of social networks.

Challenges identified in City Hall budget and public procurement may contribute to the emergence of corruption and risk factors such as:

- Planning the budget of the City Hall without proper consideration of public interests
- Improper and / or inefficient use of budget resources by the City Hall
- Failure to implement or improper implementation of infrastructure projects important for the population
- Dominance of private interests in the public procurement process
- Illegal transactions in the use of budget resources.

Accordingly, in this direction **the strategic goal of the City Hall is to establish high standards of public procurement in the City Hall.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Ensure effective budget planning and spending by Tsageri Municipality City Hall:** this will be achieved through a detailed analysis of the State Audit Reports and the findings of the Tsageri Municipality Budget Commission and the elimination of deficiencies identified by them.
- **Improve the Transparency of Public Procurement Process in the City Hall of Tsageri Municipality:** the objective aims to ensure proactive publication of information on the City Hall website and social media about ongoing tenders of the legal entities of the City Hall of Tsageri municipality.
- **Improve the Public Procurement Planning Process by the City Hall of Tsageri Municipality:** the City Hall will do this by ensuring the needs assessment of potential suppliers throughout the municipality and analyzing the tender conditions, as well as providing proper market research in the procurement planning process. Besides, an integrity risk assessment system will be introduced in the public procurement planning process to identify and manage/reduce the risks.
- **Improve Internal Control Mechanisms in Procurement Process in the City Hall of Tsageri Municipality:** within the framework of the objective, the efficiency of the monitoring mechanism of the condition of infrastructural facilities will be improved in Tsageri City Hall. The relevant structural unit will be staffed with sufficient and appropriately qualified human resources.

Strategic Direction VI. Permits and Licenses

Basic standards regarding the issuance of permits have already been introduced in the City Hall of Tsageri Municipality. However, in order to ensure corruption prevention, greater transparency and efficiency, it is important that, in addition to the rule of social assistance, a rule for the use of permits and accounting at the local level is adopted. In addition, it is important that information about these services, the rules of their delivery, the appeals procedure is easily accessible on the website of the City Hall.

Challenges identified in City Hall permits and licenses may contribute to the emergence of corruption risk factors and risks such as:

- Issuing permits with an imbalance of public and private interests
- Use of informal methods / personal connections in the process of obtaining permits
- Hindering the access to permits and social assistance services by the population

Accordingly, in this direction **the strategic goal of the City Hall is to facilitate the use of permitting services for Tsageri municipality population.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Improve Permitting Service in the City Hall of Tsageri Municipality:** the City Hall plans to normativize the rules for the use and accounting permit certificates and bring them in line with the requirements of Georgian legislation.
- **Simplify permit appeal procedure in the City Hall of Tsageri Municipality:** the City Hall provides citizens with information on permitting and licensing services, the procedure for their delivery, and the appeal procedure in an easily understandable form on the City Hall website.

Strategic Direction VII. Internal Control Mechanism

Tsageri Municipality believes that strengthening the internal control mechanism plays an essential role in increasing the economy, efficiency and productivity of the City Hall, improving public financial management and putting ethical standards into practice. In this regard, it is important to ensure the independence of the Internal Audit and Inspection Service and increase the efficiency of its activities, improve risk management by the Service, improve the monitoring mechanism for compliance with recommendations, take constant care of the professional development of Internal Audit staff and elaborate relevant written rules and procedures.

Challenges identified within City Hall's internal control may contribute to the emergence of corruption and risk factors such as:

- Inadequate prevention of corruption cases in the City Hall and its legal entities
- Improper and / or inefficient use of budget resources by the City Hall and its legal entities
- Leaving City Hall representatives unresponsive to unethical / unscrupulous behavior
- Implementation of ineffective supervision (disciplinary process) on unethical / unscrupulous behavior of City Hall representatives.

Accordingly, in this direction **the strategic goal of the City Hall is to ensure the efficiency of Internal Control Mechanism in the City Hall of Tsageri Municipality.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Strengthen the Internal Audit and Inspection Unit:** within the framework of the objective, Tsageri City Hall will ensure the independence of the Internal Audit Unit and equip it with adequate human and financial resources, as well as introduce regular periodic retraining practices, including on the issues of ethics and conflict of interest.
- **Improving the monitoring mechanism:** in addition to the first objective, the City Hall plans to improve the monitoring mechanism and ensure the effectiveness of the implementation of the recommendations issued by the Internal Audit and Inspection Service.

Strategic Direction VIII. Legal Entities subordinated to the City Hall of Tsageri Municipality

The City Hall of Tsageri Municipality considers that in order to ensure the transparency of the activities of the legal entities under its subordination, it is important to have a strong and proper internal control mechanism in each legal entity. It is necessary to develop a rule for accounting representative expenses and to substantiate the need for each expense on the basis of the rule. Each LLC needs to ensure that the annual financial statements and the planned budget for the following financial year are developed and discussed at their companions' meeting. It is necessary to analyze the activities of legal entities and, if necessary, reorganize them. The standards and principles of the City Hall shall be effectively implemented in legal entities whose degree of transparency and accountability needs to be significantly improved.

The challenges identified in the analysis of the activities of the legal entities governed by the City Hall may contribute to the emergence of corruption and risk factors in these institutions, such as:

- Leaving unethical behavior unanswered
- Improper performance of their functions by employees
- Inadequate prevention of corruption cases
- Improper and / or inefficient use of budget resources (including unnecessary human resources, unsubstantiated procurement, etc.)
- Dominance of private interests in the public procurement process
- Illegal transactions in the use of budget resources

Accordingly, in this direction **the strategic goal of the City Hall is to ensure the transparency, accountability and efficiency of the activities of Legal entities subordinated to the City Hall of Tsageri Municipality.**

For achieving this goal, the City Hall of Tsageri municipality outlines the following objectives:

- **Effective Human Resource Management of Legal Entities Subordinated to the City Hall of Tsageri Municipality:** this objective aims to ensure staff optimization in legal entities and to introduce transparent, open recruitment practices. With this purpose, functional analysis will be carried out.
- **Improve Transparency in Legal Entities Subordinated to the City Hall of Tsageri Municipality:** this objective considers to ensure full disclosure of public information and its updating (including staff lists, charters, procurement plans, budgets, budget execution reports, and administrative reports), as well as raising staff awareness about open data, their proactive disclosure and preparing a comprehensive annual report.

- **Introduce Ethical Standards in Legal Entities Subordinated to the City Hall of Tsageri Municipality:** the objective aims to raise awareness of ethics, conflict of interests and integrity in legal entities through appropriate training.
- **Improve Internal Control of Legal Entities Subordinated to the City Hall of Tsageri Municipality:** the objective considers to provide independent, strong and functioning services, which will be provided with adequate human and financial resources.
- **Establish a High Standard of Accounting Representative Expenses in Legal Entities Subordinated to the City Hall of Tsageri Municipality:** the objective aims to produce comprehensive documentation proving the expenditure of finances, including transport and fuel costs.
- **Improving the state procurement of legal entities under the management of Tsageri Municipality:** the objective is to implement state procurement by legal entities in full compliance with the legislation of Georgia, taking into account the high standards of transparency and accountability.

Implementation of the Strategy

The City Hall of Tsageri Municipality will implement the strategy on the basis of the following principles:

Accountability and integrity: the City Hall of Tsageri municipality will provide reports in order to promote transparency and prevent corruption.

Evidence-based approach: integrity policy will be based on risk assessment at the City Hall of Tsageri municipality, analysis of implemented activities and evaluation of the implementation of strategic documents.

Result-oriented approach: the City Hall of Tsageri municipality will set realistic goals and take into account the available data, which will enable the evaluation of the outputs.

Civic Sector Engagement: the City Hall of Tsageri municipality will collaborate with governmental, non-governmental and international organizations as well as the business sector to effectively implement integrity policy. The civil sector will be involved not only in the development of strategic documents but also in the process of monitoring their implementation.

Transparency of the process and public consultations: the process of preparing strategic documents will ensure openness and the involvement of the local community to take into account their needs and opinions.

Monitoring the Implementation of the Building Integrity and Transparency Strategy and Action Plan

The purpose of the monitoring methodology of the implementation of Transparency and Integrity Strategy and Action Plan is to establish guidelines, based on which it will be possible to monitor the implementation of the Transparency and Integrity Strategy and Action Plan as well as the policy, which will contribute to the achievement of the goals and objectives.

The monitoring methodology is based on the principles of openness, accountability, responsibility and engagement. The document presents the approaches required for monitoring, methodological tools for qualitative and quantitative assessment.

In the process of monitoring, the implementation of the objectives and activities defined by the Transparency and Integrity Action Plan will be measured according to the quantitative and/or qualitative indicators determined for them in the Action Plan.

Objectives and activities will be given one of four statuses:

1. Fully implemented - the activity/objective is fully completed or almost fully completed and only a minor part is to be performed.
2. Mostly implemented - main part of the activity/objective has been completed, however, some part is still to be performed.
3. Partially implemented - a certain part of the activity / task is performed and the main part is not performed.
4. Not implemented - the activity/objective was not performed at all or so insignificant part of it was performed that it is virtually impossible to mark progress.

The City Hall of Tsageri Municipality will prepare monitoring reports annually to assess progress and challenges. The monitoring report will be provided to non-governmental organizations involved in the process for comments. The monitoring results will be discussed with the City Hall staff and the public.

The implementation of the action plan will be coordinated by the City Hall of Tsageri Municipality, where in order to effectively manage the process, a contact person will be appointed, who shall be fully informed about the action plan, its implementation stages and responsible units.