RURAL BUSINESS SERVICES MAPPING

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CONTENTS

LIST OF ACRONYMS

EU	European Union
GEL	Georgian Lari
GEOSTAT	Georgian National Statistics Office
LEPL	Legal Entity of Public Law
MEPA	Ministry of Environmental Protection and Agriculture of Georgia
MOESD	Ministry of Economy and Sustainable Development of Georgia
MOF	Ministry of Finance of Georgia
MOH	Ministry of Internally Displaced Persons from the Occupied Territories, Labor, Health and Social Affairs of Georgia
NBG	National Bank of Georgia
SME	Small and Medium Enterprises
UNDP	United Nations Development Programme
VAT	Value Added Tax

1. EXECUTIVE SUMMARY

The present report is developed within the framework of the project "Rural Business Services Mapping", which is part of the project "Improving Rural Development in Georgia" (IRDG) financed by the EU and implemented by the UNDP. The present project aims at identification of gaps in public business services delivery in the rural areas and development of relevant policy recommendations which will initiate a series of policy and program interventions for closing the identified gaps in coverage, accessibility and quality of rural services.

The structure of the present report is as follows: problem discussion; problem identification in the policy documents; research methodology; technical approach deployed and sampling of services, state entities and municipalities based on the developed methodology; Results of the analysis; Assessment of impact of SMEs Development Strategy and relevant state support programs on rural SMEs; Findings and recommendations.

Based on the analysis it can be concluded that despite significant efforts and investments in development of public business service delivery system, challenges and gaps remain with regards to accessibility of the information regarding the services and services in general, including vulnerable groups.

While in general, public business services are available in rural areas, there is still significant gap between the quality of service delivery from the central government entities versus local municipalities. Central government entities have more developed and sophisticated systems of service delivery, with advanced digitalization and user-centric approach, while municipalities still lack basic components of user-centric service delivery system. Moreover, central government entities have sufficient financial resources to develop service delivery system and in the most cases, relevant personnel are trained.

On the contrary, municipal services are poorly delivered, using mostly email, phone consultations or physical visits, most of the services are either not digitalized or the information about the digital services is limited.

It should be underlined that in most cases, municipalities lack basic understanding of service delivery principles, let alone "user-centric" approach.

Some of the services clearly belonging to municipal competences are delivered from the center. However, most of the municipalities still do not consider an option of transfer of those services due to lack of human and financial resources.

From user's angle, in most cases, users still prefer physical visit and phone call as key channels to obtain relevant information regarding services, especially when it comes to smaller businesses or sole entrepreneurs in rural areas. However, there is also a growing demand for digital means such as web-page and email.

Digital skills in rural areas remain relatively limited. Even if the person has relevant skills to apply for services digitally, in some cases, the lack of detailed online guidance on how to fill up the needed forms, makes the process complicated for the persons affected.

Almost all entities lack delivery of services designed for the vulnerable groups, including persons with disabilities, national minorities, etc.

Among the state agencies evaluated, MEPA is exceptional in a sense that all its agencies and structural units more or less follow the established standards for service delivery in terms of delivery of information, design of the web-page, having unified hotline for all services, etc. Also, RS is exceptional in its practice regarding the service delivery, which covers all stages of the process, including user satisfaction and feedback.

Based on the gaps and findings, a set of recommendations was elaborated, including general recommendations as well as municipal and central government-specific recommendations, covering technical assistance, capacity building, digitalization and other areas.

2. PROBLEM STATEMENT

Efficient public service delivery is an important aspect of good governance as well as an essential component of the business enabling environment. High quality and accessible public services significantly reduce the costs of doing business. Accessibility of public services is particularly important in the rural areas, as in case of Georgia, 43% of population lives in the rural areas, while poverty rate in those areas is 8-9% higher than in the urban areas and revenues are lower by 22% compared to urban settlements. It should be also underlined that 50%[1] of GDP is produced in Tbilisi only, while the rest is distributed among other cities and rural areas. Low rate of economic growth, economic instability, low-productive agricultural sector, weak entrepreneurial skills, insufficient economic diversification, limited access to financial resources and modern technologies, insufficient development of infrastructure, are among the potential risks for sustainable rural development.

The modern approach to efficient public service delivery is different from the traditional one. Currently, there is a citizen/user centric approach towards public service delivery, where the satisfaction of the needs of the customer comes first and the service delivery system should fit those needs. In this regard, inclusivity is one of the key principles together with the traditional criteria such as coverage, accessibility, quality, etc.

Modern world dictates the need for digital services. Covid-19 pandemic further triggered those requirements.

It should be underlined that Georgia achieved significant progress in public service delivery and is considered as one of the regional leaders in this regard. Georgia introduced a one-stop-shop principle, mainly single physical and digital platforms for delivery of public services through the House of Justice and other means. Moreover, Georgia implemented an outstanding reform of the licenses and permits system, where "one-stop shop" and "silence is consent" principles were introduced.

Important digital service delivery platform my.gov.ge is under constant development and improvement. Currently, around 140 public business services are available through this platform. The platform also includes electronic forms for the required documents which significantly reduce the probability of mistakes during the procedures.

In addition to the abovementioned, since 2012, LEPL Public Service Development Agency operates under the Ministry of Justice of Georgia. The key objectives of the agency include development of public services, including support to the development of user-centric service delivery channels and digital ecosystem. The agency is the key responsible state institution for ensuring a safe and secure environment for service delivery according to the Georgian law on "Electronic Documents and Reliable Electronic Services". First public sector innovations lab (ServiceLab) operates in the

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[1] Source: Geostat

agency. The aim of the ServiceLab is to ensure the improvement of the service delivery by using innovative methods and user-centric solutions. The ServiceLab also actively cooperates with the private sector[2].

Several years ago, the Government of Georgia launched an implementation of the concept of "Business House", which aimed at unification of all Government-to-Business (G2B) services under a single umbrella (both physical and digital). However, due to complexity of the reform, it has been postponed and key activities (although with a limited scope) were further implemented under the my.gov.ge format.

Despite all the efforts, there are still a number of shortcomings and gaps in G2B service delivery, in particular in rural areas. The issue of inclusivity is also under question. It is noteworthy that this problem echoes the SDG 16.6 "Develop effective, accountable and transparent institutions at all levels", including sub-component 16.6.2 "Percentage of the population satisfied with their last experience of public services".

Accordingly, the present project aims to identify the gaps and shortcomings in G2B service delivery in rural areas. High quality and accessible business services in rural areas can significantly trigger economic activities, supporting jobs creation and reduction of poverty.

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[2]   Strategy of the LEPL Public Service Development Agency for 2021-2024

3. PROBLEM IDENTIFICATION IN THE POLICY DOCUMENTS

It should be mentioned that challenges related to public service delivery and necessity for possible interventions are specifically highlighted in various state policy and strategic documents. This underlines the importance of the issue and readiness of the state to improve service delivery system and bring it in compliance with international standards. In particular:

▶ **Government Program 2021-2024 -** According to the program, public administration reform remains an important priority, which among others, includes improvement of state and municipal services, creation of the unified standard for service delivery, quality and pricing, which will ensure the engagement of users and improvement of accessibility to the services. This also includes development of digital services. Based on the unified policy, the country should introduce rational and transparent standard for pricing of the public services.

▶ **Georgian High-Mountainous Settlements Development Strategy 2019-2023** – Objective 3 "availability of public services in high-mountainous settlements" of the strategy envisages goals of development of innovative management and service systems and increase of availability of public services. According to the strategy, it is important to develop innovative channels of delivery, including, digitalization. In case, if due to shortcomings in the basic infrastructure, access to administrative centers is limited, it is important to ensure creation of one-stop-shop service delivery platforms.

▶ **Georgian Agriculture and Rural Development Strategy 2021-2027** – SWOT analysis included in the strategy identifies limited access to public and private services by the rural population and limited geographical coverage of those services as weakness defining social-economic situation in rural areas. It should be also underlined that problems related to land registration cause limited engagement of this important asset in the economic activities. One of the objectives of the strategy also includes increased accessibility to public services and ensuring enhancement of farmers and rural entrepreneurs' knowledge about public services, which also envisages ensuring effective mechanisms of service delivery.

▶ **Strategy of LEPL Public Service Development Agency for 2021-2024** – According to this strategy, Public Service Development Agency is an agency responsible for public services development on both central and local levels, which aims at fulfilling the following tasks: "Development of the existing services using customer-oriented modern approach" and "creation of modern and innovative customer-oriented services, including for the public and private sectors".

4. METHODOLOGY

In order to analyze the challenges related to the public business service delivery and identify the effective service delivery mechanisms, conceptual framework for assessment is defined based on the international practice and local analytical resources.

The terms used in the research have the following meaning:

- **Public business service provider** – Entity of the central government and government of autonomous republics, as well as local self-government and their subordinated institutions or legal entities of private law acting on their behalf;

- **Public business services** - Paid or free services delivered by the public business services providers to the physical or legal persons established for commercial purposes as defined by the Georgian legislation in order to conduct current or initiated commercial activities;

- **Rural settlement**[3] - settlement, which includes agricultural land in its margins and other natural resources and where its infrastructure is substantially oriented at agricultural activities.

- **User** – physical or legal person registered or active for the commercial purposes in the rural settlements according to the Georgian legislation, which received or is eligible to receive public business services;

- **Potential user** – Physical person, who aims to establish a sole entrepreneur or legal entity for commercial purposes, eligible to receive public business services.

Based on the initial analysis of the international literature, the most relevant conceptual framework for this assignment is "user-centric" approach. The key basis of this concept is to understand main drivers defining expectations, experience and satisfaction of the users and the policy, which ensures shifting the business processes related to service delivery towards users' needs[4]. This concept also includes the component of inclusivity of the service delivery process.

For the purposes of the present research, we use the following tools:

1) **Analysis of the secondary data**, which includes statistical selection of the objects of the assessment, also macro assessment of the gaps related to public business services delivery based on the indicators, including the level of digitalization, proportion of the standard and expedited services, geographical accessibility, accessibility for the vulnerable groups and their preferences, delivery channels and connections between the service providers, etc.

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[3]   United Nations Population Fund (UNFPA) "A short encyclopedic dictionary of demographics" (pg. 251), Eurostat "Methodological Manual on territorial typologies" (pg. 74), Geostat „Population and Demographic Statistics Methodology"(pg. 1)

[4]   "Indicators of citizen-centric public service delivery" World Bank 2018

2) **Analysis of the primary data,** which includes interviews and micro research using specially elaborated questionnaires. The analysis involves both service providers and users.

In order to get valid information, it is important to correctly select service providers and users, who will participate in gathering primary and secondary data and will serve as respondents.

As of today, there are 150 public business services providers, which include 64 municipalities (excluding 4 self-governing cities), 70 entities subordinated to the central government (excluding territorial units) and over 10 legal entities of private law.

On the other hand, number of rural settlements (as defined for the purposes of the research) exceeds 3800, while there are also numerous active business entities operating in those settlements. These numbers make it impossible to cover the whole relevant population for the research purposes.

Based on the abovementioned, for the purposes of the present research, sampling of the research objects was conducted based on the pre-defined criteria. The results of the selection and sampling are described in the chapter on Technical Approach and Sampling of this report.

5. TECHNICAL APPROACH AND SAMPLING

First, in order to understand the current situation in public service delivery, desk review of the open sources and relevant international practice was conducted.

Based on the initial understanding of the baseline scenario, special questionnaires for central government entities, municipalities and the private sector were developed.

Second, we have selected relevant municipalities and central government entities for further analysis. Namely, the selection included top 4 municipalities with the largest number of active registered businesses (Gori, Telavi, Zugdidi, Marneuli), Rustavi as a self-governing city and Batumi, as the center of Autonomous Republic of Adjara. Also, the selection included bottom-3 municipalities with the least number of active registered businesses (Tianeti, Oni, Lentekhi). We have also considered number of rural settlements included in the administrative margins of municipalities. As a result, out of 63 municipalities (except for Tbilisi), we have selected 9 municipalities and self-governing cities. Table 3 below summarizes the features of selected municipalities based on the selection criteria.

TABLE 1: SELECTED MUNICIPALITIES BASED ON THE SELECTION CRITERIA

N	Name of the Municipality	Number of active registered businesses	Number of rural settlements
1	Batumi	12,502	N/A
2	Rustavi	5,664	N/A
3	Gori municipality	4,586	136
4	Zugdidi municipality	4,468	58
5	Marneuli municipality	3,614	77
6	Telavi municipality	3,140	29
7	Tianeti municipality	352	84
8	Lentekhi municipality	265	60
9	Oni municipality	233	64

Source: GEOSTAT

As for the central government entities, the selection included 4 central government institutions and 1 regulatory entity, which in total unite around 30 structural units, LEPLs or other units delivering around 450 business services (see table 2).

TABLE 2: SELECTED CENTRAL GOVERNMENT ENTITIES

N	Name of Central Government Entity	Name of the Subordinated Units
1	MOESD	• Enterprise Georgia • The Unified National Body of Accreditation • Market Surveillance Agency • Georgian Innovations and Technology Agency • National Agency of Mineral Resources • Maritime Transport Agency • Land Transport Agency • National Agency of Standards and Metrology • Technical and Construction Supervision Agency • National Tourism Administration • National Agency of State Property
2	MEPA	• Nuclear and Radiation Safety Agency • Agency of Protected Areas • National Agency for Sustainable Land Management and Land Use Monitoring • Agricultural Scientific Research Center • Agricultural Logistics and Services Company • National Environment Agency • National Food Agency • National Wine Agency
3	MOF	Revenue Service
4	Ministry of Internally Displaced Persons from the Occupied Territories, Labor, Health and Social Affairs of Georgia	• Employment Agency • Labor Inspectorate • Regulatory Agency for Medical and Pharmaceutical Activities
5	NBG	Various Structural Units

After the selection of relevant entities and municipalities, in order to identify the gaps in service delivery, we have studied the complete process of service delivery, from the moment of process initiation by the user, until the actual service delivery, including the opportunity for feedback. More precisely, we have used **2-stage assessment** - macro assessment using specifically identified parameters and user-centricity criteria matrix, which was used for self-assessment, external assessment and creation of ranking of user-centricity of municipal services.

The quantification of the results of in-depth interviews gives us the possibility to identify the level of application of user-centric approach by individual service providers. However, it does not allow to compare how far are the service providers from the best practice among all service providers. For this purpose, we use spot distance to frontier methodology, which helps us to create so-called ranking of service providers related to the application of "user-centric" approach.

The table 3 below illustrates the complete business process of service delivery.

TABLE 3: BUSINESS PROCESS OF SERVICE DELIVERY

Initiation of Demand for Business Service			Timing of Service Delivery	Delivery of Service	
Block 1.1	**Block 2.1**	**Block 2.2**	**Block 3.1**	**Block 4.1**	**Block 4.2**
Receive the Information about the Service	Submit the Application to receive the Service	Submit the documents/ Information to receive the Service	Additional Clarifications neede to receive the Service	Delivery of Service	Feedback
Character-istics of the Process	**Character-istics of the Process**	**Character-istics of the Process**	**Character-istics of the Process**	**Character-istics of the Process**	**Character-istics of the Process**
Channels of information delivery	Channels to submit request for service	Quantity of required documents	Frequency of clarifications	Quality of service delivery process	Feedback
Quality of information	Fee	Associated costs	Grounds for darification (mistake)	Timing	Engagement
Timing of information	Timing	Third party involvement	Cases of unjustified prolongation	Channels of information regarding service delivery	
Adapted environment	Competence of front office	Competence of service provider	Opportunity to obtain information on. service delivery process/stages		
	Adapted environment	Adapted environment			

Macro Assessment - For the purposes of present research, in accordance with the definition of the user, the demand for public business services is the part of user's everyday activities. Accordingly, "macro parameters" of the business services might affect economic and financial indicators of the mentioned business, including costs, liquidity, revenues, etc. Based on the abovementioned, "macro parameters" of the business services might differ from the parameters of those services offered

to the physical persons. At the same time, needs of the businesses with regards to public services require involvement of the private sector in the design of the services, service delivery channels, fees and other parameters. The involvement of the private sector improves effectiveness of service delivery and reduces associated costs for business. In order to provide macro assessment, we have developed specific macro indicators (see table 4) based on the components of the business process described in table 3 above.

TABLE 4: MACRO ASSESSMENT PARAMETERS AND INDICATORS

Business process	Macro indicator
Block 1.1. Receive the information about the service	• Availability of the information
Block 2.1 – 2.2: Initiate service delivery process	• Level of digitalization of services • Services oriented at the vulnerable groups • Timing (including differentiated timing) and cost of service delivery • Competence of the front office and service provider
Block 4.1. – 4.2: Delivery of service and feedback	• Feedback and engagement • Quality of service delivery process

User-Centricity Criteria Matrix - Unlike macro parameters, which are used for assessment of key challenges and needs related to business service delivery, user-centricity criteria matrix goes beyond the qualitative assessment and is used to assess the scale of user-centricity. It is based on the information received from municipalities and central government entities' self-assessment questionnaires, and builds upon the quantitative indicators rather than qualitative assessment, as in case of macro parameters.

In particular, user-centricity criteria matrix includes 4 criteria and 12 indicators (table 5).

TABLE 5: USER-CENTRICITY CRITERIA MATRIX

User-centricity criteria matrix		
Criterion	1	**State business service delivery and user's attitudes:**
Indicator	1,1	Availability of information about the services
Indicator	1,2	Compliance of service request channels with users / potential users priorities
Indicator	1,3	Quality of communication with the user / potential user
Indicator	1,4	Accessibility of services for vulnerable groups
Criterion	2	**Digital access to public business services**
Indicator	2,1	Enabling environment for digital services

Criterion	**3**	**Geographical access to public business services**
Indicator	3,1	Access to territorial representations
Indicator	3,2	Efficiency of territorial representations
Criterion	**4**	**User centricity and user engagement**
Indicator	4,1	Access to expedited services
Indicator	4,2	Timely delivery of services
Criterion	**5**	**Sustainability and quality management standards**
Indicator	5,1	Quality management and evaluation level
Indicator	5,2	Quality of effective delivery of information
Indicator	5,3	Simplicity of procedures and degree of satisfaction
Criterion	**5**	**Independence of service delivery and interagency cooperation**
Indicator	6,1	Need and quality of interagency cooperation
Indicator	6,2	Degree of independence in improving public business services

Each indicator is linked to particular stage of service delivery process. As for the importance of each indicator:

- **First criterion** - it is important to identify whether information regarding services is widely available, including the easiness to obtain the information from various channels, e.g. web-page, email, phone call, "front office" or other means of communication. It is also important to align the service delivery channels with priorities, expectations and capabilities of users, user's level of vulnerability, etc. Accordingly, first criterion uses 5 different indicators to assess the issues of availability of information regarding services.

- **Second criterion** – timing and cost of business service delivery are also important for users, including the availability of expedited services. For this purpose, the second criterion includes 2 indicators, which among others measure service provider's attitude towards service fees and timing of service delivery.

- **Third criterion** – not only timing and fee, but also the quality of service delivery matters. In this regard, it is important to analyze whether service delivery is sufficiently supported by legal basis, also important aspects are skills and competences of relevant staff and overall policy of service delivery. For this purpose, third criterion includes 3 indicators, which assess quality control and management systems, presence of information delivery channels and streamlined internal business processes.

- **Fourth Criterion** – it is important to assess the level of cooperation among central government and municipal entities and the possibility to transfer part of services from center to municipalities by evaluating the level of necessary human and financial resources in the municipalities. For this purpose, fourth criterion includes 2 indicators.

Special questionnaires for self-assessment of municipalities and central government entities were elaborated based on the above criteria and indicators.

The special questionnaires were sent to all the abovementioned state entities and municipalities. We have received the fully filled in questionnaires from all selected respondents.

In order to further clarify some information from the questionnaires, in depth-interviews were conducted with the selected respondents (see the list in Annex 1).

Moreover, special field visit was held to Rustavi, Batumi and Zugdidi municipalities. During this field visit, the meetings were held with businesses operating in the mentioned municipalities in various sectors, including agriculture, construction, trade, handicrafts, etc. In addition to in-depth discussions with businesses, all of the meeting participants were asked to fill the special questionnaires. Furthermore, special questionnaires were sent to pre-identified businesses operating in the selected municipalities. We have received filled questionnaires from 80 businesses operating in various fields.

All the data and received information was summarized and analyzed to design the baseline scenario, compare the attitudes and perceptions of providers and users, and identify gaps in the public service delivery in the rural areas.

6. RESULTS

MUNICIPAL BUSINESS SERVICES

OVERVIEW

In order to identify challenges and gaps related to public business service delivery, we have analyzed those public business services, which are delivered by municipalities (including self-governing cities), according to the responsibilities assigned by the legislation. We have analyzed the services by analyzing relevant legal and institutional basis (Table 6), followed by general assessment of the effectiveness of delivery channels. Moreover, we also used special questionnaires for self-assessment of the municipalities and external assessment (assessment by users), as defined by the methodology.

TABLE 6: LIST OF MUNICIPAL* BUSINESS SERVICES, ACCORDING TO THE TOP-10 MOST DEMANDED SERVICES

	სახელმწიფო ბიზნეს სერვისების ჩამონათვალი	Batumi	Telavi	Taneti	Gori	Oni	Lentekhi	Zugdidi
1	Amendment in the construction permit or project	●	●	●	●		●	●
2	Approval of small architectural-construction project	●	●	●	●	●		●
3	Approcal of project proposal (sketch)			●		●	●	●
4	Amendment in the construction permit					●		
5	Services related to penalties and sanctions							
6	Amendment in the architectural-construction project							
7	Approval of construction of linear buildings	●			●	●		
8	Approval of construction documentation	●		●			●	●
9	Defining the margins of the building (separation)		●					
10	Approval of exploitation of the building	●		●	●	●	●	●
11	Approval of construction of the first class buildings				●	●		
12	Prolongation of the date of validity of construction permit		●	●		●		●
13	Change/correction of technical mistake in the administrative-legal act						●	

#	Service							
14	Defining/approval of conditions for use of land plot for construction purposes		●		●	●		
15	Amendment to the document approving conditions for use of land plot for construction purposes							
16	Notification on enforecement of building demolishion							
17	Approval of architecture-construction project and issuance of construction permit	●			●	●		●
18	Change/annulment of administrative-legal act and permit issued based on this act							
19	Issues related to urban planning (general plan, etc.)	●						
20	Consent to the third parties on use of municipal property							
21	Issuance of construction permit	●	●	●		●	●	
22	Termination of administrative proceedings							
23	Service related to provision of public information							
24	Provision of the right to place advertment		●					●
25	Provatization of municipal property via auction		●		●		●	●
26	Transfer of the right to use municipal property (superficies, usurfruct, rent, lease, etc.)	●	●	●	●		●	
27	Approval of the project on divion/consolidation of land plots	●	●	●	●		●	●
28	Service related to construction supervision			●			●	

Rustavi and Marneuli did not provide the list of most demanded services

It should be also mentioned, that in order to compare the assessments of the service providers and users, in certain cases, questionnaires used the collective term for several business services provided by the municipalities.

Despite the similarity of business services across municipalities, various municipalities report various lists of top-demanded business services. Based on the analysis of municipal self-assessment questionnaires, the results of the top-5 most demanded services across studied municipalities are summarized in table 7 below.

TABLE 7: TOP-5 MOST DEMANDED MUNICIPAL BUSINESS SERVICES

	Public Business Service
1	Amendment in the construction permit or project
2	Approval of architectural-construction project
3	Approval of exploitation of the building
4	Transfer of the right to use municipal property (superficies, usurfruct, rent, lease, etc.)
5	Approval of the project on consolidation/division of land plots

Source: Results of municipalities self-assessment

As the results of analysis show, in general, municipalities provide up to 30 services to businesses. Most of those services are related to architecture-construction works conducted in the related municipality, privatization or rental of municipal property and other forms of disposal of municipal property. There is clear lack or absence of municipal business services which are related to enhancement of economic activities, use of natural resources, support to business activities and development of business in various directions. This is well-reflected in the indicators of business service delivery by the municipalities. In case of self-governing cities, where business population is large enough and among others, includes the activities related to construction-disposal of private property or related activities, the demand for municipal services is high (e.g. Batumi), while in the municipalities, where the mentioned activities are not widespread, even if the business population is large, the demand for municipal business services is low (e.g. Rustavi, Marneuli, Gori).

Table 8 below summarizes the overall business process of municipal business services delivery, including identification of relevant gateways.

TABLE 8: GENERAL LANDSCAPE MAP FOR MUNICIPAL SERVICES (USER'S VIEW)

Initiation of Demand for Business Service			Timing of Service Delivery	Delivery of Service	
Block 1.1	**Block 2.1**	**Block 2.2**	**Block 3.1**	**Block 4.1**	**Block 4.2**
Receive the Information about the Service	Submit the Application to receive the Service	Submit the documents/ Information to receive the Service	Additional Clarifications neede to receive the Service	Delivery of Service	Feedback
Character-istics of the Process	**Character-istics of the Process**	**Character-istics of the Process**	**Character-istics of the Process**	**Character-istics of the Process**	**Character-istics of the Process**
Channels of information delivery	Channels to submit request for service	Quantity of required documents	Frequency of clarifications	Quality of service delivery process	Feedback
Quality of information	Fee	Associated costs	Grounds for darification (mistake)	Timing	Engagement
Timing of information	Timing	Third party involvement	Cases of unjustified prolongation	Channels of information regarding service delivery	
Adapted environment	Competence of front office	Competence of service provider	Opportunity to obtain information on. service delivery process/stages		
	Adapted environment	Adapted environment			
Parties involved	**Parties involved**				
Municipal services	1. Front office	1. Front office	1. Front office	1. Municipal services.	1. Municipal services.
	3. Online Portal (letters.ms.gov. ge)	2. Online Portal (letters.ms.gov. ge) 3. Unified Portal (my.gov. gel	2. Online Portal (letters.ms.gov. ge) 3. Unified Portal (my.gov. gel	2. Online Portal (letters.ms.gov. ge)	2. Third party (private sector/ CSOs)
	4. Unified Portal (my.gov.ge)	4. Unified Portal (my.gov.ge) 5. Third party (private sector)	4. Unified Portal (my.gov.ge) 5. Third party (private sector)		

Macro Assessment of Municipal Business Service Delivery

BLOCK 1.1. – RECEIVE THE INFORMATION ABOUT THE SERVICE

Availability of the information

This parameter considers the availability of the systematized information about the service for the user according to the following categories:

- Possibility to obtain general information about service provider;
- Possibility to obtain contact information of service provider;
- Variety of information delivery channels;
- Possibility to receive information through the adapted channels (including in the foreign language);
- Possibility to obtain the information about the service delivery channels.

The conducted analysis shows that mechanisms of delivery of information about the services to users are very different across municipalities and are not systematized, moreover, delivered information is not exhaustive and frequently requires clarifications (this statement was proved by the initial consultations conducted with the businesses as well as their final assessment provided in the dedicated questionnaires). In particular, based on the information of 9 municipalities, in addition to using traditional channels of information delivery (e.g. front office or similar, phone, information leaflet or similar), the municipalities use means of electronic communications, including social media, web-page, email. At the same time, there is difference in the frequency of use of non-traditional channels of information delivery among municipalities. More precisely, municipalities with small business population, either do not use non-traditional channels at all or use them at a limited scale. The key reason of the mentioned (as revealed during the interviews) is the lack of interest and/or limited skills of users to use electronic communication channels to obtain the information.

There is also a difference across municipalities in practice of using universal (common for all municipalities) communication channels. For instance, although almost all municipalities have web-page with similar IT architecture, the content of the web page is very different when it comes to information about business services. In most cases, the web-page does not contain the contact information of respective structural units responsible for service delivery. The contact information is presented in the form of a single phone number, address and in certain cases, email. It is noteworthy, that administrative legal acts regulating service delivery (e.g. decision of Sakrebulo, individual legal acts, orders, etc.) are available only in Georgian language. The web-pages are not adapted in accordance to the international standards, out of 9 municipalities, only web-page of Batumi City Hall is bilingual, however, it is not operational. There is no common approach towards the use of social media. In the municipalities with smaller business population, social media is not used to deliver information about business services.

It should be also mentioned, that there is no unified or individual standard on delivery of information about the services, most municipalities do not have responsible person/structural unit identified for the purposes of information delivery[5]. There is no stardard or practice of proactive dissemination of relevant information. In most cases, the source of information is legal act, while there are no informational leaflets developed for this purpose, which would define the steps needed to obtain specific service, required documents, timing, fees and other relevant information. Those leaflets do not exist in digital form either. This creates problems for the private sector and need to clarify information multiple times.

BLOCK 2.1 – 2.2: INITIATE SERVICE DELIVERY PROCESS

Level of digitalization

This indicator considers the share of municipal services available electronically. For the purposes of the present research, digital service is the service which can be obtained through various elements of digital ecosystem, including electronic authentication, E-signature, unified gateway for services, etc.

It should be underlined, that in 2019-2022, important activities where conducted in Georgian municipalities by the Municipal Services Development Agency under Tbilisi City Hall, upon the assignment of the Ministry of Regional Development and Infrastructure and with the support of the World Bank and Swiss Development and Cooperation Agency. In the framework of the implemented project, various electronic modules were introduced in 63 municipalities[6]. Those modules also include module on business service delivery (module for online applications). In order to obtain digital municipal services through this module, it is necessary to conduct authenticated authorization on the web-portal of Municipal Services Development Agency - letters.ms.gov.ge – after which, the user can submit digital application on a number of municipal business services, including most demanded services identified in the framework of present research. It is noteworthy, that part of municipal business services (e.g. architectural-construction services) are also available on the unified gateway www.my.gov.ge. At the same time, based on the interviews conducted with selected municipalities, rural businesses do not use those electronic platforms or use them at a very limited scale.

Businesses, in particular SMEs, emphasize that procedures related to E-services are complicated and not user-friendly. Most of respondents mentioned that ID authentication, needed to initiate the procedure requires special ID reader, respective IT infrastructure and pin code of ID. All these make procedure complicated. Also, skills and qualifications of persons assigned by the companies to be a responsible person for obtaining services are problematic. In addition to the abovementioned, level of use of electronic modules by municipalities themselves is also very low.

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[5] With the exception of public communication unit, which is the responsible for transferring the information and is not the source of information

[6] Source: Municipal Services Development Agency

TABLE 9: NUMBER OF AVAILABLE AND USED DIGITAL MODULES BY MUNICIPALITIES

Municipality	Number of available digital modules	Number of used digital modules
Batumi	14	8
Rustavi	14	8
Zugdidi *	14	5
Telavi *	13	5
Gori	15	7
Lentekhi *	13	5
Oni *	13	5
Marneuli *	14	5
Tianeti *	13	5

* Municipalities, where service application module is not frequently used

One of the challenges related to use of digital services is the low level of information regarding those services. Based on the information received from businesses, it is revealed that in many cases businesses do not have the information about electronic availability of necessary services. One of the indirect indicators of this statement is the information presented in the table 9 above, where in 6 out of 9 municipalities, despite the availability of the electronic module, it is not used for online application. The reason of this might also be low level of knowledge regarding online services among the municipal staff. The indirect indicator of this statement is that 6 out of 9 municipalities indicated the necessity of services digitalization as a priority, while most of services in the mentioned municipalities are already available electronically.

Services oriented at the vulnerable groups

Adapted environment incluces both physical and digital environment oriented at the needs of vulnarable groups. This might include adapted infrastructure at the front office, or specifically designed web-page of electronic portals (e.g. my.gov.ge; letters.ms.gov.ge; etc.), where provision of documents as well as obtaining relevant information is possible for people with disabilities.

In addition to the parameters described above, other important aspects include availability of municipal services for other vulnerable groups, including rural women entrepreneurs, micro businesses, small agricultural entities and other businesses having different social-economic vulnerabilities. Those aspects assess the availability of differentiated fees for the municipal business services or simplified procedures designed for vulnerable groups.

For the purposes of present research, relevant assessment was conducted through the desk research as well as in-depth interviews with municipalities and their self-assessment questionnaires.

Based on the research, none of 9 municipalities provide fully adapted physical infrastructure (Only Batumi, Rustavi, Zugdidi municipalities have ramp at the entrance of the municipal city halls, however, there is no otherwise adapted environment in the buildings). At the same time, none of the distance modes of service delivery allows for being adapted for the vulnerable groups. The reasons described by municipalities include low demand for such services, as well as lack of financial resources.

As for the preferential treatment for other vulnerable groups, municipalities reported that due to existing legal basis, differentiation of fees and simplification of procedures is impossible. Therefore, there is no preferential treatment available for vulnerable groups.

Timing and cost of service delivery

Based on the information provided by rural businesses, one of the most important aspects in service delivery is timing and cost of service delivery. According to the self-assessment of municipalities and relevant legal basis, in all 9 municipalities, timing of service delivery is prescribed by the legislation. As for the fees, according to the Georgian Law on Local Fees, municipality has the right to introduce or abolish preferences on the local fees. According to the law, local fees include local permit fee (e.g. fee for construction permit), cleaning fee, gambling fee, fee for rehabilitation area of cultural heritage. The law also envisages practice of introduction of expedited services and stipulates that municipality can only introduce the fee for expedited service related to issuance of legal act on approval of implementation of conditions of construction permit. There are no fees for other services envisaged except for fees mentioned above[7].

It is noteworthy, that in those municipalities with large business population, businesses report the necessity of expedited business services and are ready to pay extra fee for this purpose, including revision of the fee for construction permit and introduction of the differentiated tariffs in this regard.

TABLE 10: SHARE OF RESPONDENTS WITH POSITIVE AND NEGATIVE ATTITUDES TOWARDS PAYING EXTRA FEE FOR EXPEDITED SERVICES

Municipality	Share of respondents with positive attitude (%)	Share of respondents with negative attitude (%)
Batumi	85	15
Rustavi	83	17
Zugdidi	90	10
Telavi	87	13
Gori	76	24
Lentekhi	81	19
Oni	75	25
Marneuli	78	22
Tianeti	83	17

Source: Businesses survey

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7   No such information can be found in the open sources, including published legal acts

Introduction of the unified standard for expedited services requires legal amendments as well as structural reorganization of municipalities, in particular, change of legal status of the unit providing the service, which will allow it to introduce fees on services and receive incomes.

Competence of the front office and service provider

The business process related to business service delivery includes interaction between the user and different structural units of local municipalities and city halls, including for the purposes of submission of application (in case if this process is conducted in the physical form). Therefore, competences of the front office and service provider overall are the aspects which define the perceptions of users regarding the quality of service delivery.

In the framework of the present research, in the selected municipalities, administrations of the city halls are responsible to receive the documents from the users and provide respective consultations.

TABLE 11: STRUCTURAL UNITS OF MUNICIPALITIES, RESPONSIBLE FOR RECEIVING DOCUMENTS FROM USERS AND PROVIDE CONSULTATIONS

Municipality	Name of Structural Unit
Gori	Administrative and Procurement Service – Division of Administrative Proceedings
Marneuli	Administrative Service of Marneuli city hall – Division for administrative proceedings and citizen service
Telavi	Administrative Service of Telavi city hall – Division for citizen service, administrative proceedings, public communications and material-technical support
Zugdidi	Administration of Zugdidi city hall - Division of Administrative Proceedings
Batumi	Administration of Batumi city hall - Division of citizen affairs
Lentekhi	Administration of Lentekhi city hall - Division of Administrative Proceedings
Oni	Administration of Oni city hall - Division of Administrative Proceedings
Tianeti	Administrative, Healthcare and Social Protection Service of Tianeti city hall
Rustavi	Administration of Rustavi city hall – citizen service center (division)

Source: Statutes of municipalities

As the table above, as well as in-depth interviews with municipalities reveal, first interaction with citizens and businesses is not systematized. In some municipalities (e.g. Batumi, Rustavi, Zugdidi), there is dedicated citizen service space in the building of city hall. In most municipalities, this function is assigned to the staff of administrative department, who are presented in the dedicated space in the city hall buildings. In general, there are different structural units in various municipalities responsible for interaction with users. Lack of unified approach is an obstacle for services development and quality improvement.

As for the competences of responsible staff, in order to assess this parameter, we have used the self-assessment of municipalities as well as interviews with businesses. Based on the information received from the businesses, most of the business (85%) assessed the competence of relevant staff as "satisfactory". As for the self-assessment of municipalities, here the results are also critical and part of municipalities mention that competences are "satisfactory" and for those, who need trainings, such trainings are planned for the next 1 year.

BLOCK 4.1. – 4.2. DELIVERY OF SERVICE AND FEEDBACK

Feedback and Engagement

In order to ensure adequate design of municipal business services, analysis of the delivery channels and relevant gaps, development of user-centric service delivery system, introduction of innovations in service delivery, it is important to provide for sustainable engagement of users in the service development process[8]. This supports the reduction of associated costs and improvement of effectiveness. Along with the interests of municipalities, there is significant interest of the private sector to engage in design of business services and development of delivery channels. From the stand point of businesses, this allows for reduction of bureaucratic barriers and relevant costs of business (related to high fees, scale of required documents, etc.).

The level of engagement of the private sector is measured by indicator on possibility of feedback and engagement, which was assessed based on the information received from the private sector as well as self-assessment of municipalities.

The research showed that during the last 3 years, several municipalities have conducted dedicated meetings with the private sector (e.g. Rustavi, Zugdidi, Gori), which among others included the issues related to delivery of various services, including issuance of permits. However, there is no unified practice in this regard. Moreover, there is no possibility of feedback as part of the service delivery process, despite the fact that almost in all visited municipalities, the private sector provided their opinion regarding improvement of service delivery indicating the interest from the private sector for engagement in the process.

It is noteworthy, that in case of certain municipalities (e.g. Gori), there are various mechanisms of proactive engagement for citizens and businesses, e.g. "Project Idea to Mayor", which allows to submit an initiative for improvement of public business services as well as initiatives related to infrastructure, tourism, social affairs, ecology and other directions.

In order to ensure the effectiveness of service delivery, along with engagement of users, it is very important to collect statistics about various indicators describing public business service delivery (e.g. number of clarifications requested by the users or providers, analysis of delivery channels most frequently used, categories of users, etc.). This is very important and supportive to engagement of users in the process, as without orienting at specific problems or gaps, users' engagement might become burdensome for service providers, businesses and overall process. Collection and analysis of statistical data should be implemented based on a unified standard and using all available sources.

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[8]   Canada's Institute for Citizen Centred Service

This might be a challenge considering the fact that municipalities do not have dedicated units for service delivery, moreover, there is no unified methodological standard, which will allow to categorize and analyze the information.

Before the municipalities can apply this rather sophisticated method of data collection and analysis, they can simply rely of "negative experience" analysis. For instance, municipalities can identity target audience, those businesses which experienced difficulties in obtaining construction permit (e.g. prolongation of dates, requirement to further specify certain aspects or submit additional documentation, etc.). Meetings and discussions with those businesses might give good insights regarding relevant service delivery shortcomings and gaps.

Quality of service delivery process

Quality of service delivery process consists of all parameters describing overall process of service delivery. Therefore, gaps and opportunities at every stage of service delivery affect the overall quality of the process.

In the framework of present research, users described overall quality as "satisfactory", however, at the same time, they negatively assess various parameters of service delivery process, e.g. accessibility of initial information, problems with digital accessibility, additional requirements of necessary documentation and transfer of users from one entity to another. This negative experience of users varies across municipalities, but is similar for specific stages of service delivery process. This negative experience is partly caused by the fact that none of 9 municipalities selected for the purpose of present research have quality assurance strategy or similar document, which should create the basis for quality of service delivery at every stage of the process.

According to the municipalities self-assessment, most of municipalities consider the service delivery process as "satisfactory". However, during the in-depth interviews with municipalities, representatives of the municipalities underlined the importance of increased accessibility of services, qualifications of the personnel, digitalization of services, creation of front offices, elaboration of universal legal system for service delivery and introduction of quality control mechanisms. Based on the final assessment, 9 selected municipalities reported the following 3 priorities regarding public business service delivery system:

1. Digitalization – named by 6 out of 9 municipalities;
2. Creation of front offices (service delivery spaces) – named by 5 out of 9 municipalities;
3. Enhancement of qualifications of personnel – named by 4 out of 9 municipalities.

Lentekhi municipality however reported different priority from those mentioned above. Namely, representatives of Lentekhi municipality named internetization as top priority for accessibility of the services.

Almost all municipalities reported necessity of additional financial resources in order to implement the abovementioned priorities. Another need is informational trainings, consultations, IT support and internetization. Batumi and Oni municipalities also named legal amendments and introduction of unified standard as a need.

SUMMARY OF MACRO ASSESSMENT OF MUNICIPAL SERVICE DELIVERY SYSTEM

To summarize:

- **Availability of the information about the service –** traditional information delivery channels, such as physical visit or phone-call are used most frequently, while use of non-traditional ways of information delivery varies across municipalities, depending on the scale of business population in a particular municipality. The web-page of the municipality is not user-friendly and does not contain sufficient information about the service delivery. Sources of information regarding the service are usually referenced to particular legal acts, which are not user-friendly way of information delivery. Moreover, there is no mechanism of proactive information delivery established in the municipalities.

- **Level of digitalization** - Despite the fact that there is evident progress in the level of digitalization of municipal services, the use of digital services is limited. The reasons include complicated procedures for E-service delivery from the point of view of users as well as low level of information about availability of electronic services among users and service providers.

- **Services oriented at the vulnerable groups -** Despite the isolated cases when physical infrastructure is adapted to certain extent to the needs of vulnerable groups in some municipalities, overall municipal business service delivery system is not adapted to the needs of people with disabilities, national minorities, as well as groups with various social-economic vulnerabilities.

- **Timing and cost of service delivery -** Despite the interest of the business to have expedited business service and willingness to pay reasonable fee for this purpose, according to the legislation and practice, such approach is used at a very limited scale regarding a limited number of services. As for the timing, it is prescribed by the legislation.

- **Competence of the front office and service provider -** There is a different approach towards first interaction with the users in various municipalities. In some municipalities, there are so-called dedicated citizen service centers/spaces, also "single window" concepts outlined in the statutes. However, in practice, the functions of interaction with users is assigned to the structural unit, which is also responsible for multiple other tasks, e.g. public communications, material-technical assistance, human resources, etc. As for the competences, there are described as "satisfactory" by the majority of users.

- **Feedback and Engagement –** Analysis shows that there are no systemic mechanisms of feedback or user engagement in the business service delivery process design and assessment. All initiatives in this regard are fragmented and organized in a form of a specific meetings or other actions.

- **Quality of service delivery process –** Overall quality is assessed as "satisfactory" and 3 key priorities for further improvement identified: 1) Digitalization; 2) Creation of front offices (service delivery spaces); 3) Enhancement of qualifications of personnel.

Results of Self-Assessment of municipalities according to the User-Centricity Criteria Matrix

Table 12 below summarizes the results of self-assessment of selected 9 municipalities based on the information provided by the municipalities via questionnaires elaborated based on user-centricity criteria matrix. Questions included in the abovementioned questionnaires, as well as possible answers and scoring are formulated based on the various methodological notes[9].

TABLE 12: SCORING OF SELECTED MUNICIPALITIES*

			Maximum Score	Lentekhi	Oni	Tianeti	Telavi	Gori	Batumi	Zugdidi	Rustavi	Marneuli
		Overall Assessment	53	25,5	22	26	20	26,5	23,5	24	38,5	29
Criterion	**1**	**State business service delivery and user's attitudes**	**30**	**13,5**	**11,5**	**18**	**11**	**15**	**15,5**	**14**	**20**	**19**
Indicator	1	Availability of information about the services	12	5,5	4	9	5	6	7	5	10	10
Indicator	1	Compliance of service demand channels with users / potential users priorities	3	0,5	1	3	1	1,5	1,5	1	3	2,5
Indicator	1	Quality of communication with the user / potential user	4	2,5	3	4	3	2,5	3,5	4	3,5	2,5
Indicator	1	Accessibility of services for vulnerable groups	4	0	0	0	0	0	0,5	1	0	1
Indicator	2	Availability of digital services	7	5	3,5	2	2	5	3	3	3,5	3
Criterion	**2**	**Timing and fees of service delivery**	**5**	**3**	**2**	**1,5**	**2,5**	**2**	**2,5**	**3**	**3**	**1,5**
Indicator	2	Access to expedited services	2	1	0	0	1	0	1	0	0	1
Indicator	2	Timely delivery of services	3	2	2	1,5	1,5	2	1,5	3	3	0,5
Criterion	**3**	**Sustainability and quality management standards**	**13**	**7**	**6,5**	**5,5**	**6**	**8**	**4,5**	**6**	**10,5**	**5**
Indicator	3	Quality management and evaluation	5	1,5	2,5	1,5	3	3	1,5	1,5	5	2,5
Indicator	3	Quality of effective delivery of information	5	3	2	2,5	1,5	2	1	2,5	3	1
Indicator	3	Simplicity of procedures and degree of satisfaction	3	2,5	2	1,5	1,5	3	2	2	2,5	1,5

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[9] "Self-Esteem Methodology of Georgia for Municipalities" Tbilisi, 2017 (USAID, GGI); "Municipal Service Quality SelfAssessment Toolkit MUSQAT", 2020, The EU for Georgia

Criterion	4	Independence of service delivery and interagency cooperation	5	2	2	1	0,5	1,5	1	1	5	3,5
Indicator	4	Need and quality of interagency cooperation	3	2	2	1	0	1	1	1	3	2
Indicator	4	Degree of independence in improving public business services	2	0	0	0	0,5	0,5	0	0	2	1,5

Results of the question of 1.3.3. of the self-assessment questionnaire of the self-governing cities (Batumi, Rustavi) are reflected in the results with assessment of the maximum score

The table above shows that according to the scores, Rustavi municipality has the highest nominal score with regards to user-centricity. The basis of this high score is the high assessment received by Rustavi municipality in 3 criteria compared to other municipalities. Telavi municipality has the lowest result, which is distanced from benchmark by 33 points. The table below summarizes the results for 9 municipalities in terms of their proximity to benchmark indicator on user-centricity.

TABLE 13: USER-CENTRICITY RANKING

Rank	Municipality	Total Score
1	Rustavi	38.5
2	Marneuli	29
3	Gori	26.5
4	Tianeti	26
5	Lentekhi	25.5
6	Zugdidi	24
7	Batumi	23.5
8	Oni	22
9	Telavi	20

It is noteworthy that ranking municipalities with the present methodology has certain implications – total scores per each criterion are different and differently affect the final assessment. For instance, in the criterion on "State Business Service delivery and user's attitude" the maximum score is 30, while in the criterion on "Timing and fees of service delivery", the maximum score is 5. Therefore, assessment of various indicators unequally affects the final assessment.

To overcome the problem described above, we used the spot distance to frontier scoring, as defined by methodology developed within the framework of present project. Rather than using nominal scores, this method uses normalization of individual criterion scores within the same criteria group for all service providers to a common unit where each criterion is rescaled using the linear transfor-

mation formula, described in the methodology. The scores summarized in the table below show what is the distance to frontier for each municipality in various criteria.

TABLE 14: DISTANCE TO FRONTIER RANKING

Distance to frontier ranking	Municipality	Distance to frontier score	Criteria			
			I	II	III	IV
1	Rustavi	7.08	2.22	2.00	1.75	1.11
2	Lentekhi	5.11	1.50	2.00	1.17	0.44
3	Zugdidi	4.78	1.56	2.00	1.00	0.22
4	Marneuli	4.72	2.11	1.00	0.83	0.78
5	Gori	4.67	1.67	1.33	1.33	0.33
6	Batumi	4.36	1.72	1.67	0.75	0.22
7	Tianeti	4.14	2.00	1.00	0.92	0.22
8	Oni	4.14	1.28	1.33	1.08	0.44
9	Telavi	4.00	1.22	1.67	1.00	0.11

The above assessment has 2 primary goals:

1. To identify the best performing municipality in terms of user-centricity and see how others are lagging behind;
2. To track the progress of municipalities over time.

The table above shows that there is sufficient room to equalize the results of various municipalities in terms of user-centricity. Rustavi municipality model can be applied to improve service delivery across municipalities. The assessment shows that actually the user-centricity of municipal service delivery does not depend on demand for services, status of the municipality, its size or other parameters.

It should be also mentioned that the assessment is based on the information provided by the municipalities, which might be subjective. Also, the assessment considered the factual information presented via questionnaires.

CENTRAL GOVERNMENT BUSINESS SERVICES

Overview

Public business services provided by municipalities are rather similar meaning that the same 30 business services are delivered across all 9 selected municipalities. However, there are also multiple services delivered by central government entities[10] which are critical for operation of businesses in rural areas. Those services are not delivered based on geographic principle and are delivered on a national level.

During the research we have conducted analysis of available public business services provided by central government entities – there are over 900 services delivered by over 20 state entities and 60 subordinated units (department, service, etc.), LEPLs, legal entities of private law, etc.

Furthermore, in order to conduct in-depth analysis, we have selected several central government entities for further assessment (described in technical approach). The selection included central government institutions as well as their subordinated units and entities.

After the initial selection, we have conducted in-depth interviews with the selected entities and asked them to fill in special self-assessment questionnaires. Along with self-assessment, we have also conducted the assessment from the stand-point of users, using both interviews and questionnaires.

Ministry of Economy and Sustainable Development of Georgia

Business services offered by MOESD are prescribed by the Statute of the Ministry of February 11, 2016. According to the statute the services cover various areas of economy, including transport and logistics, natural resources, energy, communications, innovations ecosystem and modern technologies, tourism and related services, construction and activities related to state property, etc. During the last several years the scope of the MOESD mandate was widened and now also includes activities related to support to entrepreneurship and investment attraction. The mandate of the Ministry is wide and it offers the most public business services. Accordingly, in the framework of present research we analyze each relevant structural unit of the MOESD separately[11].

1. ENTERPRISE GEORGIA

Enterprise Georgia is the agency responsible for enhancement of private sector competitiveness, support to business development, export promotion and attraction of foreign investments, among other functions.

Based on the information submitted by the agency, Enterprise Georgia provides multiple business

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[10] The research does not cover the information regarding business services provided by legislative entities and the court

[11] As the business process related to service delivery is very different across various agencies

services in various directions. The services mostly cover various state economic programs, technical assistance, trainings, consultations, etc.

During the research, we have identified the most and the least demanded services of the enterprise Georgia (Table 15).

TABLE 15: THE MOST AND THE LEAST DEMANDED BUSINESS SERVICES OF ENTERPRISE GEORGIA

The Most Demanded Services	The Least Demanded Services
1. Subsidy on interest on the business loan/leasing – universal industrial component 2. Business grants - universal industrial component 3. Subsidized mortgage loan 4. Technical assistance 5. Credit-guarantee scheme 6. Micro grants 7. Support to investment projects 8. Support to film industry	1. Subsidy on interest on the business loan/leasing – industrial component 2. Support to hotel industry 3. Support to sport objects and kindergartens 4. Support to restaurants industry 5. Subsidy on interest on loans/leasing for events organizer 6. Support to events organizers

Accessibility of the information about the services

Enterprise Georgia uses various channels for dissemination of relevant information, including agency's web-page, which has online chat function, information on other relevant state agencies, online application forms, contact information, etc. Key information is available in English and Georgian. The web-page is overall user-friendly, which is also proved by assessments provided by the businesses.

It is noteworthy that information about the services of the Enterprise Georgia is available across the country, in the so-called public centers (85 centers across the country) and Houses of Justice. The centers offer the services related to initial information and submission of initial application. This function is rather new for public centers, however, the representatives of the Enterprise Georgia mentioned during the interview, that this function did not bring any substantial achievement to the process of service delivery as the services of the agency are specific, complex and require special skills.

The representatives of the agency also mentioned that the agency gathered the information regarding the priority channels of information delivery for the users and top 3 priority channels include phone call, social media and web-page of the agency. Given the fact that services of the agency are complex and specific, there is no possibility to offer fully-fledged services at the public centers and House of Justice.

Apart from the abovementioned, information about the services of Enterprise Georgia as well as other units of MOESD are available on external online platforms organized by the third parties (e.g. www.projects.org.ge) the purpose of which is to provide information about state support programs and mechanisms.

Moreover, as the Enterprise Georgia mainly relies on financial institutions (commercial banks and

microfinance institutions) for service delivery, relevant information can be also obtained in those financial institutions across Georgia.

During the research, we have also assessed the availability of services for the vulnerable groups. Along with bilingual web-page, there is adapted version of the web-page for persons with vision impairment. For ethnical minorities the information is provided in the form of informational videos and instruction in Georgian, Azeri and Armenian languages. The abovementioned needs were identified with the engagement of users. The agency mentioned that despite the fact that they do not have user engagement mechanisms institutionalized, as well as they do not conduct user satisfaction surveys, however they proactively communicate with beneficiaries to identify challenges and shortcomings and make amendments accordingly (one example includes amendment to the relevant Decree which ensured preparation of the videos in minority languages).

Geographic and digital accessibility of business services

It is noteworthy that administration of service delivery of Enterprise Georgia is done by the agency itself, or via third parties (e.g. commercial banks) depending on the specificity of the service.

Table 16 below illustrates the engagement of various parties at various stages of service delivery process.

TABLE 16: GENERAL LANDSCAPE MAP FOR ENTERPRISE GEORGIA SERVICES (USER'S VIEW)

Initiation of Demand for Business Service - selection of beneficiaries			Timing of Service Delivery	Delivery of Service	
Stage I	Stage II	Stage III	Stage IV	Stage V	Stage VI
Information about services	Submission of application and relevant documents	Assessment of documents related to service delivery - Selection of beneficiaries	M&A	Completion of contract time	Feedback
Sources of Information	Involved parties	Involved parties	Involved parties	Involved parties	Involved parties
Web-page of the agency and other involved parties Means of communication and media resources House of Justice and public centers Social media Financial institutions Enterprise Georgia	Web-page of the agency Different gateways House of Justice and public centers Financial institutions	Web-page of the agency Financial institutions Other contracted entities (e.g. in case of micro grants)	Web-page of the agency Financial institutions Other contracted entities (e.g. in case of micro grants)	Web-page of the agency Financial institutions	Web-page of the agency Financial institutions

All services of the agency are available online. This means that request to receive the service as well

as initial applications can be submitted online. This does not include those services, where the key actor is financial institution, which provides the service according to its own internal procedures.

Services of Enterprise Georgia are available online on various platforms: www.tradewithgeorgia. com, www.enterprisegeorgia.gov.ge, www.filmingeorgia.ge, www.grantsenterprise.ge, www.pro-grams.gov.ge. However, each of this platform serves specific goal and only main web-page of the agency unifies all relevant data on all services offered by the agency. It is also noteworthy, that none of the services of Enterprise Georgia is available on unified platform www.my.gov.ge.

As for the geographic accessibility, since 2020, the Government has started special program "State is your Partner", which aimed at consolidation of information and further activities related to all state economic programs. This initiative resulted in launching of dedicated web-portal www.programs. gov.ge as well as creation of "front offices" in the public centers and House of Justice. This helped to increase the availability of relevant information but was not sufficient to increase the engagement of potential and existing users and efficient identification of their needs.

As for the stand point of businesses, private sector considers it less important to develop digital service delivery for Enterprise Georgia services. The businesses named 2 key issues:

1. "Uneven" accessibility of the benefits of the programs, due to preferential attitude of the financial sector towards "traditional" business activities;

2. Absence of programs related to specific stages of business development.

In order to solve various problems described above, Enterprise Georgia is launching the project of Growth Hub in 4 regions of Georgia (Imereti, Kakheti, Samegrelo-Zemo Svaneti and Adjara). The aim of the Growth Hub is to support development of economic activities having growth potential as well provide follow-up services to existing users, etc.

Summary

Based on the information provided by the Enterprise Georgia, during the next years, the agency will have 3 key priorities with regards to service delivery – development of services for groups with various social-economic vulnerabilities; digitalization and development of front offices. The mentioned priorities require additional financial and human resources.

It is important to conduct the processes oriented at improvement of service delivery using user-centric approach. For this purpose, in case of state support programs, it is important for user/potential user to have full picture of state support ecosystem, regardless of which agency is the service provider. However, today, despite all the efforts of the state to consolidate at least the front-end of the state support programs and activities, each agency continues its own process of development.

TABLE 17. ENTERPRISE GEORGIA

User-centricity criteria matrix			Bench-mark	Actual score
Overal score of the Agency			**61,5**	**42,5**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**18,5**
Indicator	1,1	Availability of information about the services	13	10
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	3
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	2,5
Criterion	**2**	**Digital access to public business services**	**7**	**7**
Indicator	2,1	Availability of digital services	7	7
Criterion	**3**	**Geographical access to public business services**	**7**	**0**
Indicator	3,1	Access to territorial representations	2	0
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	**4**	**User centricity and user engagement**	**6**	**4**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	3
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**10,5**
Indicator	5,1	Quality management and evaluation	6,5	6
Indicator	5,2	Quality of effective delivery of information	4	2,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criteria	**5**	**Independence of service delivery and interagency cooperation**	**4**	**2,5**
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0,5

2. GEORGIAN INNOVATIONS AND TECHNOLOGY AGENCY (GITA)

According to the Statute of GITA, the main purpose of the agency is to coordinate process of creation and development of innovation ecosystem using special mechanisms of financial, capacity building and other support.

In order to fulfil its functions, along with central apparatus the agency has dedicated units (techno parks) in various regions of Georgia[12].

In the framework of present research, we have assessed the most and the least demanded services of the agency (see table 18 below).

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[12] Tbilisi, Batumi, Kaspi, Gurjaani, Telavi, Akhmeta, Zugdidi, Ozurgeti

TABLE 18: THE MOST AND THE LEAST DEMANDED SERVICES OF GITA

The most demanded services	The least demanded services
1. Co-financing grants for startups 2. Grant program for up to 15 000 GEL grants 3. Technology Transfer Pilot Program (TTPP) 4. Grants for small and innovative entrepreneurship in the pilot regions 5. Business acceleration program 6. Prototyping of project ideas of startups and innovative entrepreneurs in fablabs of technoparks 7. Consultations of technoparks (including fablabs) on launching innovative business or creation of innovative products	1. Prototyping and production of technological electronic boards for startups; 2. Access to vacuum and thermopress equipment in fablabs; 3. Re-training of pre-acceleration managers for universities 4. Provision of co-working spaces (as a result of the Covid-19 pandemic)

Accessibility of the information about the services

The agency mainly uses own web-page, social media and TV programs to spread the information about programs. Given the specificity of users/potential users, the agency does not use any printed materials for this purpose. Potential beneficiaries mostly use phone calls, email or social media to get the information. Despite the fact that the web-page of the agency was re-designed several times, it still lacks key information related to the submission of application, selection, relevant procedures, etc. The web-page is bilingual, however, key public information is still provided at a limited scale and only part of the information is available in the foreign language.

It is also noteworthy that GITA uses other online platforms for various programs[13]. This makes the navigation for users rather difficult. Some platforms contain user guides but this is not a common practice.

The information is not available in the minority languages and there are no dedicated video guidelines for that purpose. However, both central office and regional representations of the agency have physical infrastructure adapted to the needs of people with disabilities. As for the digital resources, none of them is adapted.

The contact information of the agency is placed on the web-page of the agency and also, there are contacts of each regional unit available.

The perceptions and assessments of businesses regarding the accessibility of the information are mixed. Part of interviewed businesses does not know about the activities of GITA and the other part has the limited information about the services. This assessment might be judgmental, as the surveyed businesses do not belong to the target audience of GITA.

Geographic and digital accessibility of business services

Although using various platforms, all relevant services of GITA are digitalized (those which can be practically provided electronically). As for the geographic accessibility of services, there are several regional units (techno parks) represented in various regions, where the user/potential user can obtain information about the services as well as submit initial application and other documents.

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[13]   Gita.gov.ge, Grants.gov.ge, trainings.gov.ge, bfd.gov.ge, ict.gov.ge;

Summary

Based on the self-assessment of the agency, its activities related to service delivery meet the expectations of users/potential users. The top priorities named by GITA for the coming years include introduction and improvement of service delivery standards and digitalization. Need for additional financial resources was named as a key challenge as those resources are needed to build new techno parks in the regions and improvement of innovations ecosystem.

TABLE 19. GITA

User-centricity criteria matrix			Bench-mark	Actual score
Overal score of the Agency			61,5	44,5
Criterion	1	State business service delivery and user's attitudes:	23	14
Indicator	1,1	Availability of information about the services	13	8
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	2
Criterion	2	Digital access to public business services	7	6
Indicator	2,1	Availability of digital services	7	6
Criterion	3	Geographical access to public business services	7	6
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	4
Criterion	4	User centricity and user engagement	6	4
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	3
Criterion	5	Sustainability and quality management standards	14,5	10,5
Indicator	5,1	Quality management and evaluation	6,5	6
Indicator	5,2	Quality of effective delivery of information	4	2
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2,5
Criteria	5	Independence of service delivery and interagency cooperation	4	4
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	2

3. NATIONAL AGENCY OF MINERAL RESOURCES

The key goal of the agency is the issuance of licenses for use of natural resources, supervision over the fulfilment of conditions envisaged by the licence, etc.

For the fulfillment of its functions, along with the central apparatus the agency has 1 territorial unit in Kutaisi.

In the framework of present research, we have identified the most and the least demanded services of the agency (see table 20 below).

TABLE 20: THE MOST AND THE LEAST DEMANDED SERVICES OF THE NATIONAL AGENCY OF NATURAL RESOURCES

The most demanded services	The least demanded services
1. Electronic proceedings related to announcement of the auction for issuance of the license	1. Preparation of the information on attaching/not attaching land plots to the natural resources
2. Expedited procedure for preparation of the license document	2. Direct transfer of the license on underground water resources
3. Issuance of meter seal in case of water use license	3. Preparation of maps (fee-based service)
4. Electronic proceedings for announcement of auctions for the issuance of license on exploration-extraction of natural resources	
5. Transfer of license	
6. Preparation of the information from the geologic data stored in the geologic funds	
7. Informational-consultative services	

Accessibility of the information about the services

Information about the services of the agency is delivered through the web-page of the agency, social media and special printed leaflets. The same information contains contact information of the agency, however this information is general and does not provide details of relevant structural units. The information also contains single email. At the same time the agency's web-page has online chat function, which ensures swift delivery of necessary information to the interested users. The agency itself names web-page, phone call and social media as top channels for the delivery of relevant information to the users, however it is interesting that agency does not collect data on user's preferences in this regard. The agency delegates part of its responsibilities regarding specific services to the Ministry of Finance and Economy of Adjara (to be implemented in the margins of the Autonomous Republic).

The web-page of the agency is bilingual, however, legal acts regulating the work of the agency, including information regarding service delivery are only partially available in foreign language. The service delivery system (both physical and digital) is not adapted to the needs of people with disabilities and other vulnerable groups.

The agency reported that during the last 3 years, it has undertaken certain activities to optimize service delivery system, including streamlining of the procedures and digitalization. The works of the agency related to the service delivery (e.g. timing, etc.) are strictly prescribed by the legislation. On the other hand, it should be underlined that private sector representatives were well informed regarding the key services of the agency. It is also important to proactively disseminate the information about agency's services as it considers holding auctions for licenses, etc. Currently, this is done through the state program "100 investment projects to business", however the coverage of the program is limited and needs improvement.

As for the timing of service delivery, it is noteworthy that based on the information provided by the agency, the approximate timing of service delivery by the agency is 10-30 days, making the agency the long-term service provider.

Geographic and digital accessibility of business services

The agency is represented in Tbilisi and Kutaisi, where all services available in the capital are equally accessible. The agency also delegates the part of its services to the Government of Adjara.

In terms of digitalization, based on the self-assessment of the agency, almost all of its services are available online. The exemption is expedited issuance of license document. It should be also mentioned that for its key services – issuance of license, the agency uses e-portal of Revenue Service www.eservice.rs.ge, where any authorized taxpayer, registered in the system of the Revenue Service can use application form and upload supportive documents. However, when it comes to activities not related to licenses, there are no online applications available. The agency allows for submission of electronic correspondence and registers received documents through electronic proceedings platform. This is considered as being an electronic service, which definitely requires further improvement and simplification.

Summary

Based on the self-assessment of the agency, the top priorities named by the agency for the coming years in terms of improvement of service delivery system include creation of front offices, enhancement of qualifications of personnel and introduction of quality standards. The key challenge is lack of technological capabilities, including IT and information systems.

As for the private sector assessment, the key obstacle in the service delivery process is not the procedural part, but multiple parties involved in the process of obtaining license. In particular, issuance of the license requires positive assessment of the municipality in the margins of which the license object is situated. According to the private sector this creates serious barriers. The same statement was made by the agency itself.

TABLE 21. NATIONAL AGENCY OF MINERAL RESOURCES

User-centricity criteria matrix			Bench-mark	Actual score
		Overal score of the Agency	**61,5**	**39,5**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**14**
Indicator	1,1	Availability of information about the services	13	8
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	2
Criterion	**2**	**Digital access to public business services**	**7**	**5**
Indicator	2,1	Availability of digital services	7	5
Criterion	**3**	**Geographical access to public business services**	**7**	**5,5**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	3,5
Criterion	**4**	**User centricity and user engagement**	**6**	**4,5**
Indicator	4,1	Access to expedited services	3	2
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**8,5**
Indicator	5,1	Quality management and evaluation	6,5	4,5
Indicator	5,2	Quality of effective delivery of information	4	2
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criteria	**5**	**Independence of service delivery and interagency cooperation**	**4**	**2**
Indicator	6,1	Need and quality of interagency cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	1

4. NATIONAL AGENCY OF STATE PROPERTY

The agency is responsible for the activities related to the state property, including privatization, etc.

The most and the least demanded services of the agency are summarized in the Table 22 below.

TABLE 22: THE MOST AND THE LEAST DEMANDED SERVICES OF THE NATIONAL AGENCY OF STATE PROPERTY

The most demanded services	The least demanded services
1. Online (www.eauction.ge; nasp.gov.ge) and phone consultation 2. Users of electronic auction web-page www.eauction.ge 3. Privatization of the state property using electronic auctions[14]. 4. Transfer of the state property into disposal using electronic auction 5. Privatization/transfer into disposal of the state property using direct sale 6. Application by legal entities 7. Expertise-utilization of strict accounting forms	1. Disposal of the movable property transferred into the state ownership using public auction 2. Disposal of the property transferred into the state ownership using direct negotiations 3. Disposal of the movable property transferred into the state ownership via third parties 4. Lease of the property transfereed into the state ownership

Accessibility of the information about the services

Based on the information submitted by the agency, the agency uses its web-page, single phone number (hotline) and social media to disseminate relevant information about the services. The web-page contains the information regarding fees, contact information of structural units of the agency and emails, also application forms for both physical and online submission. The web-page has interactive chat function. The web-page is bilingual, however, only part of the content, excluding legal acts on fees, application forms, is available in foreign language. Web-page does not contain the user manual on service delivery, also in order to receive complete information, it is necessary to consult with the staff of the agency. The web-page is not adapted to the needs of people with disabilities.

The agency has territorial units across the country, therefore receiving information and consultations is possible in the regions as well. Moreover, submission of relevant application is possible through the House of Justice. The fees and timing for the agency's services are prescribed by the legislation. However, the agency does not have fee-based expedited procedures.

The key challenge related to the agency's service delivery system (from the point of view of the private sector) is the prolonged procedures. Based on the assessment, the proceedings consider 30-days administrative period, making it a long-term procedure.

Geographic and digital accessibility of business services

The agency reported that its services are available online. However, none of the unified or other portals of the agency or the third parties contains access to those services. Therefore, most probably under digitalization, the agency means possibility to submit application and relevant information by email.

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[14] In case of agricultural and non-agricultural lands

As for the geographic availability, there are a number of representations in the regions[15], as well as in the House of Justice across the country.

Summary

Based on the self-assessment of the agency, the top priorities named by the agency for the coming years in terms of improvement of service delivery system include digitalization, definition of fees and optimization of revenues and introduction of quality control standards.

The agency has sufficient human capacity for implementation of the priorities, however mobilization of financial resources remains a challenge.

TABLE 23. NATIONAL AGENCY OF STATE PROPERTY

User-centricity criteria matrix			Bench-mark	Actual score
Overal score of the Agency			**61,5**	**34**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**13**
Indicator	1,1	Availability of information about the services	13	9
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	1,5
Indicator	1,3	Quality of communication with the user / potential user	3	2,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	0
Criterion	**2**	**Digital access to public business services**	**7**	**3**
Indicator	2,1	Availability of digital services	7	3
Criterion	**3**	**Geographical access to public business services**	**7**	**5,5**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	3,5
Criterion	**4**	**User centricity and user engagement**	**6**	**3,5**
Indicator	4,1	Access to expedited services	3	1,5
Indicator	4,2	Timely delivery of services	3	2
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**7**
Indicator	5,1	Quality management and evaluation	6,5	3,5
Indicator	5,2	Quality of effective delivery of information	4	1,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2

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[15] Telavi, Gori, Mtskheta, Rustavi, Marneuli, Akhaltsikhe, Akhalkalaki, Kutaisi, Poti, Zugdidi, Ozurgeti

Criteria	5	Independence of service delivery and interagency cooperation	4	2
Indicator	6,1	Need and quality of interagency cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	1

5. LAND TRANSPORT AGENCY

The key goals of the agency include elaboration of technical reglaments and rules for cargo transportation and passenger transportation, supervision over proper implementation of the reglaments, as well as issuance of permits and certificates, etc.

The key service of the agency is the issuance of one-time permit for the transportation. The circle of users of the agency's service is not dynamic.

Accessibility of the information about the services

Based on the information received from the agency, it uses the following channels to disseminate the information about services – web-page, social media, information billboards and brochures. As for the contact information about service provider, it is available only through the web-page and social media. At the same time, the agency mentioned that it regularly evaluates the channels preferred for the users to receive relevant information and based on this evaluation, the top-demanded channels include phone calls, social media and web-page.

The accessibility of the information for people with disabilities is limited. The web-page of the agency is not adapted to the needs of the vulnerable groups, including national minorities, the web-page is only available in Georgian language. Moreover, all relevant legal acts are also available only in Georgian language[16]. However, the web-page has the function to subscribe for the news, which is very important for targeted users.

It is noteworthy, that the web-page of the agency provides standardized application forms only for limited number of services, as well as limited information about stages of service delivery process (service delivery manual).

The agency has the practice of standard and expedited services, however, based on the opinion of the agency, there is still sufficient room for further differentiation, which will allow the agency to mobilize more revenues and improve the quality of service delivery.

The agency does not have approved document on quality standard, however, relevant international agreements envisage international standards and procedures for such type of services.

It is noteworthy that the agency has established internal proceedings system, which is designed for targeted users. In particular, if the user or its representative submits documents to the agency once, in order to further obtain the same service, there is no need to re-submit the documents.

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[16]   This does not include international agreements

The agency cooperates with other entities during the service delivery, however, the channels or information exchange are not efficient, data bases are not integrated and there is room for further improvement.

Geographic and digital accessibility of business services

The services of the agency are available in Poti and Batumi (along with Tbilisi) through the service centers. All services are available in those service centers, moreover, service center in Batumi even has relevant infrastructure for delivery of trainings. The agency uses unified portal www.my.gov.ge for online submission of application and relevant documents for all services related to issuance of permits. Standardized application forms for certain services are available at the web-page of the agency, while internal documentation system of the agency considers processing of the documents received via official email.

The timing to receive the services of the agency considers 5-10 days, which can be categorized as expedited services.

Summary

Based on the self-assessment of the agency, the top priorities named by the agency for the coming years in terms of improvement of service delivery system include digitalization, creation of new service centers and introduction of quality control standards.

The agency has sufficient financial resources for implementation of the priorities, however the key need is adequate exchange of data/information between the institutions and existence of relevant legal basis.

TABLE 24. LAND TRANSPORT AGENCY

User-centricity criteria matrix			Bench-mark	Actual score
Overall score of the Agency			**61,5**	**30,5**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**10,5**
Indicator	1,1	Availability of information about the services	13	6
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	1,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	**2**	**Digital access to public business services**	**7**	**6**
Indicator	2,1	Availability of digital services	7	6
Criterion	**3**	**Geographical access to public business services**	**7**	**4**
Indicator	3,1	Access to territorial representations	2	2

Indicator	3,2	Efficiency of territorial representations	5	2
Criterion	**4**	**User centricity and user engagement**	**6**	**3**
Indicator	4,1	Access to expedited services	3	2,5
Indicator	4,2	Timely delivery of services	3	0,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**4**
Indicator	5,1	Quality management and evaluation	6,5	2
Indicator	5,2	Quality of effective delivery of information	4	1
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	1
Criteria	**5**	**Independence of service delivery and interagency cooperation**	**4**	**3**
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	1

6. OTHER AGENCIES OF MOESD

The information regarding other agencies of MOESD is summarized in the table 25 below.

TABLE 25. SUMMARY OF DATA ON MOESD ENTITIES

Name of the Agency	Accessibility of the information about the services	Geographic and digital accessibility of business services	Summary
The Unified National Body of Accreditation	• The information about the services is available through the web-page of the agency and informational leaflets. • The users prefer to receive the information through physical visits, web-page and phone calls. • Online chat, hotline and online application forms are not available. • The content of the web-page, as well as legal acts stipulating service delivery are fully available in the foreign language. • Detailed information about service delivery, including relevant documents and stages of the process is available. • Physical infrastructure is partially adapted to the needs of vulnerable groups, however digital infrastructure is not adapted. • Information about structural units of service provider as well as relevant contact information is available. • The agency has quality control documentation on each service as well as methodology document on various stages of service delivery.	• Geographic accessibility of the services is limited as the agency does not have territorial units, neither are its functions delegated to other state entities. • Various services are available online. • The agency provides online applications for various services as well as relevant legal basis and infrastructure to proceed with documents received through the email. • Service of provision of public information is integrated on the unified portal my.gov.ge. • The overall timeline of service delivery reaches 90 days and there is no opportunity to get expedited services.	Based on the assessment of the agency, for the coming years, in term of the improvement of service delivery system, increase of qualification of the staff will be the top priority and lack of financial resources will represent the key challenge in this regard.
Market Surveillance Agency	• The information about the services is only available on the web-page of the agency. • On the certain types of goods, the agency considers the prior notification regarding the import and issues relevant decision. This service is integrated in the portal of the Revenue Service. • Although the web-page is bilingual, it is not operational or user-friendly, does not contain sufficient information about service delivery, needed documents, stages of the process, etc.	• The agency does not have territorial units. • Part of the services of the agency is delegated to the Revenue Service and service delivery process is integrated in the online system of RS – www.rs.ge	• As the agency was created in 2021, priorities for the next years include creation of the front offices, definition of fees and optimization of revenues and introduction of quality standards.

	• In order to obtain relevant information, the agency has a hotline. • The contact information about the agency is not complete, does not contain details of relevant structural units. • The service delivery system is not adapted to the needs of the people with disabilities (the agency notified that there is no need for the adapted services).	• Timing of service delivery is prescribed by the legislation. • No fees on services are provided.	• Key challenges are related to human and financial resources.
Maritime Transport Agency	• The information about the services of the agency is available through the web-page, social media, information billboards, brochures and TV. • Contact information of service provider is available through all channels of information delivery. • Web-page contains online application forms, as well as respective email (both unified and per relevant structural unit). • The web-page also contains online chat function. • The agency reported that the most preferred information delivery channels for the users are phone calls, social media and physical visit. • The web-page also contains detailed manual describing service delivery process. • Information about the users, channels of information delivery and other parameters is systematized, the agency conducts anonymous surveys regarding the quality of services. The agency also presented several examples of improvement of services undertaken with the engagement of users. • Most of legal acts stipulating the activities of the agency as well as complete content of the web-page are available in the foreign language. However, accessibility of the services for national minorities is limited. • The web-page is not adapted to the needs of people with disabilities, also physical infrastructure is only partially adapted. • The activities of the agency are aligned to the international standards and there are relevant policy and quality control documents elaborated.	• The agency is represented in 3 geographical locations – Kulevi, Batumi and Poti. The agency does not delegate its functions to other entities. • Part of agency's services are fully digitalized, components of other part of the services are also digitalized. • Documents on most of the services can be submitted through the email.	• Based on the assessment of the agency, for the coming years, in terms of the improvement of service delivery system, top priorities are digitalization, increase of qualifications and development of quality control systems in line with the international standards. • Key challenges are need for specific IT infrastructure and financial resources.

National Agency of Standards and Metrology	• Information about the services of the agency is available through web-page, social media and printed materials. • The content of the web-page is not complete, user-friendly, does not contain relevant information about service delivery. • Although the web-page is bilingual, legal acts stipulating the activities of the agency are available only in Georgian language. • Web-page does not include online application forms. • There is no hotline to receive the information, the contact information about the agency is incomplete and does not include the information regarding structural units. • The service delivery system is not adapted to the needs of people with disabilities.	• Part of the services of the agency are delivered through the territorial units (labs) in Kutaisi, Gori, Telavi and Poti. • Email can be used for electronic submission of relevant documents. • There are no expedited or otherwise differentiated services (the agency reported that there is no need for differentiation)	Based on the assessment of the agency, for the coming years, in terms of the improvement of service delivery system, top priorities are digitalization, increase of qualifications and development of the system of fees.
Technical and Construction Supervision Agency	• Information about the services of the agency is available through web-page and social media. • Priority channels for information delivery for the users are physical visit, phone call and email. • Information channels contain only general contact information of the agency and not its structural units. • The content of the web-page includes complete information about service delivery. • The web-page is bilingual, however legal acts stipulating the activities of the agency are only available in Georgian. • There are online application forms available on the web-page. • Based on the information provided by the agency, there are quality control documents elaborated for the services. • The agency conducts periodic trainings to enhance qualifications of the personnel.	• The part of the services of the agency are outsourced to the inspection entities accredited by the National Accreditation Center. • Most the services of the agency are differentiated in terms of timing and fees. • Certain services need the engagement of other central government entities as well as local municipalities. • Part of the agency's services are digitalized and the documents can be submitted using special application forms via email.	Based on the assessment of the agency, for the coming years, in terms of the improvement of service delivery system, top priorities are digitalization, introduction of quality standards and increase of qualifications of personnel.

National Tourism Administration		
• Information about the services of the agency is available through web-page, social media and special brochures. • Priority information channels for users are phone calls, social media and web-page. • Web-page does not contain any online application forms. • Contact information about service provider is general and is not presented per structural unit. • The administration has a hotline. • The web-page is bilingual, but the legal acts stipulating the activities of the administration are not available in foreign language. • Information about the services is also mostly available in Georgian. • The infrastructure of the administration (including digital infrastructure) is not adapted to the needs of the people with disabilities.	• Services of the administration (around 70%) are available in the House of Justice and Public Centers across the country. • Only part of the services of administration are available online. • The services can be provided through applications submitted via email. • There are no expedited services.	Based on the assessment of the administration, for the coming years, in terms of the improvement of service delivery system, top priority is digitalization and key challenge is lack of adequate human and financial resources.

TABLE 26. THE UNIFIED NATIONAL BODY OF ACCREDITATION

		User-centricity criteria matrix	Bench-mark	Actual score
		Overal score of the Agency	**61,5**	**34,5**
Criterion	1	**State business service delivery and user's attitudes:**	**23**	**10**
Indicator	1,1	Availability of information about the services	13	5
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	2
Criterion	2	**Digital access to public business services**	**7**	**6,5**
Indicator	2,1	Availability of digital services	7	6,5
Criterion	3	**Geographical access to public business services**	**7**	**0**
Indicator	3,1	Access to territorial representations	2	0
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	4	**User centricity and user engagement**	**6**	**4,5**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	3,5
Criterion	5	**Sustainability and quality management standards**	**14,5**	**9,5**
Indicator	5,1	Quality management and evaluation	6,5	5
Indicator	5,2	Quality of effective delivery of information	4	3
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	1,5
Criteria	5	**Independence of service delivery and interagency cooperation**	**4**	**4**
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	2

TABLE 27. MARKET SURVEILLANCE AGENCY

		User-centricity criteria matrix	Bench-mark	Actual score
		Overall score of the Agency	**61,5**	**13,5**
Criterion	1	**State business service delivery and user's attitudes:**	**23**	**3,5**
Indicator	1,1	Availability of information about the services	13	2
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	0

Indicator	1,3	Quality of communication with the user / potential user	3	1,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	0
Criterion	**2**	**Digital access to public business services**	**7**	**1,5**
Indicator	2,1	Availability of digital services	7	1,5
Criterion	**3**	**Geographical access to public business services**	**7**	**0**
Indicator	3,1	Access to territorial representations	2	0
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	**4**	**User centricity and user engagement**	**6**	**2,5**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	1,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**3**
Indicator	5,1	Quality management and evaluation	6,5	1
Indicator	5,2	Quality of effective delivery of information	4	0,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	1,5
Criteria	**5**	**Independence of service delivery and interagency cooperation**	**4**	**3**
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	1

TABLE 28. MARITIME TRANSPORT AGENCY

User-centricity criteria matrix			Bench-mark	Actual score
Overall score of the Agency			**61,5**	**42**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**17,5**
Indicator	1,1	Availability of information about the services	13	11
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	2,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	2
Criterion	**2**	**Digital access to public business services**	**7**	**7**
Indicator	2,1	Availability of digital services	7	7
Criterion	**3**	**Geographical access to public business services**	**7**	**0**
Indicator	3,1	Access to territorial representations	2	0
Indicator	3,2	Efficiency of territorial representations	5	0

Criterion	4	User centricity and user engagement	6	5,5
Indicator	4,1	Access to expedited services	3	3
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	5	Sustainability and quality management standards	14,5	9,5
Indicator	5,1	Quality management and evaluation	6,5	5,5
Indicator	5,2	Quality of effective delivery of information	4	2
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criteria	5	Independence of service delivery and interagency cooperation	4	2,5
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0,5

TABLE 29. NATIONAL STANDARDS AND METROLOGY AGENCY

User-centricity criteria matrix			Bench-mark	Actual score
Overal score of the Agency			61,5	40
Criterion	1	State business service delivery and user's attitudes:	23	12
Indicator	1,1	Availability of information about the services	13	7
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	2	Digital access to public business services	7	5,5
Indicator	2,1	Availability of digital services	7	5,5
Criterion	3	Geographical access to public business services	7	5
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	3
Criterion	4	User centricity and user engagement	6	3
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	2
Criterion	5	Sustainability and quality management standards	14,5	12
Indicator	5,1	Quality management and evaluation	6,5	6,5
Indicator	5,2	Quality of effective delivery of information	4	3

			Bench-mark	Actual score
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2,5
Criteria	**5**	**Independence of service delivery and interagency cooperation**	**4**	**2,5**
Indicator	6,1	Need and quality of interagency cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	1,5

TABLE 30. TECHNICAL AND CONSTRUCTION SUPERVISION AGENCY

		User-centricity criteria matrix	Bench-mark	Actual score
Overal score of the Agency			**61,5**	**30,5**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**10**
Indicator	1,1	Availability of information about the services	13	6
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	**2**	**Digital access to public business services**	**7**	**6**
Indicator	2,1	Availability of digital services	7	6
Criterion	**3**	**Geographical access to public business services**	**7**	**0**
Indicator	3,1	Access to territorial representations	2	0
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	**4**	**User centricity and user engagement**	**6**	**4,5**
Indicator	4,1	Access to expedited services	3	3
Indicator	4,2	Timely delivery of services	3	1,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**8**
Indicator	5,1	Quality management and evaluation	6,5	4,5
Indicator	5,2	Quality of effective delivery of information	4	1
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2,5
Criteria	**5**	**Independence of service delivery and interagency cooperation**	**4**	**2**
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0

TABLE 31. NATIONAL TOURISM ADMINISTRATION

User-centricity criteria matrix			Bench-mark	Actual score
Overall score of the Agency			**61,5**	**27,5**
Criterion	**1**	**State business service delivery and user's attitudes:**	**23**	**9,5**
Indicator	1,1	Availability of information about the services	13	4
Indicator	1,2	Compliance of service demand channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	1,5
Criterion	**2**	**Digital access to public business services**	**7**	**4**
Indicator	2,1	Availability of digital services	7	4
Criterion	**3**	**Geographical access to public business services**	**7**	**5**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	3
Criterion	**4**	**User centricity and user engagement**	**6**	**1,5**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	0,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**5,5**
Indicator	5,1	Quality management and evaluation	6,5	1,5
Indicator	5,2	Quality of effective delivery of information	4	2
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criteria	5	Independence of service delivery and interagency coop-eration	4	2
Indicator	6,1	Need and quality of interagency cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0

TABLE 32. SCORING OF THE AGENCIES OF MOESD

Service providers	Overall score of the Agency	Differential to the Benchmark
Georgian Innovations and Technology Agency	44,5	17
Enterprise Georgia	42,5	19
Maritime Transport Agency	42	19,5
National Agency of Standards and Metrology	40	21,5

National Agency of Mineral Resources	39,5	22
The Unified National Body of Accreditation	34,5	27
National Agency of State Property	34	27,5
Land Transport Agency	30,5	31
Technical and Construction Supervision Agency	30,5	31
National Tourism Administration	27,5	34
Market Surveillance Agency	13,5	48

TABLE 33. DISTANCE TO FRONTIER - MOESD

Rank	Service provider	Distance score
1	Georgian Innovations and Technology Agency	7,191
2	Maritime Transport Agency	6,120
3	The Unified National Body of Accreditation	6,029
4	National Agency of Standards and Metrology	5,967
5	Enterprise Georgia	5,923
6	National Agency of Mineral Resources	5,829
7	Land Transport Agency	5,152
8	National Agency of State Property	4,982
9	Technical and Construction Supervision Agency	4,771
10	National Tourism Administration	4,180
11	Market Surveillance Agency	2,964

Ministry of Environmental Protection and Agriculture

MEPA implements its mandate through 13 structural units in central apparatus, 1 sub-ordinated agency, 11 LEPLs and state-owned enterprises. Through this system, the MEPA delivers over 130 public services, making it the 2nd biggest public business service provider in Georgia. The mandate of MEPA covers environment protection, agriculture and rural policy design and implementation, design of the policy and relevant administration of radiation, nuclear and other environmental impacts, development of various areas of agricultural activities, support to primary production and processing, advancing the ecosystem needed for development of agriculture, etc.

Within the framework of present research, we have analyzed service delivery by 11 structural units of MEPA. The analysis involved the assessment of availability of information about the services, geographical and digital accessibility, accessibility for the vulnerable groups and other important parameters.

1. LEPL NUCLEAR AND RADIATION SAFETY AGENCY

Along with the design of the policy in the nuclear and radiation areas, the Nuclear and Radiation Safety Agency is responsible for relevant authorization and licensing procedures according to the legislation of Georgia, as well as conducting inspection activities. The beneficiaries of the licenses and authorization are medical institutions, industries and relevant educational institutions.

Based on the self-assessment of the Agency, the most demanded services of the Agency include:

- Issuance of license on nuclear and radiation related activities;
- Issuance of permit on purchasing and selling radioactive substances;
- Services related to import and export of radioactive substances and relevant equipment, etc.

It is noteworthy that since 2017, the Agency delivers differentiated services, its activities are regulated by the by-law, which specifies timeframes for expedited services, relevant fees and other aspects related to service delivery.

Accessibility of the information about the services

According to the information provided by the Agency, it uses various channels for delivering information about its services, including web-page and TV media. At the same time, the most preferable channels by the users are physical visit, phone call and email. The Agency provides contact information per relevant structural unit to the users. The detailed information about the activities of the Agency can be found on its web-page, which also includes detailed information about the structure of the Agency, mandate, directions and relevant information about the business services.

The web-page is bilingual, however, there is no adaptation for people with disabilities as well as information presented in a minority language. There are also no plans to adapt the information delivery channels to the needs of people with disabilities (based on the information provided by the Agency).

As for the information regarding legal framework and relevant procedures, the information is on the web-page of the Agency, including in a foreign language. In general, the processes and procedures related to the activities of the Agency are regulated by norms prescribed by local legislation and international treaties.

Geographic and digital accessibility of business services

According to the information provided by the Agency and based on the analysis of unified public services portal, significant share of the services (24 services) provided by the Agency can be obtained through the my.gov.ge. The mentioned services include the services related to authorization. The web-page of the Agency diverts the users to relevant online platform through a single click, which is important for accessibility for the users. At the same time, the Agency provides user manuals on various services, providing information on documents needed to obtain the service and other important aspects.

As for the geographical accessibility, the service delivery system of the Agency does not have the territorial dimension. However, as MEPA itself is represented in all municipalities covered by the

present research, it is important to ensure that primary information about the services of the Agency is available in the territorial units of MEPA.

Summary

Based on the self-assessment of the Agency, the top priorities named by the Agency for the coming years in terms of improvement of service delivery system include digitalization, capacity building and optimization of the fees. As the biggest challenge named by the Agency is the lack of financial resources, the main objective of optimization of the fees would be the increase of agency's incomes.

TABLE 34. LEPL NUCLEAR AND RADIATION SAFETY AGENCY

User-centricity criteria matrix			Bench-mark	Actual Score
Overal score of the Agency			61,5	39
Criterion	1	State business service delivery and user's attitudes	23	16,5
Indicator	1,1	Availability of information about the services	13	10,5
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	2
Criterion	2	Digital access to public business services	7	6
Indicator	2,1	Enabling environment for digital services	7	6
Criterion	3	Geographical access to public business services	7	1
Indicator	3,1	Access to territorial representations	2	1
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	4	User centricity and user engagement	6	5,5
Indicator	4,1	Access to expedited services	3	3
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	5	Sustainability and quality management standards	14,5	9
Indicator	5,1	Quality management and evaluation level	6,5	5
Indicator	5,2	Quality of effective delivery of information	4	1
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	3
Criterion	5	Independence of service delivery and intra-departmental cooperation	4	1
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0

2.   LEPL NATIONAL FOOD AGENCY

The mandate of the Agency covers design and implementation of the policy in the areas of food safety, veterinary and plant protection. The Agency conducts its activities through 11 structural units in the central apparatus as well as territorial units in every region of Georgia. Based on the mandate of the Agency, its activities can be grouped in 3 directions: food safety, veterinary and plant protection. The structure of the Agency follows the key directions listed. The timing and fees of service delivery are stipulated by the by-law. This by-law defines consultation as a service subject to relevant fee, which is very rare practice for public service delivery in Georgia. The total number of public business services provided by the agency is 42. Out of those the most demanded services include (based on the information provided by the agency):

Veterinary:
- Registration of veterinary medicines;
- Vaccination;
- Quarantine services during export-import;
- Issuance of export veterinary certificates, etc.

Food Safety
- Non-planned inspections upon request of business operator;
- Consultations;
- Issuance of various certificates, etc.

Plant Protection
- Phytosanitary certificate;
- Registration of pesticides and agrochemicals;
- Disinfection activities, etc.

It is noteworthy that the Agency has the differentiated system of service delivery, whereby the dedicated by-law stipulates procedures and timeframes for expedited services and relevant fees.

Accessibility of the information about the services

Based on the information provided by the Agency, key delivery channels for information regarding the services are web-page and social media. At the same time, key preferable options for information delivery regarding the services for the users are physical visits, email and phone calls. Interviews with businesses revealed that although they have obtained certain information about services e.g. from TV, accessibility of information regarding services in particular in the area of the food safety is still a challenge. The businesses suggested that relevant information should be provided during the registration of economic operator, when the business indicates the sector of activities. This approach might improve the accessibility of the information.

It should be noticed that standards related to information delivery about services comply with us-er-centricity criteria. Among others, information regarding the activities of the Agency, its structure, regional representation, contact information, etc. is publicly available. The web-page of the Agency has online chat and video call options (the latter is not operational yet, as the web-page is working in a test regime).

Moreover, the information which might be relevant for businesses, including the mandate of the agency, standards, services, is well structured and placed separately on the web-page.

As for the regulatory framework, relevant legal acts are available on the web-page in Georgian language, while same documents in English are available via external sources (e.g. legislative journal).

Key channels of information delivery on the services mostly are not adapted to the needs of vulnerable groups. The key information is also not available in minority languages.

It should be noticed that part of the Agency's services is delegated to the Revenue Service of the MOF, which mainly considers issuance of documentation on export-import. Accordingly, those services are integrated on the web-portal of RS - eservices.rs.ge.

Geographic and digital accessibility of business services

Only part of Agency's services is available online, namely, those services that are integrated in the electronic system of the Revenue Service and are linked to export-import operations. As for other services, the Agency does not have digital platform for service delivery neither are those services integrated on my.gov.ge. It should be also noticed that the Agency has the legal ground to receive the applications for services online, however, the web-page of the Agency does not have relevant functions.

Based on the abovementioned, it is important to continue the process of digitalization of services, including integration of services on a single digital platform.

As for the geographic accessibility, the Agency has regional representations in every region of Georgia. More precisely, out of 9 municipalities covered by the present research, only 2 (Oni and Lentekhi) do not have regional representations of the Agency. Based on the information provided by the Agency, territorial units of the Agency provide all services of the Agency, they are also involved in the administration process, which includes inspection on-the-spot, etc. In terms of geographical accessibility, the Agency is one of the best performers among state institutions.

Summary

Based on the self-assessment of the Agency, the top priority named by the Agency for the coming years in terms of improvement of service delivery system is capacity building, as well as digitalization to optimize the costs and enhance the accessibility. According to the Agency, the fees in veterinary might be optimized in the future.

TABLE 35. NATIONAL FOOD AGENCY

User-centricity criteria matrix			Bench-mark	Actual Score
Overal score of the Agency			**61,5**	**32**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**11**
Indicator	1,1	Availability of information about the services	13	7
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	**2**	**Digital access to public business services**	**7**	**5**
Indicator	2,1	Enabling environment for digital services	7	5
Criterion	**3**	**Geographical access to public business services**	**7**	**4,5**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	2,5
Criterion	**4**	**User centricity and user engagement**	**6**	**4,5**
Indicator	4,1	Access to expedited services	3	2
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**6**
Indicator	5,1	Quality management and evaluation level	6,5	3,5
Indicator	5,2	Quality of effective delivery of information	4	0,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**1**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0

3.   NATIONAL ENVIRONMENT AGENCY

National Environment Agency's mandate covers delivery of public services related to hydrometeorology, geology and environment pollution monitoring and analysis, use of forest resources, hunting, licenses related to fishing and licenses on export of specific goods, also issuance of decision related to environment impact assessment. The Agency has 11 structural units, as well as territorial units, including labs throughout the country. However, those territorial units do not provide public business services including the information about the services. The beneficiaries of the Agency's

services are very diverse, including physical and legal persons operating in various economic areas. The Agency provides differentiated services.

Based on the analysis of the activities of the Agency, the most demanded public business services delivered by the Agency are related to meteorology and hydrology, while the least demanded services are related to geology.

Accessibility of the information about the services

Based on the information provided by the Agency, it uses mainly web-page and printed materials to spread the information about services. At the same time, the Agency also uses social media, upon request of the user to deliver information about relevant structural units, services, delivery process and required documents. The preferred channels of information delivery for the users include physical visit, phone-call and email. The reasons for choosing those channels are the complexity of the services, the practice to clarify some details on the spot, etc. It should be underlined that the web-page of the Agency is user-friendly. In general, we should notice that all agencies under MEPA use similar IT concept for their web-pages, which simplifies the process for users.

The information about legal framework regulating the activities of the Agency as well as regarding the procedures related to service delivery is not available in foreign language. The Agency's web-page is not adapted to the needs of people with disabilities. The contact information is generally available, but not with details about the structural units or types of activities. The information about the documents required for obtaining the service, as well as regarding the procedures and tariffs is fully available.

Geographic and digital accessibility of business services

The online accessibility of Agency's services is limited. In particular, the Agency accepts documents sent via email and can proceed with those documents using its internal proceedings system as well as e-signature and other components of e-governance ecosystem, however, the Agency does not have own electronic platform for delivering the services (either internal or external), the services of the Agency are not integrated on unified portal my.gov.ge. The Agency also does not have templates for electronic applications or documents, which would simplify submission of documentation via email.

As for the geographic accessibility, it should be noticed that the Agency has territorial units, including structural units responsible for monitoring and lab services. However, these units do not actually deliver the services. The Agency underlined that there is no need or future plans to use territorial units for service delivery.

At the same time, Agency underlines the problem of information delivery channels. It is therefore important to elaborate detailed guidelines on service delivery, considering the complexity of the services, which will be available for users through the territorial units, where the users can get primary consultations regarding the services.

Summary

Based on the self-assessment of the Agency, the top priorities named by the Agency for the coming years in terms of improvement of service delivery system are accessibility of the services for the vulnerable groups, digitalization and optimization of tariffs. With regards to the latter, the Agency deems it necessary to re-evaluate the current tariffs, as most of the services provided by the Agency are related to high operational costs, which increased over the years.

TABLE 36. NATIONAL ENVIRONMENT AGENCY

User-centricity criteria matrix			Bench-mark	Actual Score
Overall score of the Agency			**61,5**	**32,5**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**11**
Indicator	1,1	Availability of information about the services	13	8,5
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	1,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	0
Criterion	**2**	**Digital access to public business services**	**7**	**5**
Indicator	2,1	Enabling environment for digital services	7	5
Criterion	**3**	**Geographical access to public business services**	**7**	**1,5**
Indicator	3,1	Access to territorial representations	2	1
Indicator	3,2	Efficiency of territorial representations	5	0,5
Criterion	**4**	**User centricity and user engagement**	**6**	**5**
Indicator	4,1	Access to expedited services	3	2,5
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**6,5**
Indicator	5,1	Quality management and evaluation level	6,5	4
Indicator	5,2	Quality of effective delivery of information	4	0,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**3,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	1,5

4.   RURAL DEVELOPMENT AGENCY

Rural Development Agency (RDA) is responsible for delivering various state support programs, including financial and technical support, as well as management of state agricultural enterprises. Accordingly, the services of the RDA vary based on the amendments made to state programs. The main beneficiaries of the RDA are physical and legal persons operating in the rural settlements who are engaged in commercial agricultural activities.

Currently, the main programs implemented by the RDA include:

- State technical assistance program;
- State program for support of agricultural land owners;
- Programs for development of agricultural cooperatives;
- Preferential Agro-credit;
- Integrated development program for the pilot regions;
- Tea plantation rehabilitation program;
- Agroinsurance;
- State program of co-financing agricultural mechanization;
- State program of dairy modernization and market access;
- Plant the Future project.

It is noteworthy that the agency has agricultural extension direction, as a separate service, which includes informational and consultative services for the interested parties.

Despite the fact that services offered are for physical and legal persons, main part of the beneficiaries of the agency are physical persons. In particular, based on the information provided by the RDA, the number of services delivered by the agency (both active, as well as completed programs and projects) is 102 763[17]. Out of this number, the absolute majority – 101 108 - was delivered to the physical persons and individual entrepreneurs. It is also noteworthy that the RDA delivers its services directly through the territorial units as well as using the third parties. In case of Adjara, the RDA does not have territorial unit and its services are delivered by the Ministry of Agriculture of Adjara.

Accessibility of the information about the services

In order to deliver information about its services, RDA uses all channels of communication covered by the present research. At the same time, the priority channels for the users include physical visit, web-page and phone call.

Local sources for information delivery

The territorial instrument to deliver RDA's services includes 9 regional units and 45 information-consultation municipal centers. However, based on the information provided by the agency, key channel for information delivery is the so-called regional unit, which among others, delivers printed materials for the interested parties.

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[17]   This number is different from the number of beneficiaries, as one person might be a beneficiary of more than one service or project. Also, this number does not include services not recorded or delivered free of charge (e.g. consultation).

When it comes to vulnerable groups, including people with disabilities, national minorities, etc. the RDA does not provide the material adapted to special needs nor does it provide printed materials in the minority languages. According to the RDA, this gap is filled by the persons, who are selected in the regions and who speak minority language and can help the interested person with relevant information and other services.

The information about the services of RDA is also available in public centers and House of Justice throughout the country.

Centralized sources for information delivery

As for other channels of information delivery, the RDA's web-page is worth to highlight as being very advanced and user-friendly. The web-page contains sufficient information about the programs, projects and services delivered by the agency or redirects users to other relevant channels as needed. The web-page contains online chat function, the hotline of MEPA, which also includes the "call back" function. It is important that MEPA's hotline is a unified hotline for all structural units of the Ministry and can be used to obtain any information about any service delivered by MEPA and its agencies. This is a very exceptional practice which can be further shared by other state entities.

RDA's web-page is bilingual and all the content is also available in the foreign language. However, the web-page is not adapted to the needs of people with disabilities, although RDA representatives emphasized that the agency is working in this direction.

As the information about the services of RDA is not available in minority languages, as RDA mentioned there are physical persons and companies operating in the relevant regions who help the interested persons to obtain the information or prepare relevant documents for an extra fee. This actually increases the costs of service delivery for minority groups. Therefore, RDA should work more in this direction and ensure that no one is excluded from the service delivery system.

The information regarding the services of RDA is available on the unified portal programs.gov.ge, which was created in the framework of state initiative "The State is your Partner". The information is also available on the external sources organized by the third parties. Moreover, as the services of the agency in some cases are delivered through the third parties (e.g. banks), the information about those services is also available through the third parties (financial sector).

Geographic and digital accessibility of business services

Digital channels for delivery of services vary for different services based on the specificity of the service. The internal proceedings system of the RDA can launch proceedings on the documents delivered via email. Therefore, on all services of the agency, the interested person can send the application and all necessary documents via email. Moreover, on most of the services (the vast majority, except for technical assistance services), the user can go through authorization and obtain his/her own digital service space, where request for services can be launched and managed.

As for the geographic accessibility of services, as mentioned above, there are territorial units in 9 regions and 45 municipalities, where not only the information about the services can be obtained but also actual request for services launched.

Summary

Based on the information provided by the agency, the key challenge for the coming years will be agency's transformation into a so-called "paying agency", which is a comprehensive institutional reform. This reform envisages changes in multiple directions including policy planning, inclusivity of policy design process, creation of mechanisms of private sector engagement in design of programs and projects, etc.

TABLE 37. RURAL DEVELOPMENT AGENCY

User-centricity criteria matrix			Bench-mark	Actual Score
Overal score of the Agency			**61,5**	**41**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**15,5**
Indicator	1,1	Availability of information about the services	13	10
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	0,5
Criterion	**2**	**Digital access to public business services**	**7**	**3,5**
Indicator	2,1	Enabling environment for digital services	7	3,5
Criterion	**3**	**Geographical access to public business services**	**7**	**6**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	4
Criterion	**4**	**User centricity and user engagement**	**6**	**3,5**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**11**
Indicator	5,1	Quality management and evaluation level	6,5	5
Indicator	5,2	Quality of effective delivery of information	4	4
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**1,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0,5

5. OTHER AGENCIES OF MEPA

The information regarding other agencies of MEPA is summarized in the table 38 below.

TABLE 38. SUMMARY OF DATA ON MEPA ENTITIES

Agency	Accessibility of the information about the services	Geographic and digital accessibility of business services	Summary
National Wine Agency	• Key activities of the agency are related to state supervision of viticulture, certification, promotion of Georgian wine and supporting access to foreign markets, etc. • The service delivery system of the agency is regulated by relevant government decree which stipulates time and fee of service delivery. Expedited services are available. • Main channel for delivery of information about the service includes web-page and printed materials, while priority channels for the users are physical visit, phone call, email and web-page. • Legal framework regulating the activities of the agency, as well as the content of the web-page are not available in foreign language. The information delivery channels are not adapted to the needs of people with disabilities.	• The agency does not have territorial units, however the information about the agency's services can be obtained through the territorial units of MEPA. • There are no digital channels for service delivery established by the Agency. There are no application forms on the web-page, etc. Also, the services of the agency are not available through the unified portal my.gov.ge	• Based on the self-assessment of the Agency, the top priorities named by the Agency for the coming years in terms of improvement of service delivery system are digitalization, development of the front offices and introduction of quality standards. • In order to ensure the implemenatation of the mentioned priorities, the key need for the agency is elaboration of the policy document, which will define the key directions of agency's future development.

Agricultural Scientific Research Center	• The key activities of the center involve support to deployment of new technologies in agriculture and food production and enhancement of relevant knowledge and experience. • Most of the services of the center are provided free of charge, however certain services, like certification, taking a sample, etc. require extra fee, which is regulated by relevant government decree. • It is noteworthy that the center uses almost all channels of information delivery covered by the present research. As for the priorities of users, the users prioritize the following information delivery channels: phone call and social media. • The center has territorial units and delivers almost half of its services through those units. • The legal framework regulating the activities of the center is not available in foreign language. The web-page is available in three languages, however only part of the content is available in foreign languages. The web-page is not adapted to the needs of people with disabilities. The contact information regarding various structural units is incomplete. In summary, the web-page is not fully user-centric.	• The center has territorial units and delivers parts of its services through those units. • As for the digital services, center has certain services partially (e.g. targeted trainings) or fully (e.g. consulatations) digitalized.
		• Based on the self-assessment of the center, the top priorities named by the center for the coming years in terms of improvement of service delivery system are enhancing qualifications of personnel, tariff and revenue optimization, as well as introduction of quality standards. • In order to ensure the implemenatation of the mentioned priorities, the center deems it necessary to share foreign experience and thus organize the study visits for its employees.
National Agency for Sustainable Land Management and Land Use Monitoring	• The key activities of the agency include the systematization of data on agricultural land and creation of the unified data basis, accessibility of relevant information, etc. • In order to spread the information regarding its services, the agency uses almost all channels of information delivery covered by the present research. • As for the priorities of users, users prefer to use physical visit, phone call and web-page to obtain information. • Based on the information provided by the agency, information on the web-page is available for people with vision impairment. Also certain information is available in minority languages. • Legal framework regulating the activities of the agency is not available in the foreign language. Moreover, the web-page of the agency does not contain sufficient information about relevant procedures and processes.	• The agency does not have its own territorial units. • As for the digital accessibility of the services, the agency does not use various important components of digital ecosystem, such as E-signiture. • The agency also does not plan to digitalize its services during the coming year. • The services of the agency are not available through the unified portal my.gov.ge	• Based on the self-assessment of the Agency, the top priorities named by the Agency for the coming years in terms of improvement of service delivery system are setting the tariffs (by means of tariffication of the current free-of-charge services) and development of the regional front-offices.

Agricultural Logistics and Services Company LLC	• The main activities of the company are ensuring agricultural equipment, consultations to farmers and companies, provision of relevant agricultural works and services, etc. • The company represents legal entity of private law, established with state participation and delivering services on a commercial basis. • The information about the services of the company is delivered through web-page, social media and informational billboards. • The priority channel for users is physical visit, as during the visit, the user can identify all details of service delivery and define the needed service. • Considering the specificity of the company, its web-page does not include diverse content, although it is available in 3 languages. It contains the information about all services and tariffs. • The IT infrastructure is not adapted to the needs of the people with disabilities.	• In general, the company does have the municipal service centers in 13 municipalities. • However, out of 9 municipalities covered by the present research, company's service center is presented only in Marneuli. • Given the specificity of the services, they are not digitally available.	• Based on the self-assessment of the company, the top priorities named by the company for the coming years in terms of improvement of service delivery system are increasing the number of municipal service centers, tariff optimization, enhancing the qualifications of personnel and upgrading the equipment.

TABLE 39. NATIONAL WINE AGENCY

		User-centricity criteria matrix	Bench-mark	Actual Score
		Overal score of the Agency	**61,5**	**30**
Criterion	1	State business service delivery and user's attitudes	23	10,5
Indicator	1,1	Availability of information about the services	13	5
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	2,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	**2**	**Digital access to public business services**	**7**	**5,5**
Indicator	2,1	Enabling environment for digital services	7	5,5
Criterion	**3**	**Geographical access to public business services**	**7**	**1**
Indicator	3,1	Access to territorial representations	2	1
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	**4**	**User centricity and user engagement**	**6**	**6**
Indicator	4,1	Access to expedited services	3	3
Indicator	4,2	Timely delivery of services	3	3
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**6**
Indicator	5,1	Quality management and evaluation level	6,5	3,5
Indicator	5,2	Quality of effective delivery of information	4	1
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	1,5
Criterion	**5**	**Independence of service delivery and intra-depart-mental cooperation**	**4**	**1**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0

TABLE 40. AGRICULTURAL SCIENTIFIC RESEARCH CENTER

		User-centricity criteria matrix	Bench-mark	Actual Score
		Overal score of the Agency	**61,5**	**27**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**12**
Indicator	1,1	Availability of information about the services	13	8

			Bench-mark	Actual Score
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	2,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	0,5
Criterion	**2**	**Digital access to public business services**	**7**	**0,5**
Indicator	2,1	Enabling environment for digital services	7	0,5
Criterion	**3**	**Geographical access to public business services**	**7**	**4**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	2
Criterion	**4**	**User centricity and user engagement**	**6**	**1,5**
Indicator	4,1	Access to expedited services	3	0,5
Indicator	4,2	Timely delivery of services	3	1
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**7,5**
Indicator	5,1	Quality management and evaluation level	6,5	4,5
Indicator	5,2	Quality of effective delivery of information	4	1,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	1,5
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**1,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0,5

TABLE 41. NATIONAL AGENCY FOR SUSTAINABLE LAND MANAGEMENT AND LAND USE MONITORING

		User-centricity criteria matrix	Bench-mark	Actual Score
		Overall score of the Agency	**61,5**	**32**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**15**
Indicator	1,1	Availability of information about the services	13	8
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	2,5
Indicator	1,4	Accessibility of services for vulnerable groups	4	2,5
Criterion	**2**	**Digital access to public business services**	**7**	**0,5**
Indicator	2,1	Enabling environment for digital services	7	0,5
Criterion	**3**	**Geographical access to public business services**	**7**	**3**

			Benchmark	Actual Score
Indicator	3,1	Access to territorial representations	2	1
Indicator	3,2	Efficiency of territorial representations	5	2
Criterion	**4**	**User centricity and user engagement**	**6**	**4**
Indicator	4,1	Access to expedited services	3	2
Indicator	4,2	Timely delivery of services	3	2
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**7**
Indicator	5,1	Quality management and evaluation level	6,5	2
Indicator	5,2	Quality of effective delivery of information	4	3
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**2,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0,5

TABLE 42. AGRICULTURAL LOGISTICS AND SERVICES COMPANY LLC

		User-centricity criteria matrix	Bench-mark	Actual Score
		Overal score of the Agency	**61,5**	**31,5**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**11**
Indicator	1,1	Availability of information about the services	13	5,5
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	1,5
Criterion	**2**	**Digital access to public business services**	**7**	**2**
Indicator	2,1	Enabling environment for digital services	7	2
Criterion	**3**	**Geographical access to public business services**	**7**	**7**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	5
Criterion	**4**	**User centricity and user engagement**	**6**	**2**
Indicator	4,1	Access to expedited services	3	0,5
Indicator	4,2	Timely delivery of services	3	1,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**7**
Indicator	5,1	Quality management and evaluation level	6,5	3,5

Indicator	5,2	Quality of effective delivery of information	4	1,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**2,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0,5

TABLE 43. SCORING OF THE AGENCIES OF MEPA

Rank	Service providers	Overal score of the Agency	Differential to benchmark
1	Rural Development Agency	41	20,5
2	LEPL Nuclear and Radiation Safety Agency	39	22,5
3	National Environment Agency	32,5	29
4	LEPL National Food Agency	32	29,5
5	National Agency for Sustainable Land Management and Land Use Monitoring	32	29,5
6	Agricultural Logistics and Services Company LLC	31,5	30
7	National Wine Agency	30	31,5
8	Agricultural Scientific Research Center	27	34,5

TABLE 44. DISTANCE TO FRONTIER – MEPA

Rank	Service providers	Distance score
1	Rural Development Agency	6,694
2	LEPL Nuclear and Radiation Safety Agency	6,454
3	National Environment Agency	5,895
4	National Agency for Sustainable Land Management and Land Use Monitoring	5,623
5	Agricultural Logistics and Services Company LLC	5,409
6	LEPL National Food Agency	5,392
7	National Wine Agency	5,135
8	Agricultural Scientific Research Center	4,459

Ministry of Internally Displaced Persons from the Occupied Territories, Labor, Health and Social Affairs of Georgia

Ministry of Internally Displaced Persons from the Occupied Territories, Labor, Health and Affairs of Georgia (hereafter the Ministry) conducts its activities through 11 LEPLs, 7 structural units and ministries of health and social affairs of autonomous republics of Abkhazia and Adjara. The Ministry delivers up to 40 various business services. The services are related to the following activities: control of quality of medical activities, elaboration of rules and norms for medical services, licenses and permits, control of quality of pharmaceuticals entering Georgian market, control and monitoring of the implementation of the Georgian Law on Labor Safety, etc.

In the framework of present research, we have analyzed the services delivered by 3 agencies of the Ministry (Employment Agency; Labor Inspectorate; Regulatory Agency for Medical and Pharmaceutical Activities). It is noteworthy, that the so-called labor inspectorate was established in November, 2020, therefore its institutional and administrative capacities are still under development. Moreover, as the mentioned inspectorate actually performs only 1 service[18] falling in the category of services defined for the purposes of the present research, we did not conduct the full-scale analysis of labor inspectorate.

1. REGULATORY AGENCY FOR MEDICAL AND PHARMACEUTICAL ACTIVITIES

Key directions of the activities of the agency include:

- Issuance of licenses and permits;
- Checking compliance with the conditions of the license and permit;
- State supervision and control of pharmaceutical activities and circulation of the pharmaceuticals on the internal market; etc.

The agency fulfils its tasks through 3 departments and 7 divisions within its structure.

Tariffs on certain services provided by the agency are stipulated by relevant decree. However, there are no differentiated tariffs and the position of the agency in this regard is mixed. The beneficiaries of Agency's services are both physical persons and legal entities.

Accessibility of the information about the services

The information regarding the services provided by the agency is available on the web-page of the agency, and can be also obtained through the hotline and email. The preferred channels of information delivery for the users are physical visit, phone call and email. Agency's web-page does not have online chat function, the contact information is not presented per structural unit. At the same time, information about the mandate of the agency and its structural units as well as about the activities is available on the web-page. However, the content of the web-page is not available in foreign lan-

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[18]   Based on the information provided by the inspectorate

guage, which is an important gap given the specificity of Agency's activities. The web-page of the agency is not adapted to the needs of vulnerable groups.

It is also noteworthy that only part of agency's services envisages providing information to users about the stages of delivery and other important aspects.

Geographic and digital accessibility of business services

The level of digitalization of agency's services is low, the web-page contains only small part of services to be delivered online, including: printing of receipts (form N3), online registration for post-diploma qualification exam, etc. The agency's internal proceedings system envisages possibility to handle application received via email, however, the agency's web-page does not provide special application forms or templates.

It is noteworthy that the services of the Agency related to export/import of pharmaceuticals, are integrated in the digital system of the Revenue Service.

As for the geographic accessibility, the agency does not have territorial units and therefore, in delivery of agency' services in the regions is limited.

Summary

Based on the self-assessment of the agency, the top priorities named by the agency for the coming years in terms of improvement of service delivery system are increasing accessibility of the services related to licensing and accreditation for the vulnerable groups and services digitalization, while in case of other structural units of the agency the priority is to define the standards for services and optimize tariffs. In this regard, the agency requires more financial resources and enhanced qualifications of its personnel.

TABLE 45. REGULATORY AGENCY FOR MEDICAL AND PHARMACEUTICAL ACTIVITIES

		User-centricity criteria matrix	Benchmark	Actual Score
		Overal score of the Agency	**61,5**	**32,5**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**12**
Indicator	1,1	Availability of information about the services	13	8
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	**2**	**Digital access to public business services**	**7**	**5**
Indicator	2,1	Enabling enviornment for digital services	7	5
Criterion	**3**	**Geographical access to public business services**	**7**	**1**

Indicator	3,1	Access to territorial representations	2	1
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	**4**	**User centricity and user engagement**	**6**	**4**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	3
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**8**
Indicator	5,1	Quality management and evaluation level	6,5	5
Indicator	5,2	Quality of effective delivery of information	4	1
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2
Criterion	**5**	**Independence of service delivery and intra-depart-mental cooperation**	**4**	**2,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	0,5

* The self-assessment questionnaire submitted by the internal structural unit of the Agency, which had the highest grade, was used during the assessment.

2. EMPLOYMENT AGENCY

The key directions of agency's activities include the following:

- Delivering labor market services for employers and job-seekers;
- Implementing employment support state programs;
- Signing contracts with potential employers to identify job-places for registered job-seekers, etc.

The beneficiaries of agency's services are both physical persons and legal entities.

Accessibility of the information about the services

The agency uses social media and printed materials to spread the information about its services. At the same time, most preferred channels of information delivery for the users are physical visit, social media and web-page. However, as the agency does not have a separate web-page, there is no unified digital space where all relevant information about the agency can be obtained.

It is noteworthy that the agency's mandate includes issues of circular migration, however, neither the legal framework regulating the activities of the agency, nor information about its services are available in the foreign language. Existing information delivery channels are not adapted to the needs of various vulnerable groups. Therefore, in order to deliver relevant information to the vulnerable groups, the agency organizes targeted meetings. It should be also underlined that agency has a separate service to support job-seekers from the vulnerable groups.

Geographic and digital accessibility of business services

Although the agency does not have own web-page, there is a special digital platform worknet.gov. ge operated by the agency, where interested parties can register and obtain certain information. The main goal of this platform is to match employers and job-seekers. This platform has necessary components to develop services digitalization, including authentication through the ID, etc. The services of the agency are not integrated on the unified portal my.gov.ge

As for the geographic accessibility, the agency delivers its services through the territorial units of the Social Service Agency under the Ministry. In the framework of the present research, services of the agency are available in all 9 municipalities.

The agency considers the quality of information delivery as being low, despite the fact that local municipalities are engaged in the process. However, it should be underlined that the agency has adopted guidebook/strategy on how to develop the information delivery process over the next 3 years.

Summary

Based on the self-assessment of the agency, the top priorities named by the agency for the coming years in terms of improvement of service delivery system are digitalization, opening front-offices and increasing accessibility of the services for the vulnerable groups.

TABLE 46. EMPLOYMENT AGENCY

User-centricity criteria matrix			Bench-mark	Actual Score
Overall score of the Agency			**61,5**	**27**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**5,5**
Indicator	1,1	Availability of information about the services	13	0
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	2
Indicator	1,4	Accessibility of services for vulnerable groups	4	2,5
Criterion	**2**	**Digital access to public business services**	**7**	**3**
Indicator	2,1	Enabling enviornment for digital services	7	3
Criterion	**3**	**Geographical access to public business services**	**7**	**5,5**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	3,5
Criterion	**4**	**User centricity and user engagement**	**6**	**2,5**
Indicator	4,1	Access to expedited services	3	0
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**9,5**

Indicator	5,1	Quality management and evaluation level	6,5	5
Indicator	5,2	Quality of effective delivery of information	4	3
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	1,5
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**1**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0

Revenue Service

The Revenue Service (RS) is the LEPL under the Ministry of Finance (MoF). The key activities of the RS involve collection and administration of taxes and fees, customs control and supervision, etc. Accordingly, RS is one of the most important agencies in terms of public business service delivery. RS delivers over 400 services to physical persons and legal entities.

RS delivers services online, as well as through territorial units and front-offices throughout the country. RS has services development strategy adopted for 2021-2024, the key goals of the strategy are to increase the accessibility and inclusivity of the services, optimization of processes and support to self-service.

It is noteworthy that taxpayers can register in the electronic system of RS and have a dedicated "taxpayer's page". This system is a primary communication channel between RS and users. RS provides differentiated services, with different timeframes and tariffs. RS is also outstanding in terms of having established quality management standards for service delivery, it regularly conducts capacity building activities to improve delivery of services and has adopted strategy for these purposes.

Accessibility of the information about the services

RS uses all information delivery channels covered by the present research. RS periodically studies the preferences of the users in terms of information delivery channels. Based on those studies, the preferred options for users to get the information about the services include phone calls, social media and web-page of RS.

It is noteworthy that RS has organized call center, which provides complete information about services and relevant procedures to users. Apart from the abovementioned, RS provides contact information about service department of RS and its service centers and territorial units, which can also provide relevant information to the users through the phone calls.

The web-page of the agency is user-friendly and complete in terms of the information. The web-page is adapted to the needs of people with disabilities. It is bilingual, although the information about legal framework in foreign language is not complete. The web-page contains online chat, FAQ

functions as well as video-instructions for obtaining the relevant services. Moreover, based on the information provided by RS, currently it is working on development of online instructions for every service RS offers.

RS also periodically conducts user engagement activities, e.g. Customs Department regularly conducts mini surveys among its users. RS deems this practice important and underlines that these activities are followed by specific steps to improve service delivery process.

Geographic and digital accessibility of business services

In the framework of present research, we have conducted detailed analysis of the "taxpayer's page". The information on registration is available through detailed online instruction video, which makes registration simple and user-friendly. Digital platform makes over 85% of all services of RS available online to registered users. The platform contains templates of relevant documents, application forms and other important components. The platform also envisages the provision of information regarding the stages of service delivery.

RS does not use external platforms (e.g. my.gov.ge) for services delivery except for the case when the mandate of RS to deliver particular service is delegated to other state entity, e.g. when a person addresses the Justice House under the Ministry of Justice to register a business, along with business registration a person can request the company to be registered as a VAT taxpayer.

As for the geographic accessibility of services of RS, it is noteworthy that RS delivers its services through various territorial units on the entire territory of Georgia, e.g. customs clearance zones, customs check points, service centers, etc. RS has also introduced mobile channels of service delivery – "rs car", which ensures the inclusivity of service delivery and is targeted at rural population in particular. Out of 9 municipalities covered by the present research, the RS services are delivered through service centers in 7 municipalities (except for Lentekhi and Oni), while "rs car" services are also available in Lentekhi and Oni municipalities.

Summary

Based on the self-assessment of RS, the top priorities named by the entity for the coming years in terms of improvement of service delivery system are further digitalization, increasing accessibility of the services for the vulnerable groups and enhancement of qualifications of personnel. Key challenges named by RS are lack of financial resources and problems related to technical solutions, which can be shared from other countries. Also, according to RS, lack of IT skills among the population reduces the use of self-service as an alternative.

TABLE 47. REVENUE SERVICE

User-centricity criteria matrix			Bench-mark	Actual Score
Overal score of the Agency			**61,5**	**40,5**
Criterion	1	**State business service delivery and user's attitudes**	**23**	**17**
Indicator	1,1	Availability of information about the services	13	9
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	2
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	3
Criterion	2	**Digital access to public business services**	**7**	**3,5**
Indicator	2,1	Enabling enviornment for digital services	7	3,5
Criterion	3	**Geographical access to public business services**	**7**	**3**
Indicator	3,1	Access to territorial representations	2	2
Indicator	3,2	Efficiency of territorial representations	5	1
Criterion	4	**User centricity and user engagement**	**6**	**5**
Indicator	4,1	Access to expedited services	3	2,5
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	5	**Sustainability and quality management standards**	**14,5**	**8,5**
Indicator	5,1	Quality management and evaluation level	6,5	4,5
Indicator	5,2	Quality of effective delivery of information	4	1,5
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2,5
Criterion	5	**Independence of service delivery and intra-departmental cooperation**	**4**	**3,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	2
Indicator	6,2	Degree of independence in improving public business services	2	1,5

National Bank of Georgia

National Bank of Georgia (NBG) is LEPL organized based on the Georgian Law on National Bank. It is the central bank of Georgia and Government's fiscal agent. It elaborates country's monetary policy, provides supervision and control over the financial sector of Georgia, etc.

The beneficiaries of the NBG are both physical persons and legal entities. For the purposes of present research, we have identified those services of NBG which are related to registration, licensing and authorization of relevant entities falling under the supervision of NBG (e.g. licensing of commercial

banks, registration of non-banking institutions, currency exchange units and credit unions, licensing of securities market participants, etc.).

Accessibility of the information about the services

NBG uses web-page, social media, printed media and TVs for spreading information about its services. However, contact information is delivered only through the web-page and social media. As the beneficiaries of NBG services are mostly large companies, demand for NBG's services is not massive and does not require intensive spreading of information.

The web-page is generally well-organized, however, the information regarding the legal framework as well as certain services is only partially available in foreign language. NBG does not have differentiated services and does not provide the status of application to users. There are no user engagement mechanisms developed.

Geographic and digital accessibility of business services

Digital service delivery system is not deployed by NBG. The exception is components related to consumer rights protection, where the initiation part (putting a complaint) can be done via email or social media.

As for the geographic aaccessibility, NBG does not have territorial units and its activities are completely centralized.

Summary

Based on the self-assessment of the NBG, the top priority named by the entity for the coming years in terms of improvement of service delivery system is digitalization. In this regard during the in-depth interview with the representatives of NBG, it was stated that if the legislation is amended, there is a possibility to ensure online procedures for registration of various entities.

TABLE 48. NATIONAL BANK OF GEORGIA

User-centricity criteria matrix			Bench-mark	Actual Score
Overal score of the Agency			**61,5**	**22**
Criterion	**1**	**State business service delivery and user's attitudes**	**23**	**11,5**
Indicator	1,1	Availability of information about the services	13	6,5
Indicator	1,2	Compliance of service request channels with users / potential users priorities	3	1
Indicator	1,3	Quality of communication with the user / potential user	3	3
Indicator	1,4	Accessibility of services for vulnerable groups	4	1
Criterion	**2**	**Digital access to public business services**	**7**	**1**
Indicator	2,1	Enabling enviornment for digital services	7	1

Criterion	**3**	**Geographical access to public business services**	**7**	**0**
Indicator	3,1	Access to territorial representations	2	0
Indicator	3,2	Efficiency of territorial representations	5	0
Criterion	**4**	**User centricity and user engagement**	**6**	**3,5**
Indicator	4,1	Access to expedited services	3	1
Indicator	4,2	Timely delivery of services	3	2,5
Criterion	**5**	**Sustainability and quality management standards**	**14,5**	**4,5**
Indicator	5,1	Quality management and evaluation level	6,5	1
Indicator	5,2	Quality of effective delivery of information	4	1
Indicator	5,3	Simplicity of procedures and degree of satisfaction	4	2,5
Criterion	**5**	**Independence of service delivery and intra-departmental cooperation**	**4**	**1,5**
Indicator	6,1	Need and quality of intra-departmental cooperation	2	1
Indicator	6,2	Degree of independence in improving public business services	2	0,5

7. IMPACT OF SMES DEVELOPMENT STRATEGY AND STATE SUPPORT PROGRAMS ON RURAL SMES

The previous SMEs Development strategy 2016-2020 did not contain any provision regarding public service delivery to rural enterprises, nor did it envisage any action for the improvement in this direction.

New SMEs Development Strategy 2021-2025 was elaborated in 2020-2021. New strategy to certain extent prioritizes the delivery of public services to rural SMEs. In particular, Priority 1 "Improvement of legal, institutional and operational environment for SMEs" of the Strategy, task 1.6. "Increase of availability of state digital services" is linked to state initiative "The State is Your Partner" and directly indicates the need to improve accessibility of public business services to the rural SMEs. Furthermore, the log frame of the strategy and the respective action plan for 2021-2022 set specific targets to be achieved in this regard. including adding more services to the unified portal my.gov.ge. According to the implementation report for action plan 2021, during the year 2021, 9 additional services were introduced on my.gov.ge, out of which 8 services are directed at the businesses.

To summarize, current SMEs strategy considers the issue of public business service delivery to rural businesses to a certain extent. As a solution, the strategy, subsequent log frame and action plan offer digitalization of services and adding more services to unified portal my.gov.ge. However, the strategy does not consider other aspects of service delivery system, which are also important, including ease of accessing and understanding the services, ease of getting relevant information, adapted environment for the vulnerable groups, etc. Those issues, while being important, are not necessarily the topics to be covered by SMEs strategy, but are more related to strategies or policy documents of other state entities (e.g. Public Service Development Agency; Digital Governance Agency, etc.).

As for the state support programs, respective agencies (Enterprise Georgia and RDA) and their relevant services are described in great details in the chapters above. According to the analysis, in terms of accessibility, programs of RDA are far more advanced, with excellent geographic accessibility, diversified channels of information delivery, unified call center of MEPA and all its services, wide network of territorial units, etc. Compared to RDA, service delivery system of Enterprise Georgia is modest. In particular, the service delivery system is mostly centralized or available through the financial market participants, who are the party to the Produce in Georgia program (as a financial

intermediary). Enterprise Georgia does not have territorial units or rely on territorial units of other entities under MoESD.

In order to solve the problem of geographic accessibility of the services offered by state support programs, the Government of Georgia has launched special initiative "The State is your Partner". This initiative envisages enhancement of the territorial and digital coverage of state support programs. In particular, within the framework of this initiative information about the services of Enterprise Georgia, RDA and National Tourism Administration is now available through the public centers and House of Justice. There are 85 public centers currently operating in the country, where information regarding the services as well as initiation of the process of service delivery are available.

Moreover, in the framework of present initiative, special portal programs.gov.ge was created, which unifies the information regarding various state support programs offered by Enterprise Georgia, RDA and National Tourism Administration.

Despite the abovementioned efforts, discussion with the private sector representatives in the selected municipalities revealed a number of challenges that persist. In particular, entrepreneurs still find it difficult to understand the structure and details of the programs. Key complexity is related to initiation of the process or request to participate in the program. In this regard, a number of business sector representatives mentioned that they ask for help from other businesses who have gone through the same process. Most of the time, this help requires extra fee. In the regions populated with minorities who do not speak Georgian language, language is another barrier, especially when it comes to RDA programs (as Enterprise Georgia provides some video guidelines in minority languages). Therefore, people of minority groups have to pay a special person for extra services to prepare application or relevant documentation.

Post-assistance services are also missing and this part of support was named as needed by the rural businesses.

Both Enterprise Georgia and RDA realize the need for further improvement of their service delivery system. Both agencies declared that in fact "The State is your Partner" initiative did not bring a breakthrough in service delivery system in rural areas, as this initiative mainly covers obtaining the information part of the process, rather than full process of service delivery. Therefore, both agencies continue their development strategies. In particular, Enterprise Georgia is working on development of the concept of Growth Hub in 4 regions of Georgia (Imereti, Kakheti, Samegrelo-Zemo Svaneti and Adjara). The aim of the Growth Hub is to support development of economic activities having growth potential as well provide follow-up services to existing users, etc.

8. FINDINGS AND RECOMMENDATIONS

Based on the analysis of the data, information received via questionnaires and in-depth interviews, the following **gaps and findings** were identified:

- In general, public business services are available in rural areas when assessed using various parameters, e.g. geographic availability, physical or online delivery, information about the services, etc.

- However, there is significant gap between the quality of service delivery from the central government entities versus local municipalities.

- Central Government services are delivered using digital means, in some cases they are accompanied by detailed manual (e.g. services of the RS), also central government entities have sufficient financial resources to develop service delivery system and in the most cases, relevant personnel are trained.

- On the contrary, municipal services are poorly delivered, mostly email, phone consultations or physical visits are used for service delivery, most of the services are either not digitalized or the information about the digital services is poor. In general, municipalities lack basic understanding of service delivery principles, let alone "user-centric" approach. In addition, municipal services do not deploy current available digital tools.

- Another interesting observation regarding service delivery is that the larger is the business to be served, the more digital services are used and agencies serving "big" clients do not see the necessity for physical regional presence (e.g. National Agency of Mineral Resources under MOESD). While the smaller "clients" need more physical presence in the rural areas (e.g. RDA and other entities of MEPA).

- In most cases, users still prefer physical visit and phone call as key channels to obtain relevant information regarding services, especially when it comes to smaller businesses or sole entrepreneurs in rural areas. However, there is also a growing demand for digital means such as web-page and email.

- The option to transfer the most popular rural services from central government to the municipalities can be considered to achieve better accessibility (in particular, following the decentralization efforts in the country). However, most of municipalities do not want central government services to be transferred to them due to lack of human and financial resources.

- Most of the entities consider that, if the submission of needed documents to receive the service is allowed via email, this is a simplified method to obtain the service. While this might be truth for urban areas, what we heard from businesses in rural areas, is that many people in rural areas, although already having access to internet and de-

vices, still lack digital skills, therefore, they have to ask someone else to submit documents on their behalf.

- Moreover, even if those persons have necessary skills to apply for digital services, in some cases, the lack of detailed online guidance on how to fill up the needed forms, makes the process complicated for the persons affected.

- Almost all state entities lack quality control mechanisms on a policy level or in practice and do not measure user satisfaction.

- Almost all entities lack delivery of services designed for the vulnerable groups, including persons with disabilities, national minorities, etc.

- MEPA is exceptional in a sense that all its agencies and structural units of the Ministry more or less follow the established standards for service delivery in terms of delivery of information, design of the web-page, having unified hotline for all services, etc. Also, RS is exceptional in its practice regarding the service delivery, which covers all stages of the process, including user satisfaction and feedback.

Based on the gaps and findings identified above, the following **<u>Recommendations</u>** have been elaborated:

All entities:

- **Technical Assistance**

    ✓ Provide technical assistance to the selected **state entities and municipalities** to evaluate the effectiveness of current service delivery channels in the rural areas (e.g. conduct periodic user satisfaction surveys, etc.).

    ✓ Provide technical assistance to the selected **state entities and municipalities** to develop quality control mechanisms in service delivery.

Beneficiaries – Staff of relevant state entities and municipalities; rural and urban businesses

- **Transfer of services from center to municipalities**

    ✓ Further identify and assess the services that can be transferred from central government entities to municipalities, accompanied with respective resources, to, on the one hand, ensure physical delivery of services in the rural areas and on the other, by involving municipalities, cut the costs of delivery.

Beneficiaries – Rural businesses

- **Adapt service delivery system to the needs of vulnerable groups**

    ✓ Provide support (both technical and financial (where applicable)) to adapt public business services to the needs of vulnerable groups, e.g. provide information about services on minority languages, adapt service delivery for the needs of people with disabilities, etc.

    ✓ Provide support to amend the legislation (as needed) to introduce differentiated services by the municipalities, including preferential treatment for the vulnerable groups

Beneficiaries – Various vulnerable groups

- **Digitalization**
    - ✓ Continue the process of services digitalization and unification through a single on-line gateway – my.gov.ge

Beneficiaries – state and municipal entities, which can cut the costs related to service delivery, including the costs related to operating own digital platforms; all businesses

- **Adapting the information related to services in a user-friendly was**
    - ✓ Support in translation of the legal acts into a user-friendly manual on at least the most demanded services (both municipalities and central government entities).

Municipalities:

- **Intensive trainings for municipal personnel**
    - ✓ On the basics of modern service delivery;
    - ✓ On specific service delivery;
    - ✓ To increase knowledge and information about the availability of digital services.
- **Technical support in**:
    - ✓ Digitalization of the most demanded services and development of interactive system for service delivery process (e.g. due notifications about the stage of service delivery process, etc.);
    - ✓ Developing online manuals for particular services;
    - ✓ Elaboration of the unified standard for delivery of information regarding the service, which will be used across municipalities;
    - ✓ Re-designing web-pages and other means of information delivery to make those more user-friendly;
    - ✓ Elaboration of simple guidelines/leaflets (both physical and digital) on most demanded services, containing information (designed in a user-friendly form and language) on necessary steps and documents for obtaining specific service;
    - ✓ Conduct of feasibility study in the municipalities willing to introduce differentiated services and fees;
    - ✓ Elaboration of the system of collection and analysis of relevant data;
    - ✓ Introduction of targeted user engagement mechanisms.

Central Government Entities

- Support in development of digital system for National Agency of Mineral Resources under MOESD.
- Support Enterprise Georgia under MOESD in development of Growth Hubs in the regions. In addition to the services provided by the Enterprise Georgia overall, explore opportunities to incorporate other related services in the spectrum offered by the Growth Hub, to ensure better services delivery in the regions.

- Support state entities implementing state economic programs (e.g. Enterprise Georgia, RDA) to develop more services for rural businesses, in particular, services related to business mentoring, business growth and development, product realization, etc.

- Support GITA to improve the information coverage in various dimensions. The information about the services of the agency might be also placed on the unified platforms www.programs.gov.ge and www.my.gov.ge as well as GITA can use the system of public centers and House of Justice in the regions.

- Support National Agency of State Property in introduction of the expedited services and development of the notification system for the users about the stages of the process (currently available only on several services).

- Support the Employment Agency in developing own web-page and digital services.

- Support in revision of fees, in particular on those services which are related to high operational costs. Currently, the absence of flexible system for fees creates a problem and requires morde transfers from the budget to related entities.

- Support in organization of the unified call center on the level of Ministry (similar to MEPA), which wil deliver relevant information on all services offered by all entities under the respective ministry.

9. ANNEXES

ANNEX1 – SERVICES MAPPING[19]

Municipal Services

Registered active businesses	4,586
Number of rural settlements	136

Ability to receive the most demanded services digitally ✓

Availability of Front Office ✓

Availability of expedited services ✗

Real time communication capabilities (chat, hotline, subscription) ✓

	Top 10 most demanded business services:
1	Amendments in the construction permit or project
2	Approval of small architectural-construction project
3	Approval of construction of linear building
4	Approval of exploitation of the building
5	Approval of construction of first class buildings
6	Defining/approval of condition for use of the land plot for construction purposes
7	Approval of the architecture-construction project and issuance of construction permit
8	Privatization of the municipal property via auctions
9	Transfer of the right to use municipal property (superficies, usufruct; rent; lease, etc.)
10	Approval of the project on consolidation/division of land plots

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: gori@gov.ge
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is available on the web-site: www.gori.gov.ge

MOESD Services

Available with local gateway: Agency representative or third party delegated

National Agency of State Property – local service center at Samepo str. 50, Gori.

Services available via Justice House of Gori at Davit Guramishvili Street N7
Information on services of Enterprise Georgia
Some services of National Tourism Administration
Some services of GITA
Some services of National Agency of State Property

Services available at **Mejvriskhevi and Tkviavi** Public Centers
Information on services of Enterprise Georgia
Some services of National Tourism Administration
Some services of GITA

The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices

[19]   Mapping includes only those public business services which are actually in some form available in the selected municipality

MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry - Grigol Robakidze N 5, Gori;

LEPL National Food Agency - Tskhinvali Road 5th km, Gori.

LEPL Nuclear and Radiation Safety Agency (Consultancy) – Grigol Robakidze N 5, Gori

National Environment Agency (Consultancy) - Grigol Robakidze N 5, Gori

Rural Development Agency (Initiation, consultancy) * - Grigol Robakidze N 5, Gori

Agricultural Logistics and Services Company LLC (nearest service center) – Agara, Kareli municipality;

Agricultural Scientific Research Center - Grigol Robakidze N 5, Gori

Services available via Justice House of Gori at Davit Guramishvili Street N7

Information on services of Rural Development Agency

Services available at Mejvriskhevi and Tkviavi Public Centers

Information on services of Rural Development Agency

* The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.
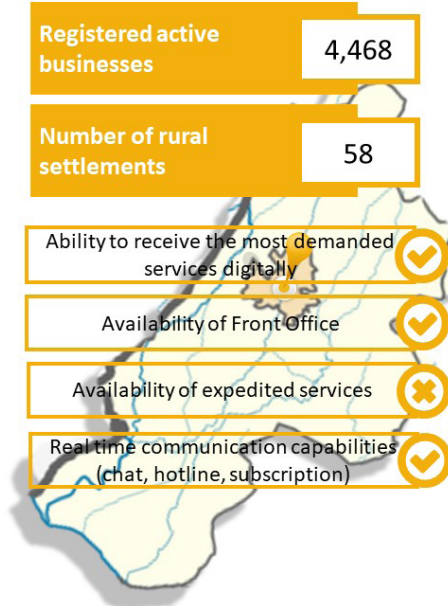
MOH and RS Services

MOH* Some Services of the Employment Agency are available through Shida Kartli Regional Center of the Social Service Agency – Geldiashvili str. N3, Gori;

RS Service center of Gori municipality - Kingdom Str. N50, Gori;

* The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

2. Zugdidi Municipality

Municipal Services

Registered active businesses	4,468
Number of rural settlements	58

- Ability to receive the most demanded services digitally ✓
- Availability of Front Office ✓
- Availability of expedited services ✗
- Real time communication capabilities (chat, hotline, subscription) ✓

	Top 10 most demanded business services:
1	Amendments in the construction permit or project
2	Approval of small architectural-construction project;
3	Approval of project proposal (sketch);
4	Approval of construction documentation;
5	Approval of exploitation of the building;
6	Prolongation of the date of validity of construction permit;
7	Approval of the architecture-construction project and issuance of construction permit;
8	Provision of the right to place the advertisement;
9	Privatization of the municipal property via auctions;
10	Approval of the project on consolidation/division of land plots;

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: info@zugdidi.gov.ge
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available;
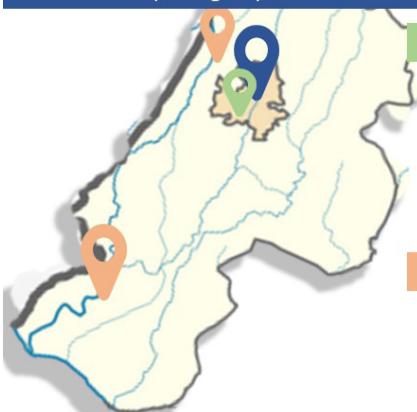
MOESD Services

Available with local gateway: Agency representative or third party delegated

National Agency of State Property: nearest service center is in Poti, Tavdadebuli str. N4

GITA: Tech Park Zugdidi - Laghidze Str. N2, Zugdidi

Land Transport Agency: nearest service center in Poti, Gorgasali Str. N 22

Maritime Transport Agency: Nearest service center (Poti Port State Control and Supervision Service) is in Poti

Services available via Public Service Hall of Zugdidi, at Theater str. N2

- Information on services of Enterprise Georgia
- Some services of National Tourism Administration
- Some services of GITA
- Some services of National Agency of State Property

Services available at Orsantia and Rukhi Public Centers:

- Information on services of Enterprise Georgia
- Some services of National Tourism Administration
- Some services of GITA

The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry - Rustaveli str. N79, Zugdidi;

LEPL National Food Agency (Samegrelo-Zemo Svaneti Regional Division) - K. Gamsakhurdia 2nd lane # 4, Zugdidi;

LEPL Nuclear and Radiation Safety Agency (Consultancy) - Rustaveli str. N79, Zugdidi

National Environment Agency (Consultancy) - Rustaveli str. N79, Zugdidi

Agricultural Logistics and Services Company LLC (nearest service center) – Ziguri, Abasha

Rural Development Agency (Samegrelo-Zemo Svaneti Regional Service: Initiation, consultancy) * - Rustaveli str N 79, Zugdidi
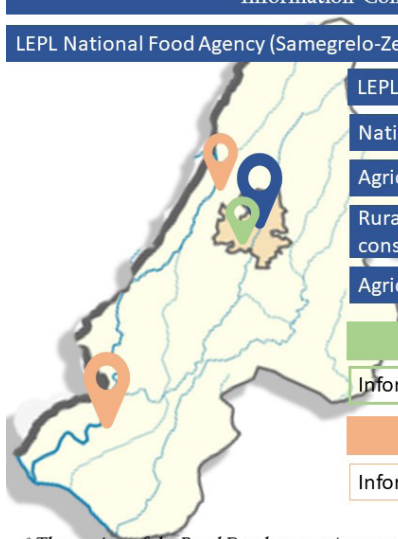
Agricultural Scientific Research Center - Rustaveli str. N79, Zugdidi;

Services available via Public Service Hall of Zugdidi, at Theater str. N2:

Information on services of Rural Development Agency

Services available at Orsantia and Rukhi Centers

Information on services of Rural Development Agency

* The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.
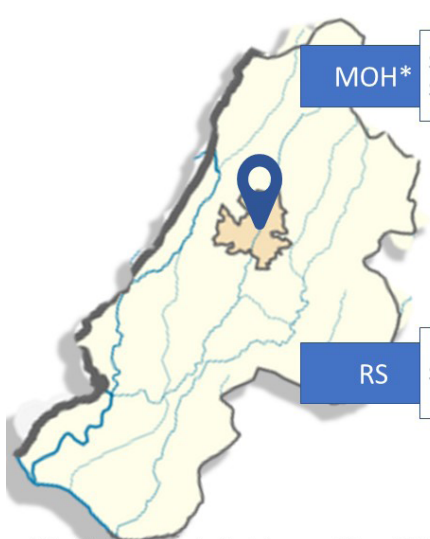
MOH and RS Services

MOH* Some Services of the Employment Agency are available through Agency Samegrelo-Zemo Svaneti Social Service Center - Agmashenebeli str. N106, Zugdidi;

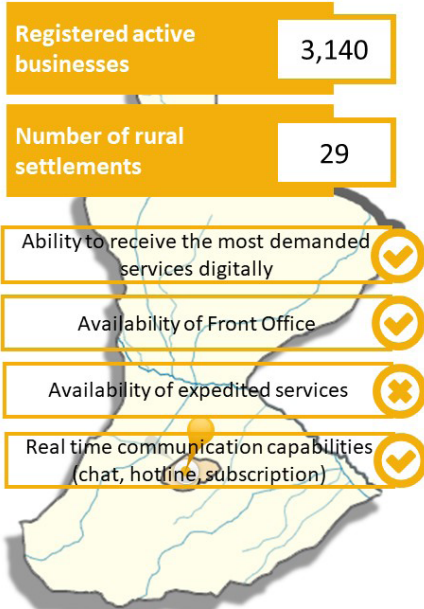**RS** Service center of Gori municipality - Gamarjveba str. N1, Zugdidi;

*The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

3. Telavi Municipality

Municipal Services

Registered active businesses	3,140

Number of rural settlements	29

Ability to receive the most demanded services digitally ✓

Availability of Front Office ✓

Availability of expedited services ✗

Real time communication capabilities (chat, hotline, subscription) ✓

	Top 10 most demanded business services:
1	Amendments in the construction permit or project
2	Approval of small architectural-construction project
3	Defining the margins of the building (separation)
4	Prolongation of the date of validity of construction permit
5	Defining/approval of conditions for use of land plot for construction purposes
6	Issuance of construction permit
7	Provision of the right to place the advertisement
8	Privatization of the municipal property via auctions
9	Transfer of the right to use municipal property (superficies, usufruct, rent, lease, etc.)
10	Approval of the project on consolidation/division of land plots

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: info@telavi.gov.ge
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services

Available with local gateway: Agency representative or third party delegated

National Agency of State Property – Kakheti Service Centre - Erekle II av. N6, Telavi

GITA: Tech Park Telavi - Rustaveli Ave. N11, Telavi

National Agency of Standards and Metrology (Telavi Laboratory Center for Standards and Metrology) - Davit Agmashenebeli Str. N7, Telavi

Services available via Public Service Hall of Telavi, at Erekle II square. N4

Information on services of Enterprise Georgia

Some services of National Tourism Administration

Some services of GITA

Some services of National Agency of State Property

Services available at **Saniore** Public Centers:

Information on services of Enterprise Georgia

Some services of National Tourism Administration

Some services of GITA

The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry - Erekle 2nd avenue. N16, Telavi

LEPL National Food Agency (Kakheti Regional Division) - Alazani Avenue, Telavi

LEPL Nuclear and Radiation Safety Agency (Consultancy) - Erekle 2nd avenue. N16, Telavi

National Environment Agency (Consultancy) - Erekle 2nd avenue. N16, Telavi

Rural Development Agency (Kakheti Regional Service: Initiation, consultancy) * - Erekle II str. N16, Telavi

Agricultural Logistics and Services Company LLC (nearest service center) – Samreklo, Dedoplistskaro municipality

Agricultural Scientific Research Center - Erekle 2nd avenue. N16, Telavi

Services available via Public Service Hall of Telavi at Erekle II square. N4

Information on services of Rural Development Agency

Services available at Saniore Public Centers

Information on services of Rural Development Agency

The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MOH and RS Services

MOH* — Some Services of the Employment Agency are available through Agency Kakheti Social Service Center - Agmashenebeli str. N41, Telavi

RS — Service center of Telavi municipality - Agmashenebeli avenue N41, Telavi

The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

4. Oni Municipality

Municipal Services

Registered active businesses	233
Number of rural settlements	64

Ability to receive the most demanded services digitally ✓

Availability of Front Office ✗

Availability of expedited services ✗

Real time communication capabilities (chat, hotline, subscription) ✗

	Top 10 most demanded business services:
1	Approval of small architectural-construction project
2	Approval of project proposal (sketch)
3	Amendments in construction permit
4	Approval of construction of linier buildings
5	Approval of exploitation of the building
6	Approval of construction of the first-class buildings
7	Prolongation of the date of validity of construction permit
8	Defining/approval of conditions for use of land plot for construction purposes
9	Approval of architecture-construction project and issuance of construction permit
10	Issuance of construction permit

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: N/A
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services

Available with local gateway: Agency representative or third party delegated

Services available via Public Service Hall of Oni, at Vakhtang - VI str. N8b

Information on services of Enterprise Georgia

Some services of National Tourism Administration

Some services of GITA

Some services of National Agency of State Property

* The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry (Oni Municipality service) - Agmashenebeli square N1, Oni

Agricultural Scientific Research Center - Agmashenebeli square N1, Oni

National Environment Agency (Consultancy) - Agmashenebeli square N1, Oni

LEPL Nuclear and Radiation Safety Agency (Consultancy) - Agmashenebeli square N1, Oni

LEPL National Food Agency: Nearest service center (Racha-Lechkhumi and Kvemo Svaneti Regional Division) - Bratislava-Racha Street N17, Ambrolauri

Rural Development Agency (Oni Information-Consulting Center) * - David Agmashenebeli str. N 8, Oni

Agricultural Logistics and Services Company LLC (nearest service center) — Argveta village, Zestaponi municipality
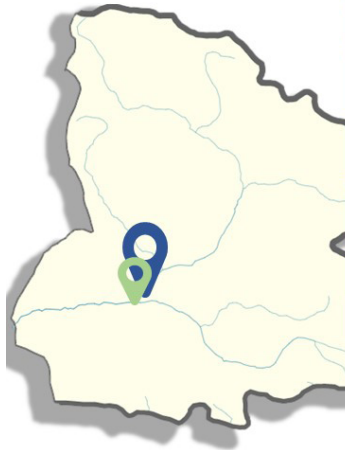
Services available via Public Service Hall of Oni at Vakhtang - VI str. N8b

Information on services of Rural Development Agency

The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MOH and RS Services

MOH* — Some Services of the Employment Agency are available through Agency Oni Social Service Center – Vakhtang 6th Str. N10, Oni;
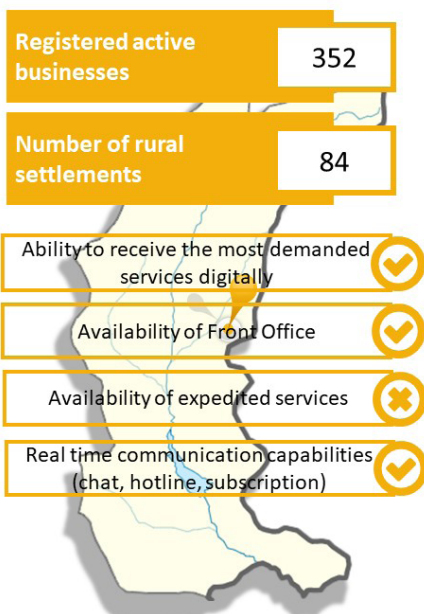
RS — Service Centre Representation in Oni municipality - Aghmashenebeli Square N1, Oni;

The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

5. Tianeti Municipality

Municipal Services

Registered active businesses	352
Number of rural settlements	84

Ability to receive the most demanded services digitally ✓

Availability of Front Office ✓

Availability of expedited services ✗

Real time communication capabilities (chat, hotline, subscription) ✓

	Top 10 most demanded business services:
1	Amendments in the construction permit or project
2	Approval of small architectural-construction project
3	Approval of project proposal (sketch)
4	Approval of construction documentation
5	Approval of exploitation of the building
6	Prolongation of the date of validity of construction permit
7	Issuance of construction permit
8	Privatization of the municipal property via auctions
9	Transfer of the right to use municipal property (superficies, usufruct, rent, lease, etc.)
10	Approval of the project on consolidation/division of land plots

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: tianetigamgeoba@gmail.com
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services

Available with local gateway: Agency representative or third party delegated

National Agency of State Property: Nearest service center (Shida Kartli and Mtskheta-Mtianeti Service Centre) is in Mtskheta - Agmashenebeli av. N51, Mtskheta

Services available via Public Service Hall of Tianeti, at Davit Sanikidze str. N3, Tianeti

Information on services of Enterprise Georgia

Some services of National Tourism Administration

Some services of GITA

Some services of National Agency of State Property

* The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry (Tianeti Municipality service)- Rustaveli str. N67 Taneti
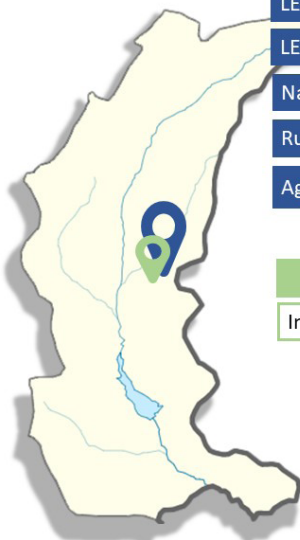
LEPL National Food Agency (Tianeti service center) – Rustaveli str. N67.Tianeti

LEPL Nuclear and Radiation Safety Agency (Consultancy) - Rustaveli str. N67.Tianeti

National Environment Agency (Consultancy) - Rustaveli str. N67.Tianeti

Rural Development Agency (Initiation, consultancy) * - Rustaveli str. N67.Tianeti

Agricultural Scientific Research Center - Rustaveli str. N67.Tianeti

Services available via Public Service Hall of Tianeti, at Davit Sanikidze str.N3, Tianeti

Information on services of Rural Development Agency

* The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MOH and RS Services

MOH* | Some Services of the Employment Agency are available through Tianeti District Branch of the Agency - Daba Tianeti, 9 April str. N2, Tianeti
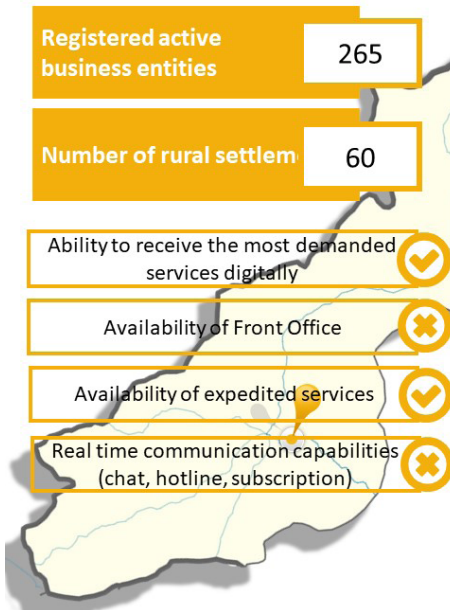
RS | Service center of Tianeti municipality - 67 Rustaveli Str. Tianeti

*The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

6. Lentekhi Municipality

Municipal Services

Registered active business entities	265

Number of rural settlem	60

Ability to receive the most demanded services digitally ✔

Availability of Front Office ✖

Availability of expedited services ✔

Real time communication capabilities (chat, hotline, subscription) ✖

	Top 10 most demanded business services:
1	Amendments in the construction permit or project
2	Approval of project proposal (sketch)
3	Approval of construction documentation
4	Approval of exploitation of the building
5	Issuance of construction permit
6	Change/correction of technical mistake in the administrative-legal act
7	Privatization of the municipal property via auctions
8	Privatization of the municipal property via auctions
9	Transfer of the right to use municipal property (superficies, usufruct, rent, lease, etc.)
10	Approval of the project on consolidation/division of land plots

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: lentekhi@yahoo.com
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services

Available with local gateway: Agency representative or third party delegated

Services available at **Lentekhi** Public Center:
Information on services of Enterprise Georgia
Some services of National Tourism Administration
Some services of GITA

The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.
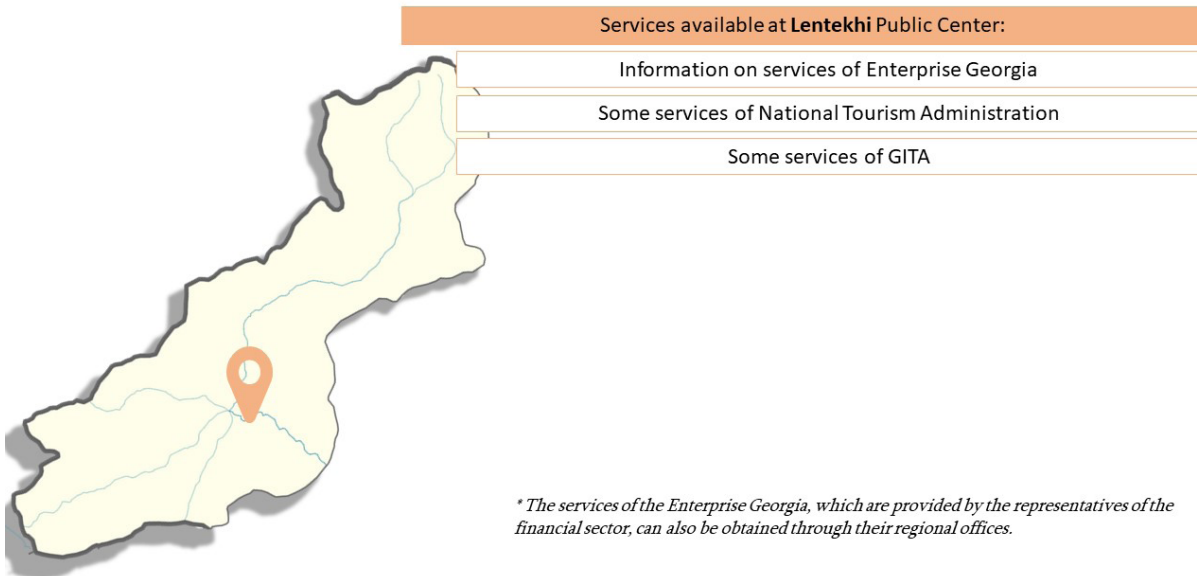
MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry (Lentekhi Municipality service)- Tamar mephe str. N24, Lentekhi

National Environment Agency (Consultancy) - Tamar mephe str. N24, Lentekhi

Rural Development Agency (Initiation, consultancy) * - Tamar mephe str. N24, Lentekhi

Agricultural Scientific Research Center - Tamar mephe str. N24, Lentekhi

LEPL Nuclear and Radiation Safety Agency (Consultancy) - Tamar mephe str. N24, Lentekhi

LEPL National Food Agency: Nearest service center (Racha-Lechkhumi and Kvemo Svaneti Regional Division) – Bratislava-Racha Street N17, Ambrolauri

Services available at **Lentekhi** Public Center:

Information on services of Rural Development Agency

* The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.
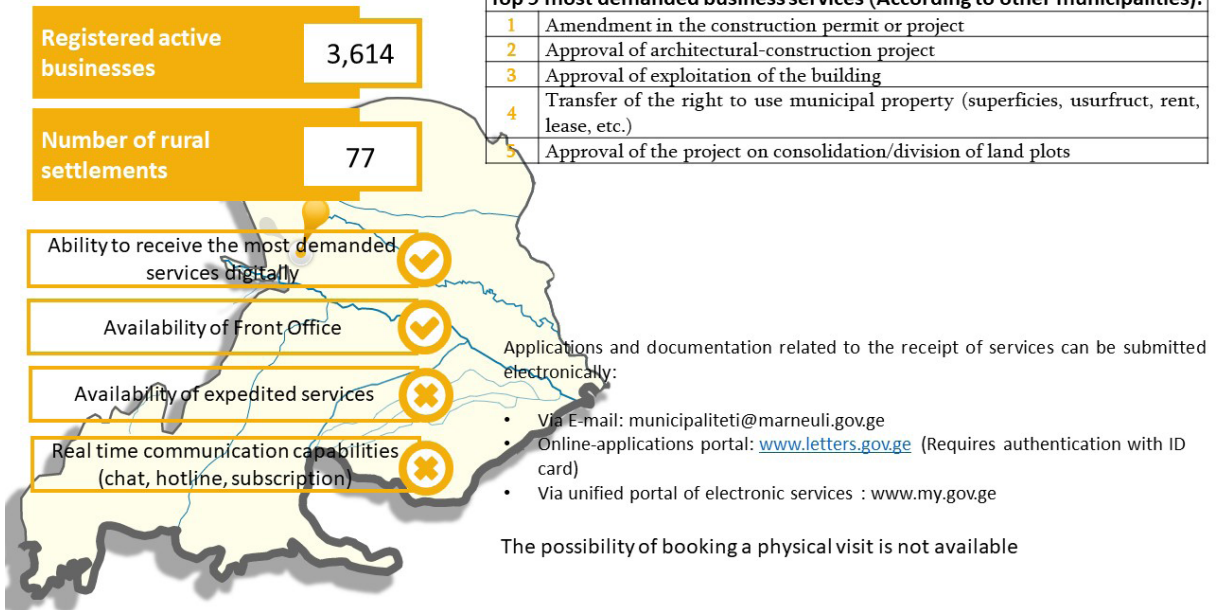
MOH Services

MOH* | Some Services of the Employment Agency are available through Lentekhi District Branch of the Agency - Tamar Mepe str. N59, Lentekhi

* The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.
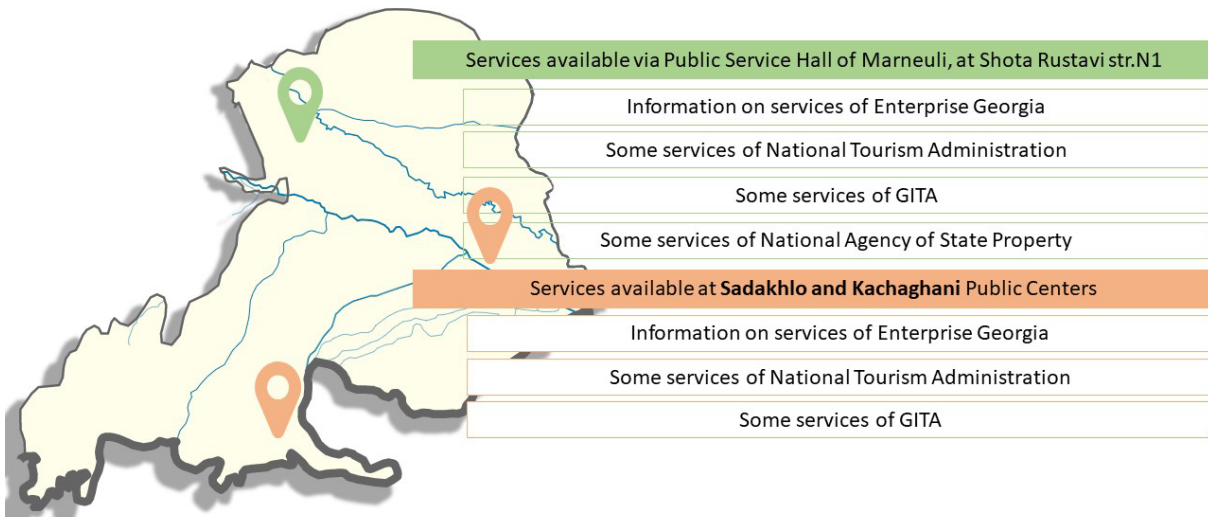
7. Marneuli Municipality

Municipal Services

Registered active businesses	3,614
Number of rural settlements	77

Ability to receive the most demanded services digitally	✔
Availability of Front Office	✔
Availability of expedited services	✖
Real time communication capabilities (chat, hotline, subscription)	✖

Top 5 most demanded business services (According to other municipalities):	
1	Amendment in the construction permit or project
2	Approval of architectural-construction project
3	Approval of exploitation of the building
4	Transfer of the right to use municipal property (superficies, usurfruct, rent, lease, etc.)
5	Approval of the project on consolidation/division of land plots

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: municipaliteti@marneuli.gov.ge
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services

Available with local gateway: Agency representative or third party delegated

Services available via Public Service Hall of Marneuli, at Shota Rustavi str.N1
Information on services of Enterprise Georgia
Some services of National Tourism Administration
Some services of GITA
Some services of National Agency of State Property

Services available at **Sadakhlo and Kachaghani** Public Centers
Information on services of Enterprise Georgia
Some services of National Tourism Administration
Some services of GITA

The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MEPA Services

Available with local gateway: Agency representative or third party delegated

Information-Consultation Center of the Ministry (Kvemo Kartli Division) - Narimanov str. N11, Marneuli

LEPL National Food Agency - village Jandara, Marneuli

National Environment Agency (Consultancy) - Narimanov str. N11, Marneuli
LEPL Nuclear and Radiation Safety Agency (Consultancy) - Narimanov str. N11, Marneuli
Rural Development Agency * - Jandari settlement, (LLC. Agricultural Logistics and Services Company), Marneuli
Agricultural Logistics and Services Company LLC – Jandari settlement, Marneuli
Agricultural Scientific Research Center - Narimanov str. N11, Marneuli

Services available via Public Service Hall of Marneuli, at Shota Rustavi str. N1
Information on services of Rural Development Agency

Services available at Sadakhlo and Kachaghani Public Centers:
Information on services of Rural Development Agency

The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MOH and RS Services

MOH*	Some Services of the Employment Agency are available through Marneuli District Branch of the Agency - Rustaveli str. N69 a, Marneuli

RS	Service center of Marneuli municipality - Rustaveli str. N80, Marneuli

The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

8. Rustavi

Municipal Services

Registered active businesses	5,664
Number of rural settlements	N/A

Top 5 most demanded business services (According to other municipalities):	
1	Amendment in the construction permit or project
2	Approval of architectural-construction project
3	Approval of exploitation of the building
4	Transfer of the right to use municipal property (superficies, usurfruct, rent, lease, etc.)
5	Approval of the project on consolidation/division of land plots

Ability to receive the most demanded services digitally ✔

Availability of Front Office ✔

Availability of expedited services ✖

Real time communication capabilities (chat, hotline, subscription) ✔

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: municipality@rustavi.gov.ge
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services   **Available with local gateway: Agency representative or third party delegated**

National Agency of State Property: Kvemo Kartli Service Centre - Vakhushti str. N8, Rustavi

Services available via Public Service Hall of Rustavi, at Friendship ave. N29, Rustavi

Information on services of Enterprise Georgia
Some services of National Tourism Administration
Some services of GITA
Some services of National Agency of State Property

The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.
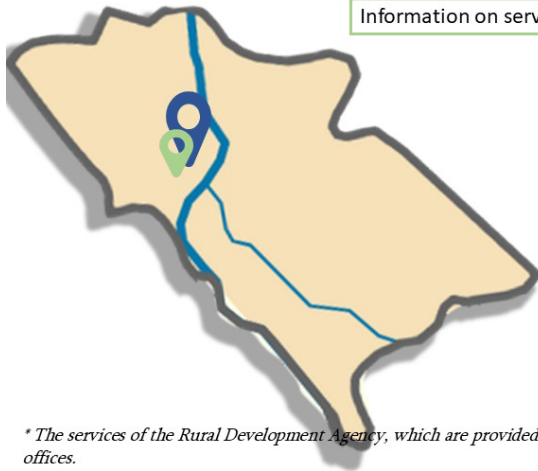
MEPA Services

Available with local gateway: Agency representative or third party delegated

LEPL National Food Agency - 1 settlement of Marisarkhi. N150, Rustavi

Services available via Public Service Hall of Marneuli at Friendship ave.N29

Information on services of Rural Development Agency

* The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MOH and RS Services

MOH*   Some Services of the Employment Agency are available through Kvemo Kartli Regional Center for Social Services of the Agency – Tsurtaveli str. N5a, Rustavi
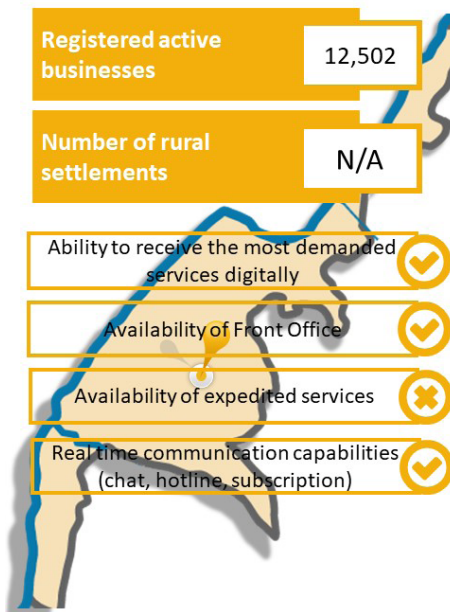

RS   Service center of Rustavii municipality - Kostava str. N36, Rustavi

*The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

9. Batumi

Municipal Services

Registered active businesses	12,502
Number of rural settlements	N/A

Ability to receive the most demanded services digitally ✔

Availability of Front Office ✔

Availability of expedited services ✖

Real time communication capabilities (chat, hotline, subscription) ✔

Top 10 most demanded business services:	
1	Amendments in the construction permit or project
2	Approval of small architectural-construction project
3	Approval of construction of linier buildings
4	Approval of construction documentations
5	Approval exploitation of the building
6	Approval of architecture-construction project and issuance of construction permit
7	Issuance related to urban planning (general plan, etc.)
8	Issuance of construction permit
9	Transfer of the right to use municipal property (superficies, usufruct, rent, lease, etc.)
10	Approval of the project on consolidation/division of land plots

Applications and documentation related to the receipt of services can be submitted electronically:

- Via E-mail: info@batumi.ge
- Online-applications portal: www.letters.gov.ge (Requires authentication with ID card)
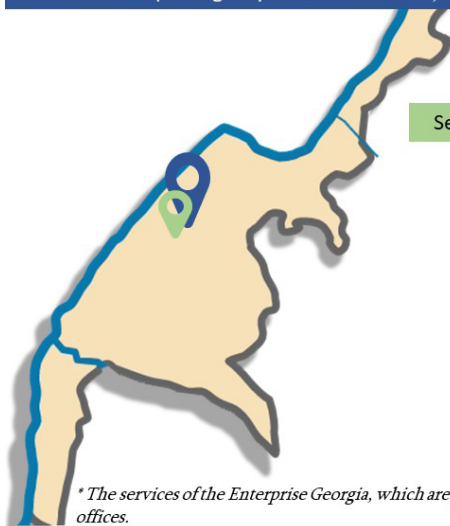- Via unified portal of electronic services : www.my.gov.ge

The possibility of booking a physical visit is not available

MOESD Services

Available with local gateway: Agency representative or third party delegated

GITA: Tech Park Batumi - Giorgi Leonidze str. N15, Batumi

Maritime Transport Agency - Baku Street N50, Batumi

Services available via Public Service Hall of Batumi, at Sherif Khimshiashvili str. N7

Information on services of Enterprise Georgia

Some services of National Tourism Administration

Some services of GITA

Some services of National Agency of State Property

* The services of the Enterprise Georgia, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MEPA Services

Available with local gateway: Agency representative or third party delegated

LEPL National Food Agency (Adjara Regional Division) - Gogebashvili Str. N46-a, Batumi

Agricultural Logistics and Services Company LLC: nearest service center (Adjara and Guria region, Chakvi service center) – Chakvi, Tamar Mepe Avenue, Kobuleti municipality
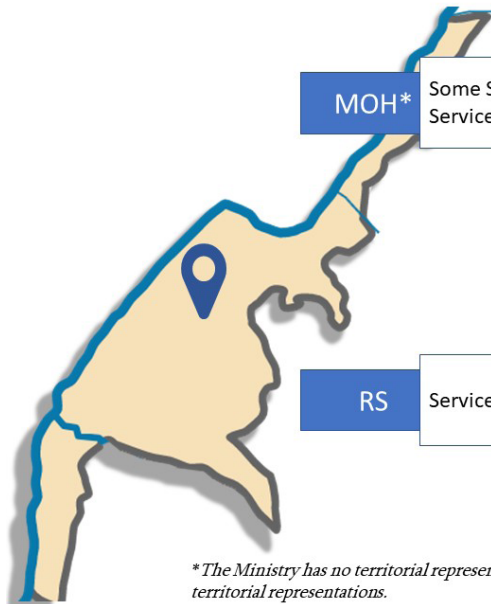
Services available via Public Service Hall of Batumi, at Sherif Khimshiashvili str. N7

Information on services of Rural Development Agency

The services of the Rural Development Agency, which are provided by the representatives of the financial sector, can also be obtained through their regional offices.

MOH and RS Services

MOH* — Some Services of the Employment Agency are available through Batumi Social Service Center of the Agency - Tabidze str. N2a, Batumi

RS — Service center of Batumi municipality - Pirosmani str. 5a, Batumi

The Ministry has no territorial representations. Of the agencies within the Ministry system, only the Social Service Agency has territorial representations.

ANNEX 2 – LIST OF INTERVIEWS

1. **MEPA, Rural Development Agency and National Food Agency (10.05.2022)**

   Meeting participants:
   - Ilia Tamarashvili
   - Nikoloz Kavtaradze
   - Zurab Chekurashvili
   - Mariam Gelashvili

2. **MOESD, Enterprise Georgia (10.05.2022)**

   Meeting participants:
   - Mikheil Khidureli
   - Irakli Gabriadze

3. **National Bank of Georgia (11.05.2022)**

   Meeting participants:
   - Ani Subeliani
   - Ketevan Akhalkatsi
   - Mariam Berdzenishvili
   - Kakha Barabadze
   - Ana Maglakelidze
   - Tamar Kusikashvili

4. **Tianeti Municipality (11.05.2022)**

   Meeting participants:
   - Tinatin Tchkrunishvili
   - Tamar Zatuashvili
   - Mamuka Pilauri

5. **Oni Municipality (13.05.2022)**

   Meeting participants:
   - Tamar Lobjanidze
   - Liliana Kereselidze

6. **National Agency of Mineral Resources (16.05.2022)**

    Meeting participants:
    - Irakli Karchava

7. **Telavi municipality (16.05.2022)**

    Meeting participants:
    - Tamar Zazanashvili
    - Tamar Rekhviashvili
    - Tinatin Arabuli
    - Natia Nanashvili

8. **Technical and Construction Supervision Agency (11.05.2022)**

    Meeting participants:
    - Vasil Andghuladze
    - Marim Narsia
    - Tamar Todua

9. **Georgian Chamber of Commerce and Industry (13.05.2022)**

    Meeting participants:
    - Magda Bolotashvili
    - Alexander Papiashvili

10. **National Environmental Agency (17.05.2022)**

    Meeting participants:
    - Zviad Gelashvili

11. **Business Association of Georgia (10.05.2022)**

    Meeting participants:
    - Mariana Morgoshia

12. **Former head of Municipal Services Development Agency Vakhtang Chedishvili (17.05.2022)**