



Association for Protection of Landowners Rights

Urban Institute

AAR REDP Advisory Group

REPORT

**SWOT, RESOURCES AND HUMAN/INSTITUTIONAL
RESOURCE/STAKEHOLDER'S IDENTIFIKATION ANALYSIS
CONDUCTED BY THE ADJARA AUTONOMOUS REPUBLIC REGIONAL
ECONOMIC DEVELOPMENT PLAN ADVISORY GROUP MEMBERS ON
PRIORITY PROBLEMS**

February, 2006

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2. Promotion of small business development – 12
3. Raising investments – 2
4. Infrastructure development – 7
 - Rehabilitation of roads
 - City gasification
 - Repair of the sewage and waste water system
5. Repair of elevators and roofs in dwelling houses – 2

KOBULETI

1. Sale of agrarian products – 10
2. Development of tourism – 8
3. Availability of credits – 4
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KHELVACHAURI

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KHULO

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2. Development of tourism – 8
3. Rehabilitation of roads – 1
4. Ecological problems (development, illegal deforestation) – 3
5. Improvement of the logistical base of schools - 2

ANALYSIS OF REGIONAL-LEVEL PROBLEMS

Problem N1 – Development of Tourism

SWOT ANALYSIS

Internal

Strengths:

Favourable geographical and transport location; different types of transportation means (air, railway, sea, motor); natural resources; experience in tourism; good reputation; diversity of sites and historical monuments; hospitable population; potential for the development of different types of tourism (ecotourism, mountain tourism); a nature of contrasts (4 seasons in 4 hours); available infrastructure; natural-climate conditions.

Weaknesses:

Low level of the current infrastructure; low level of service, lack of skilled personnel; lack of hotels, entertainment centers, catering facilities, attractions, information centers; insufficient advertising for the region.

External

Opportunities:

Attraction of investors; support from the central government; privatization process; simplification of VISA regulations with neighbouring countries (Turkey); VISA-free travel to different countries (Azerbaijan, Armenia, Ukraine, etc).

Threats:

Political instability and worsening relations with the neighbouring countries (Russia); Loss of the seashore; viral diseases (bird flu); reputation of the region tarnished by other countries; ecological disasters.

Resources Analysis

Monetary Resources:

Community: savings of the population and local businessmen; bank credits; target-oriented program financed from the budget of the Republic.

National, International: investments; central budget; financial support from international organizations.

Non-Monetary Resources:

Community-Tangible: health resorts; available infrastructure; buildings and structures; catering facilities; bungalows; seashore; attraction sites and historical monuments; cheap personnel.

Community-Intangible: experience; favourable environment; good reputation; good will of the population and government.

National, International-Tangible: tourists from neighbouring regions and countries; transit transportation means.

National, International-Intangible: image and promotion of the region.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; local government; local business and non-governmental organizations;

Low support: needy (socially vulnerable) population; unskilled personnel.

High opposition: -----

Low opposition: internally displaced persons accommodated in health resort zones;

External

High support: tourists; central government; investors;

Low support: neighbouring regions;

High opposition: competing health resort regions;

Low opposition: -----.

Problem N2 – Sale of Agricultural Products

SWOT ANALYSIS

Internal

Strengths:

Location; ample and diverse products; favourable natural-climate conditions to grow new cultures; cheap and experienced workforce.

Weaknesses:

Lack of the market; scarcity of processing facilities; scarcity of transport vehicles; obsolete processing equipment; scarcity of packing materials and incompatibility with modern standards; export impediments (Abkhazia, Samachablo); low level of commodity products.

External

Opportunities:

Development of new markets; promotion of export; import of chemicals and new equipment; personnel retraining; raising investments.

Threats:

Import liberalization; legislative base; competition; viral diseases (bird flu); bars to get access to foreign markets due to political instability; competition.

Resource Analysis

Monetary Resources:

Community: savings of the population; earnings of local businessmen; bank credits and loans; target-oriented program financed from the budget of the Republic.

National, International: target-oriented program financed from the central budget; financial support from international organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce, land; transport vehicles; logistical base; diverse and ecologically clean products.

Community-Intangible: local experience; traditions; good reputation of local products.

National, International-Tangible: provision of transport vehicles from neighbouring regions; technical assistance from international organizations.

National, International-Intangible: experience of neighbouring regions and foreign countries.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; farmers; businessmen; non-governmental organizations; local government.

Low support: financial institutes.

High opposition: local importers.

Low opposition: competing firms;

External

High support: companies in neighbouring regions using the products of the region; central government; donor organizations;

Low support: population of the country;

High opposition: importers of agrarian products in the country; governments of the neighbouring countries (Russia);

Low opposition: competitors in the neighbouring regions and in Russia.

Problem N3 – Strengthening the Coastline

SWOT ANALYSIS

Internal

Strengths:

Unique coastline; opportunity to use alternative materials; cheap inert materials; cheap workforce; experienced.

Weaknesses:

Weak government control; scarcity of international assistance; communities living in the respective territories; extraction of inert material from riverbeds by individuals and businesses.

External

Opportunities:

Government support; opportunity to import inert material from neighbouring regions; forcing the Turkish party to provide assistance.

Threats:

Construction of the Denirer Dam; ecological catastrophes; reduction of the number of tourists.

Resource Analysis

Monetary Resources:

Community: government programs; the budget of the Autonomous Republic; large business circles.

National, International: central budget; funds of international and donor organizations; raised investments.

Non-Monetary Resources:

Community-Tangible: existence of quarries; local inert materials (e.g. obtained during the tunnel boring); workforce.

Community-Intangible: local experience; wider awareness of the consequences of problems; scientific research.

National, International-Tangible: technical assistance from international organizations; experienced experts and specialists; modern equipment.

National, International-Intangible: international experience; international practice.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government; local community; the population of Georgia; persons engaged in tourist and construction business; non-governmental organizations.

Low support: local business organizations; commercial banks.

High opposition: businesses located immediately on the seashore.

Low opposition: local community and families not willing to change their places of residence;

External

High support: central government; countries of the Black Sea Basin; international environmental organizations;

Low support: holiday makers;

High opposition: construction of HPPs in the neighbouring countries;

Low opposition: neighbouring regions also using inert materials.

Problem N4 – Promotion of small business development

SWOT ANALYSIS

Internal

Strengths: good business development opportunities; availability of financial-credit institutions, cheap workforce, natural resources; simplified procedures to conduct business; reduction of criminal influence.

Weaknesses: non-availability of credits, scarcity of microfinancial and credit institutions in high mountainous villages; lack of funding to start-up businesses; lack of target-oriented programs (lack of funding); low level of business skills.

External

Opportunities: support from international and donor organizations; creation of favorable business development conditions by the state; soft tax regulations; raising investments.

Threats: legislative base; bureaucratic barriers; malpractice in government structures (including in the judiciary).

Resource Analysis

Monetary Resources:

Community: individual savings; bank credits and loans; grants.

National, International: financial support from international and donor organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce; natural resources; available infrastructure.

Community-Intangible: favorable location and conditions to do business; business ideas; good will of the local government.

National, International-Tangible: new equipment and technologies.

National, International-Intangible: support from the central government; experience of foreign experts; trainings for local businessmen; good will of investors; recommendations from donor organizations.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; financial institutions; non-governmental organizations; entrepreneurs; local government.

Low support: bank institutions for the so-called start-up businesses; part of the community not involved in business.

High opposition: inflexible bureaucracy and dishonest officials.

Low opposition: unskilled tax and customs personnel; judicial power.

External

High support: investors; non-governmental organizations; the Chamber of Commerce and Industry; the Businessmen Federation; government bodies.

Low support: population of Georgia.;

High opposition: ill-disposed neighbouring countries; competing firms in the neighbouring regions and countries; importers.

Low opposition: community employed in the relevant spheres in different regions.

Problem N5 – Raising Investments

SWOT ANALYSIS

Internal

Strengths: favourable location; great tourism development opportunities; natural resources; availability of the seaport, air, railway and motor traffic; favourable business and investment environment; simplified tax regulations; reduced bureaucratic staff; cheap workforce.

Weaknesses: low level of infrastructure; territorial problems of the country; lack of investment stimuli and privileges.

External

Opportunities: government support; improved investment laws.

Threats: political instability; strained relations with neighbouring countries; more attracting and privileged investment environment in neighbouring countries. money laundering attempts.

Resource Analysis

Monetary Resources:

Community: bank credits and loans; target-oriented programs financed from the local budget; local business revenues.

National, International: target-oriented programs financed from the central budget; financial support from international organizations.

Non-Monetary Resources:

Community-Tangible: workforce; privatization objects in different spheres; local businesses seeking partners; infrastructure; natural resources, bank and microfinancial institutions.

Community-Intangible: good will of local businessmen and local government; traditions; growing image of the region.

National, International-Tangible: foreign investors; international credit organizations.

National, International-Intangible: foreign investors being well-disposed towards and interested in the region.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community and local government; non-governmental organizations; entrepreneurs.

Low support: dishonest entrepreneurs; employees in the shadow sector.

High opposition: persons accommodated or employed in privatization objects.

Low opposition: unskilled personnel.

External

High support: central government; governments and business circles of friendly countries.

Low support: -----

High opposition: the competing business circles of neighbouring regions and countries which are also seeking partners.

Low opposition: communities of neighbouring regions.

Problem N6 – Rehabilitation of Roads

SWOT ANALYSIS

Internal

Strengths:

Availability of the transport corridor; current rehabilitation projects; cheap workforce; support from international organizations; national priorities.

Weaknesses:

Underground communications; scarcity of materials and raw materials; complex relief; limited financial resources; lack of road building firms, personnel and equipment.

External

Opportunities:

Infrastructure development; improvement of the means of communication; access to the region; raising investments; development of trade.

Threats:

Natural disasters.

Resource Analysis

Monetary Resources:

Community: government programs; the budget of the Autonomous Republic.

National, International: central budget; World Bank; other international organizations; raised investments and grants.

Non-Monetary Resources:

Community-Tangible: workforce; equipment; target-oriented programs.

Community-Intangible: local experience; skills.

National, International-Tangible: modern equipment; experienced specialists; rehabilitation programs.

National, International-Intangible: retraining of personnel; sharing the experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: community; government and self-government; vehicle owners; road building companies.

Low support: firms with low-skill specialists and obsolete equipment.

High opposition: -----.

Low opposition: environmental organizations. motor repair businesses; alternative transport vehicle owners.

External

High support: neighbouring organizations, tourists, transit-forwarders and carriers.

Low support: -----

High opposition: -----

Low opposition: -----

Problem N7 – Development of the Layout Master Plan

SWOT ANALYSIS

Internal

Strengths:

Experience in similar works conducted in the past years; availability of skilled specialists.

Weaknesses:

Underfunding; lack of public awareness in the need to develop plans; scarcity of skilled specialists; chaotic constructions.

External

Opportunities:

Introduction of modern methods and experience; attraction of specialists.

Threats:

The inflow of investments accompanied with incorrect constructions and incorrect planning.

Resource Analysis

Monetary Resources:

Community: local budget and the budget of the Autonomous Republic.

National, International: central budget; funds from donor organizations.

Non-Monetary Resources:

Community-Tangible: specialists; adequate support; design organizations; cadastral maps.

Community-Intangible: adequate expertise; intellectual level; public support.

National, International-Tangible: design organizations; conducted studies and obtained results; modern technologies.

National, International-Intangible: support from the central government; national and international experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: government; property developers; community.

Low support: intellectual resources employed in various spheres; part of the community.

High opposition: proponents of illicit revenues; illegal owners of buildings, structures and lands.

Low opposition: -----.

External

High support: investors, persons interested in the region infrastructure development; government structures.

Low support: non-specialists and persons engaged in other activities

High opposition: -----

Low opposition: -----

Problem N8 – Resettlement from Landslide-risk Zones

SWOT ANALYSIS

Internal

Strengths:

Unsettled territories, land fund and buildings and structures.

Weaknesses:

Passiveness and resistance from the community.

External

Opportunities:

Government support.

Threats:

Demographic problem, migration.

Resource Analysis

Monetary Resources:

Community: local budget and the budget of the Autonomous Republic.

National, International: central budget; funds from donor organizations.

Non-Monetary Resources:

Community-Tangible: unsettled lands, buildings and structures.

Community-Intangible: community and government support.

National, International-Tangible: untapped land resources available in other regions. abandoned homes and homestead lands.

National, International-Intangible: support from the central government; national and international experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government; non-governmental organizations.

Low support: local businessmen; community.

High opposition: part of the community living and persons having business in risk zones.

Low opposition: affected community.

External

High support: charitable organizations; government structures; governments of the neighbouring regions.

Low support: -----

High opposition: -----

Low opposition: population of other regions.

Problem N9 – Illegal Deforestation

SWOT ANALYSIS

Internal

Strengths: skilled personnel; cheap workforce; natural resources; woodlands.

Weaknesses: ignorance of law; corruption; misevaluation of future consequences; lack of alternative and cheap heating; mal-functioning heating system; indifference to the problem.

External

Opportunities: creation of additional reserves; intensification of the work of responsible persons; reforestation; development of plant growing facilities.

Threats: natural disasters; storming of pests.

Resource Analysis

Monetary Resources

Community: the budget of the Autonomous Republic; charity.

National, International: support from the neighbouring countries; target-oriented programs financed from the central government; support from international organizations.

Non-Monetary Resources:

Community-Tangible: sapwood and bush plants; multilayer woodlands; workforce; equipment; reserve.

Community-Intangible: target-oriented work of the non-government sector; good will of the community and government; experience.

National, International-Tangible: import of new sorts of planting stock, modern equipment and chemicals.

National, International-Intangible: experience of other regions and countries; support from the central government and international environmental organizations; personnel retraining.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: government; certain part of the local community; non-governmental organizations.

Low support: community.

High opposition: poachers; timber processes businesses.

Low opposition: timber dealers; corrupt officials.

External

High support: holiday makers; central government; international environmental organizations.

Low support: communities and governments of the neighbouring regions.

High opposition: timber exporters, corrupt public servants.

Low opposition: timber processes businesses within and outside Georgia.

Problem N10 – Supremacy of Law

SWOT ANALYSIS

Internal

Strengths: Parliament elected by people; skilled personnel; current laws; law-enforcement structures; free media.

Weaknesses: ignorance of law; corruption; misevaluation of future consequences; legal gaps and pitfalls.

External

Opportunities: international experience; streamlining the current laws and making new laws.

Threats: human rights violations; offences and crime growth.

Resource Analysis

Monetary Resources

Community: budget; funds of non-governmental organizations.

National, International: central budget; support from international organizations.

Non-Monetary Resources:

Community-Tangible: local government staff; non-governmental organizations; skilled personnel; law-enforcement authorities.

Community-Intangible: target-oriented work of the non-governmental sector; good will of community and government.

National, International-Tangible: national legislative and executive branches of power.

National, International-Intangible: experience of other countries; support from the central government and international organizations; personnel retraining.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: government structures; non-governmental organizations.

Low support: community.

High opposition: vice industry.

Low opposition: corrupt and dishonest officials.

External

High support: central government; international democratic institutions; friendly countries.

Low support: population of Georgia.

High opposition: ill-disposed countries and their agents; criminals within and outside Georgia.

Low opposition: corrupt government officials in the central government structures.

ANALYSIS OF CITY AND DISTRICT PROBLEMS

BATUMI

1. Development of tourism – 12
2. Promotion of small business development – 12
3. Raising investments – 2
4. Infrastructure development – 7
 - a. Rehabilitation of roads
 - b. City gasification
 - c. Repair of the sewage and waste water system
5. Repair of elevators and roofs in dwelling houses – 2

Problem N1 – Development of Tourism

SWOT ANALYSIS

Internal

Strengths:

Favourable geographical and transport location; natural resources; experience in tourism; good reputation; different types of transportation means (air, railway, sea, motor); subtropical climate.

Weaknesses:

Low level of the current infrastructure; low level of service, scarcity or lack of skilled personnel; lack of hotels, entertainment centers, catering facilities, attractions, information centers.

External

Opportunities:

Attraction of investors; privatization process; simplification of VISA regulations with neighbouring countries (Turkey); VISA-free travel to different countries (Azerbaijan, Armenia, Ukraine, etc).

Threats:

Worsening political relations with the neighbouring countries (Russia); Loss of the seashore; viral diseases (bird flu); reputation of the region tarnished by other countries; ecological disasters.

Resource Analysis

Monetary Resources:

Community: savings of the population and local businessmen; bank credits; target-oriented program financed from the local budget.

National, International: investments; target-oriented program financed from the budget of the Autonomous Republic and the central budget; financial support from international organizations.

Non-Monetary Resources:

Community-Tangible: available infrastructure; buildings and structures; catering facilities; bungalows; seashore; attraction sites; cheap personnel.

Community-Intangible: experience; favourable environment; good reputation; good will of the population and government.

National, International-Tangible: tourists from neighbouring regions and countries; transit transportation means.

National, International-Intangible: positive image of and promotion of the city.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; municipal government; local business and non-governmental organizations;

Low support: unskilled personnel.

High opposition: inflexible bureaucratic staff.

Low opposition: internally displaced persons accommodated in health resort buildings and hotels.

External

High support: neighbouring districts and regions; the government of the Autonomous Republic and the central government; investors;

Low support: -----

High opposition: competing regions, cities and countries;

Low opposition: -----.

Problem N2 – Promotion of Small Business Development

SWOT ANALYSIS

Internal

Strengths: good business development opportunities; availability of financial-credit institutions, cheap workforce, natural resources; simplified procedures to conduct business; reduction of criminal influence.

Weaknesses: non-availability of credits, withholding funding to start-up businesses; lack of target-oriented programs (lack of funding); low level of business skills.

External

Opportunities: support from international and donor organizations; creation of favorable business development conditions by the state; soft tax regulations; raising investments.

Threats: legislative base; bureaucratic barriers; malpractice in government structures (including in the judiciary).

Resource Analysis

Monetary Resources:

Community: individual savings; bank credits and loans; grants.

National, International: financial support from international and donor organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce; natural resources; available infrastructure.

Community-Intangible: favorable location and conditions to do business; business ideas; good will of the local personnel and local government.

National, International-Tangible: new equipment and technologies.

National, International-Intangible: support from the government of the Autonomous Republic and from the central government; experience of foreign experts; good will of investors.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; financial institutions; non-governmental organizations; entrepreneurs; local government.

Low support: bank institutions for the so-called start-up businesses.

High opposition: inflexible bureaucracy and dishonest officials.

Low opposition: judicial authority.

External

High support: investors; non-governmental organizations; the Chamber of Commerce and Industry; the Businessmen Federation.

Low support: government bodies.

High opposition: neighbouring countries artificially limiting the market; competing firms in the neighbouring regions and countries; importers.

Low opposition: unskilled personnel.

Problem N3 – Raising Investments

SWOT ANALYSIS

Internal

Strengths: favourable location of the city; great potential for tourism development; availability of the seaport, air, railway and motor traffic; favourable business and investment environment; availability of attractive objects subject to privatization; simplified tax regulations; reduced bureaucratic staff; cheap workforce.

Weaknesses: low level of infrastructure.

External

Opportunities: government support; improved investment laws.

Threats: political instability; strained relations with neighbouring countries; more attractive and privileged investment environment in neighbouring countries; money laundering attempts.

Resource Analysis

Monetary Resources

Community: bank credits; target-oriented programs financed from the municipal budget; local business revenues.

National, International: target-oriented programs financed from the budget of the Autonomous Republic and from the central budget; financial support from international organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce; privatization objects in different spheres; local businesses seeking partners; infrastructure; natural resources, bank and microfinancial institutions.

Community-Intangible: good will of local government, local businessmen and local community.

National, International-Tangible: foreign investors; international credit organizations.

National, International-Intangible: foreign investors being well-disposed towards and interested in Batumi.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community and local government; non-governmental organizations; entrepreneurs.

Low support: dishonest entrepreneurs; employees in the shadow sector.

High opposition: persons accommodated or employed in privatization objects.

Low opposition: unskilled personnel.

External

High support: the government of the Autonomous Republic and the central government; governments and business circles of friendly countries.

Low support: -----

High opposition: the competing business circles of neighbouring regions and countries which are also seeking investors.

Low opposition: communities of neighbouring regions.

Problem N4 – Development of Infrastructure

SWOT ANALYSIS

Internal

Strengths: cheap workforce; current rehabilitation projects; local target-oriented programs.

Weaknesses: low-quality drinking water; damaged sewage and drainage system; distressed buildings; low level of collection of utility charges; lack of individual meter-readers; lack of the city layout plan; lack of roundabout roads for transit traffic.

External

Opportunities: raising investments; support from international and donor organizations; experience sharing.

Threats: natural disasters.

Resource Analysis

Monetary Resources:

Community: local budget; financial involvement of local businessmen.

National, International: target-oriented programs financed from the budget of the Autonomous Republic and from the central budget; financial support from international organizations and donors; investments.

Non-Monetary Resources:

Community-Tangible: available systems and communications; natural resources; workforce; human resources.

Community-Intangible: local government interest and community support; tender system.

National, International-Tangible: modern equipment and technology.

National, International-Intangible: national and international experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; non-governmental organizations; municipality.

Low support: local businessmen.

High opposition: Monuments Protection Organization; the families living in the adjacency of the current projects.

Low opposition: -----.

External

High support: investors; international and donor organizations involved in rehabilitation projects.

Low support: the republican and central government authorities.

High opposition: competing regions.

Low opposition: -----

Problem N5 – Repair of Elevators and Roofs in Dwelling Houses

SWOT ANALYSIS

Internal

Strengths: cheap workforce; local target-oriented programs; municipality and community interests; condominiums; the current base in need of repairs.

Weaknesses: obsolete system; lack of community care; collection of lift operation charges.

External

Opportunities: support from international and donor organizations; sharing international experience.

Threats: incompatibility of imported lifts with local buildings.

Resource Analysis

Monetary Resources:

Community: local budget; individual savings; the budget of condominium residents.

National, International: target-oriented programs financed from the budget of the Autonomous Republic and from the central budget; investments.

Non-Monetary Resources:

Community-Tangible: available systems and communications; maintenance personnel; availability of lift spare parts.

Community-Intangible: local government interest and community support; tender system.

National, International-Tangible: modern equipment and technology.

National, International-Intangible: national experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; municipality; local self-government.

Low support: lower-story residents.

High opposition: -----.

Low opposition: -----.

External

High support: investors; international and donor organizations involved in rehabilitation projects.

Low support: the republican and central government authorities.

High opposition: -----.

Low opposition: -----

KOBULETI

6. Sale of agrarian products – 10
7. Development of tourism – 8
8. Availability of credits – 4
9. Strengthening the coastline (filling the sludge) – 4
1. Rehabilitation of roads – 4

Problem N1 – Sale of Agrarian Products

SWOT ANALYSIS

Internal

Strengths:

Available citrus gardens and tea plantations; experience; available infrastructure; climate conditions.

Weaknesses: Sale of products; competition caused by imported products; lack of the sales market; low marketing.

External

Opportunities:

Low management skills; low rate of infrastructure rehabilitation and development; scarcity of modern equipment and technology; scarcity of investments; lack of long-term soft loans.

Threats:

Destruction of traditional agrarian cultures; deterioration of the social condition of people; migration; sales market loss risks.

Resource Analysis

Monetary Resources:

Community: local community savings and earnings of local businessmen; bank credits and loans; local budget.

National, International: savings of entrepreneurs outside the district; the republican and central budgets; international organizations; neighbouring countries; raised investments.

Non-Monetary Resources:

Community-Tangible: available citrus gardens and tea plantations; infrastructure; buildings and structures; workforce.

Community-Intangible: local experience; climate conditions.

National, International-Tangible: availability of the planting stock of new improved breeds.

National, International-Intangible: support from international organizations.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: government and self-government; the Government of Georgia; farmers; community; landowners; credit organizations; the agrarian processing industry.

Low support: local business organizations.

High opposition: local importers of similar products.

Low opposition: -----

External

High support: neighbouring countries, EU, USA;

Low support: Russia.

High opposition: importers outside the district;

Low opposition: -----

Problem N2 – Development of Tourism

SWOT ANALYSIS

Internal

Strengths:

Natural climate conditions; availability of infrastructure; experience; identification of the town as a health resort in the former Soviet Union; good will of the community; central government.

Weaknesses:

Low level of the current infrastructure rehabilitation; lack of international-level hotels; low level of service; lack of credits.

External

Opportunities:

Transformation into a health resort of international level; community employment; improvement of the social condition of the community; small business development.

Threats:

Unemployment; deterioration of social condition; migration.

Resource Analysis

Monetary Resources:

Community: savings of the population and local businessmen; investments; bank credits; local budget.

National, International: investments from private and government sectors.

Non-Monetary Resources:

Community-Tangible: available infrastructure.

Community-Intangible: reputation of a health resort zone; community experience.

National, International-Tangible: manifestation of the health resort potential.

National, International-Intangible: simplification of visa regulations; management experience sharing.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; local government.

Low support: banking sector.

High opposition: criminal situation.

Low opposition: legislative base.

External

High support: holiday makers from the post-Soviet countries (Armenia, Ukraine, Kazakhstan) and various regions of Georgia.

Low support: communities from neighbouring districts.

High opposition: various tourist regions.

Low opposition: -----.

Problem N3 – Availability of Credits

SWOT ANALYSIS

Internal

Strengths:

Available infrastructure; tourist business development opportunities; mortgage opportunities.

Weaknesses:

Low level of management and marketing; low social standards; high interest rates; scarcity of deposits; existence of high risks; sharp changeability of the business climate.

External

Opportunities:

Credit market expansion opportunities; dropping interest rates by intensifying competition between banks; the state acting as a grantor.

Threats:

Economic crisis, reduction/lifting of customs duties; international competition; growth of interest rates.

Resource Analysis

Monetary Resources:

Community: credit resources in banks and microfinancial institutions; deposits.

National, International: international credit institutions; donor organizations.

Non-Monetary Resources:

Community-Tangible: mortgage opportunities; availability of state assets.

Community-Intangible: reputation of a health resort zone; community experience.

National, International-Tangible: expansion of the business sector; high level of legalization; declaration of financial amnesty.

National, International-Intangible: experience sharing; conducting trainings.

Human and Institutional Resources/Stakeholder’s Identification

Internal

High support: small businessmen; start-up businesses; newly-made families; government and self-government; the Government of Georgia; banking sector.

Low support: local large business organizations.

High opposition: possible competitors, environmentalists.

Low opposition: individuals engaged in interest-bearing lending.

External

High support: international organizations, creditor countries.

Low support: partners in neighbouring countries and regions.

High opposition: -----.

Low opposition: -----.

Problem N4 – Strengthening the Coastline with Sludge

SWOT ANALYSIS

Internal

Strengths:

Unique coastline; bringing the problem up to the national level; opportunity to use alternative materials; workforce.

Weaknesses:

Weak government control; scarcity of international assistance; communities living in the respective territories.

External

Opportunities:

Opportunity to import inert material from neighbouring regions; forcing the Turkish party to provide assistance.

Threats:

Destruction of the current coastline; destruction of Kobuleti as a sea resort along with its unique beach; reduction of the number of tourists.

Resource Analysis

Monetary Resources:

Community: local target-oriented programs; large business circles.

National, International: the republican and central budgets; World Bank, other international institutions; neighbouring countries; raised investments.

Non-Monetary Resources:

Community-Tangible: existence of quarries; local inert materials obtained during the tunnel boring.

Community-Intangible: local experience; wider awareness of the consequences of problems; opportunity to conduct design studies.

National, International-Tangible: World Bank projects; assistance from foreign countries; opportunity to import the necessary equipment under lease.

National, International-Intangible: opportunity to use international experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: government and self-government; local community; the population of Georgia; persons engaged in tourist business; non-governmental organizations; local construction companies.

Low support: local business organizations; commercial banks.

High opposition: users of sludge and other fitting materials.

Low opposition: local community and families not willing to change their places of residence.

External

High support: the Government of Georgia; neighbouring and friendly countries.

Low support: holiday makers;

High opposition: tourist business circles of the neighbouring countries;

Low opposition: the districts the seashores of which are also widening.

Problem N5 – Road Repair

SWOT ANALYSIS

Internal

Strengths:

Availability of the transport corridor; support from international organizations; national priorities.

Weaknesses:

Underground communications; scarcity of materials and raw materials.

External

Opportunities:

Local business development; reduction of freightage; employment; improvement of the means of communication.

Threats:

Natural disasters; heavy traffic.

Resource Analysis

Monetary Resources:

Community: local government programs.

National, International: the republican and central budgets; World Bank; other international organizations; neighbouring countries; raised investments and grants.

Non-Monetary Resources:

Community-Tangible: workforce; the necessary equipment and machinery.

Community-Intangible: local experience; skills.

National, International-Tangible: importing equipment by leasing.

National, International-Intangible: improvement of technologies; retraining of personnel; sharing the experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: community; government and self-government; vehicle owners.

Low support: vehicle owners.

High opposition: complex rural relief.

Low opposition: environmental organizations; scarcity of equipment and skilled workforce; motor repair businesses.

External

High support: the Government of Georgia; road building organizations of the neighbouring countries; transit-forwarding companies.

Low support: tourists, vehicle owners.

High opposition: -----

Low opposition: -----

SHUAKHEVI DISTRICT

1. Sale of agrarian products (fruits, tobacco, potato, meat), creation of a local processing business – 8
2. Development of natural resources (construction stones, clay, mineral waters) – 6
3. Resettlement from landslide-risk zones – 5
4. Raising investments – 4
5. Development of water resources and construction of mini hydropower plants – 2

**Problem N1 – Sale of Agrarian Products (fruits, tobacco, potato, meat),
Creation of Local Processing Plants**

SWOT ANALYSIS

Internal

Strengths:

Location; location; ample, quality and cheap products; cheap workforce; processing technologies.

Weaknesses: lack of funds; lack of the sales market; lack of processing points; scarcity of transport vehicles; obsolete processing equipment; scarcity of packing materials and incompatibility with modern standards; natural-climate conditions.

External

Opportunities:

Development of new markets; fundraising; purchase of chemicals pesticides; promotion of export; introduction of small-scale mechanization.

Threats:

Failure to compete with imported products; closure of markets; viral diseases (bird flu).

Resource Analysis

Monetary Resources:

Community: individual savings; bank credits and loans; target-oriented programs financed from the local budget.

National, International: target-oriented programs financed from the republican and central budgets; financial support from international organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce; land; output.

Community-Intangible: local experience.

National, International-Tangible: technical assistance from international organizations.

National, International-Intangible: experience of the neighbouring regions and districts.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; partnerships; non-governmental organizations; entrepreneurs.

Low support: government.

High opposition: competing firms.

Low opposition: -----

External

High support: association of businessmen of the region; enterprises using the products of the region;

Low support: -----

High opposition: competitors; economic restrictions imposed by the neighbouring countries (on political motives);

Low opposition: -----

Problem N2 – Development of Natural Resources

SWOT ANALYSIS

Internal

Strengths:

Availability of quarries; cheap workforce.

Weaknesses: lack of funds; lack of the logistical base; lack of skilled personnel; lack of the respective studies.

External

Opportunities: raising investments; development of infrastructure; target-oriented programs financed from the republican and central budgets, keeping investors better informed; training skilled personnel; studying the potential of available natural resources.

Threats: natural disasters.

Resource Analysis

Monetary Resources:

Community: investments of local businessmen.

National, International: external investments; target-oriented programs financed from the republican and central budgets.

Non-Monetary Resources:

Community-Tangible: availability of quarries; cheap workforce; available infrastructure.

Community-Intangible: good will of the community.

National, International-Tangible: technical assistance from international organizations.

National, International-Intangible: good will of the government

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; interested investors; national government.

Low support: -----.

High opposition: local environmental governmental and non-governmental organizations.

Low opposition: the families living in the adjacency of the current project territories.

External

High support: the republican and central governments;

Low support: -----

High opposition: international environmental organizations;

Low opposition: dishonest and corrupt officials and entrepreneurs.

Problem N3 – Resettlement from Landslide-risk Zones

SWOT ANALYSIS

Internal

Strengths: willingness of the community; local government support.

Weaknesses: disorganized accommodation; scarcity of accommodation programs.

External

Opportunities: residential homes and arable lands vacated in other regions, target-oriented programs financed from the republican and central budgets.

Threats: arbitrary migration of the population (resettlement to non-purchased homes).

Resource Analysis

Monetary Resources

Community: local budget, local charitable organizations and businessmen's funds.

National, International: target-oriented programs financed from the republican and central budgets.

Non-Monetary Resources:

Community-Tangible: land plots, buildings and structures, transport vehicles.

Community-Intangible: good will of the community.

National, International-Tangible: homes and homestead lands vacated in other regions.

National, International-Intangible: good will of the government.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community.

Low support: government.

High opposition: -----

Low opposition: leaving the native regions.

External

High support: -----

Low support: central government.

High opposition: families living in the host regions, artificially marking up the prices on vacated homes by owners.

Low opposition: mishandling the resettlement process by the government; seeking the owners of vacated homes.

Problem N4 – Raising Investments

SWOT ANALYSIS

Internal

Strengths: strong motivation of the community; availability of resources for the investor (natural resources, water resources, agrarian products); cheap workforce.

Weaknesses: bad reputation of the country, low level of the existing logistical base.

External

Opportunities: improvement of the investment environment; creation of favourable investment conditions by the government; streamlining the current investment laws; keeping investors better informed; development of infrastructure; supremacy of law.

Threats: incorrect tax policy; existence of conflict zones; corruption.

Resource Analysis

Monetary Resources

Community: investments made by local businessmen.

National, International: external investments; target-oriented programs financed from the budget of the Autonomous Republic and from the central budget.

Non-Monetary Resources:

Community-Tangible: availability of natural resources; availability of water resources; agrarian products; cheap workforce; available infrastructure.

Community-Intangible: skilled personnel; experience.

National, International-Tangible: modern equipment and technology.

National, International-Intangible: experience of the neighbouring districts and regions; investors being well-disposed.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; entrepreneurs.

Low support: unskilled personnel.

High opposition: competing firms.

Low opposition: dishonest entrepreneurs; employees in the shadow sector; corrupt officials.

External

High support: the government of the Autonomous Republic and the central government.

Low support: -----

High opposition: competing districts.

Low opposition: corruption.

Problem N5 – Development of Water Resources and Construction of Mini Hydropower Plants

SWOT ANALYSIS

Internal

Strengths: natural (water) resources; cheap workforce; high water fall parameter; skilled personnel.

Weaknesses: lack of funds; scarcity of the target-oriented programs financed from the budget of the Autonomous Republic and from the central budget; low interest of investors.

External

Opportunities: keeping investors better informed; sharing the experience of other districts and regions; one of the national priorities.

Threats: natural disasters; indifference from the Government of the Autonomous Republic and central government.

Resource Analysis

Monetary Resources

Community: local budget; revenues of local businessmen.

National, International: investments.

Non-Monetary Resources:

Community-Tangible: cheap workforce; equipment; available infrastructure.

Community-Intangible: natural resources; natural-climate specifics.

National, International-Tangible: modern equipment and technology.

National, International-Intangible: national and international experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government; local entrepreneurs.

Low support: local community.

High opposition: families living in the adjacency of the project territories.

Low opposition: -----

External

High support: investors.

Low support: republican and central government authorities.

High opposition: environmental governmental authorities; environmental non-governmental organizations; bureaucracy; wrong national energy policy.

Low opposition: competing regions.

KHELVACHAURI

1. Sale of agrarian products – 14
2. District gasification – 8
3. Availability of credits -7

4. Promotion of small business development – 6
5. Ecological problems – 5

Problem N1 – Sale of Agrarian Products

SWOT ANALYSIS

Internal

Strengths:

Location; ample products; workforce; communications; processing technologies; skilled specialists.

Weaknesses:

Lack of the market; lack of processing facilities; lack of transport vehicles; obsolete processing equipment; scarcity of packing materials and incompatibility with modern standards; natural-climate conditions; low product quality.

External

Opportunities:

Development of new markets; raising funds; purchase of chemicals and pesticides; personnel retraining; purchase of additional transport vehicles; introduction of small-scale mechanization.

Threats:

Failure to compete with imported products; legislative base; competition; viral diseases (bird flu); bars to get access to foreign markets.

Resource Analysis

Monetary Resources:

Community: individual savings; bank credits and loans; target-oriented program financed from the local budget.

National, International: target-oriented program financed from the republican and central budgets; financial support from international organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce, land; transport vehicles; logistical base; products.

Community-Intangible: local experience.

National, International-Tangible: technical assistance from international organizations.

National, International-Intangible: experience of neighbouring districts and regions.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; partnerships; non-governmental organizations; local government and self-government; entrepreneurs.

Low support: -----

High opposition: competing firms.

Low opposition: -----

External

High support: neighbouring districts and regions; companies using the products of the region.

Low support: -----

High opposition: competitors; trade restrictions imposed by the neighbouring countries (on political motives);

Low opposition: -----

Problem N2 – Gasification of the District

SWOT ANALYSIS

Internal

Strengths: availability of the trunk pipeline.

Weaknesses:

Lack of the internal network.

External

Opportunities:

Raising additional financial instruments; obtaining credits.

Threats: failures.

Resource Analysis

Monetary Resources:

Community: individual savings; bank credits; target-oriented program financed from the local budget.

National, International: target-oriented program financed from the republican and central budgets; financial support from international organizations; investments.

Non-Monetary Resources:

Community-Tangible: cheap workforce.

Community-Intangible: -----

National, International-Tangible: logistical bases; natural resources.

National, International-Intangible: experience of neighbouring districts and regions.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; partnerships; non-governmental organizations; entrepreneurs.

Low support: local government and self-government (due to lack of funds);

High opposition: -----

Low opposition: oil dealers; wood dealers; liquid gas dealers.

External

High support: entrepreneurs.

Low support: -----

High opposition: -----

Low opposition: oil and liquid gas importers.

Problem N3 – Availability of Credits

SWOT ANALYSIS

Internal

Strengths: local resources (business activity of the community); favourable location for the development of tourist business.

Weaknesses: scarcity of credit organizations; scarcity of soft loans; government support with target-oriented programs.

External

Opportunities: support from international and donor organizations.

Threats: growing interest rates in the country; deterioration of business environment.

Resource Analysis

Monetary Resources

Community: individual savings; bank credits.

National, International: target-oriented programs financed from the republican and central budgets; investments.

Non-Monetary Resources:

Community-Tangible: cheap workforce; land; infrastructure; credit institutions.

Community-Intangible: business ideas; experience in the sphere of tourism.

National, International-Tangible: -----

National, International-Intangible: experience of the neighbouring districts and regions.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; entrepreneurs; credit institutions.

Low support: local government and self-government.

High opposition: -----

Low opposition: -----

External

High support: business partners in neighbouring regions.

Low support: -----

High opposition: -----

Low opposition: -----

Problem N4 – Promotion of Small Business Development

SWOT ANALYSIS

Internal

Strengths: availability of business ideas; availability of financial-credit institutions, cheap workforce, natural resources.

Weaknesses: non-availability of credits, lack of target-oriented programs (lack of funding); lack of skills.

External

Opportunities: support from international and donor organizations; creation of favorable business development conditions by the state.

Threats: new laws to promote business development.

Resource Analysis

Monetary Resources:

Community: individual savings; bank credits and loans; target-oriented programs financed from the local budget.

National, International: target-oriented programs financed from the republican and central budgets; financial support from international and donor organizations; investments.

Non-Monetary Resources:

Community-Tangible: workforce; resources.

Community-Intangible: business ideas; experience.

National, International-Tangible: logistics; natural resources.

National, International-Intangible: experience of the neighbouring districts and regions.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; partnerships; non-governmental organizations; entrepreneurs.

Low support: local government and self-government (due to lack of funds).

High opposition: competing firms; importers.

Low opposition: -----

External

High support: government; tourists.

Low support: partners in the neighbouring regions.

High opposition: competitors and importers.

Low opposition: -----

Problem N5 – Ecological Problems

SWOT ANALYSIS

Internal

Strengths: skilled personnel; cheap workforce; natural resources.

Weaknesses: ignorance of law; corruption; misevaluation of future consequences; information gap; lack of alternative and cheap heating; indifference to the problem.

External

Opportunities: creation of additional reserves; support from friendly countries; intensification of the work of responsible persons; reforestation.

Threats: natural disasters; damage to nature under economic projects.

Resource Analysis

Monetary Resources

Community: target-oriented programs financed from the local government; availability of special funds; charity.

National, International: support from the neighbouring countries; target-oriented programs financed from the republican and central budgets; support from international organizations.

Non-Monetary Resources:

Community-Tangible: target-oriented government programs; target-oriented work of the non-government sector.

Community-Intangible: -----

National, International-Tangible: sharing the experience.

National, International-Intangible: -----

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government and self-government; local community; non-governmental organizations.

Low support: -----

High opposition: -----

Low opposition: organizations extracting natural resources, illegal acts of officials.

External

High support: international support; holiday makers.

Low support: community indifference.

High opposition: negligent acts of the neighbouring countries; abuse of internal ecological means by external forces.

Low opposition: -----

KEDA

1. Development of traditional agricultural areas – 11
2. Resettlement from landslide-risk zones – 7
3. Ecological problems – 3
4. Availability of credits – 7
5. Development of tourism (mountain tourism) – 7

Problem N1 – Development of Traditional Agricultural Areas

SWOT ANALYSIS

Internal

Strengths:

Experience; natural conditions; ecologically clean products; cheap and hardworking workforce.

Weaknesses:

Sale of products; competition caused by imported products; lack of the sales market; low marketing.

External

Opportunities:

Raising investments; export of products; ecologically clean products.

Threats:

Pests and diseases; natural events; lack/deterioration of partner relations with neighbouring countries.

Resource Analysis

Monetary Resources:

Community: co-financing from the local budget.

National, International: government subsidy; grants.

Non-Monetary Resources:

Community-Tangible: workforce; land.

Community-Intangible: local experience; traditions.

National, International-Tangible: planting stock not tested.

National, International-Intangible: availability of research works.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: willingness of the community; local processing plants; local government.

Low support: the other part of the community; entrepreneurs.

High opposition: importers of agrarian products.

Low opposition: entrepreneurs engaged in industry.

External

High support: non-governmental organizations.

Low support: domestic businessmen;

High opposition: foreign farmers, importers.

Low opposition: manufacturers of unnatural food products.

Problem N2 – Resettlement from Landslide-risk Zones

SWOT ANALYSIS

Internal

Strengths: local government support; availability of territories to move for settlement.

Weaknesses: community passivity; complex relief conditions; existence of hazardous zones; hardness to be parted from the indigenous place.

External

Opportunities: government support; chance to avoid being a victim; liquidation of landslide-risk zones.

Threats: arbitrary migration of the population, fear that internal conflicts may break out.

Resource Analysis

Monetary Resources

Community: financial assistance from the local budget.

National, International: financial assistance from the central government.

Non-Monetary Resources:

Community-Tangible: availability of free land plots, transport vehicles.

Community-Intangible: becoming well aware of the impending danger.

National, International-Tangible: availability of abandoned homes and homestead lands; partial infrastructure in alternative places.

National, International-Intangible: community support from other regions.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government.

Low support: local businessmen.

High opposition: community.

Low opposition: community and relatives.

External

High support: central government, international organizations; environmental organizations.

Low support: domestic businessmen; local community.

High opposition: -----

Low opposition: resistance from the community of the region where eco-migrants are resettled.

Problem N3 – Ecological Problems

SWOT ANALYSIS

Internal

Strengths: skilled personnel; support from one part of the community; support from the district government.

Weaknesses: passivity of the other part of the community; lack of cheap heating; malfunctioning sewage system.

External

Opportunities: government support; keeping updated; declaring the territory to be reserve.

Threats: arrival of pests; landslides; environmental pollution.

Resource Analysis

Monetary Resources

Community: allocation of funds by the forest management office; funding small works by the district government.

National, International: funding of prophylactic measures by the republican budget; international organizations.

Non-Monetary Resources:

Community-Tangible: workforce; planting stock office.

Community-Intangible: availability of man-made timber substitutes.

National, International-Tangible: purchase of planting stock (e.g. nut).

National, International-Intangible: interest of businessmen; government support.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government one part of the community; respective personnel.

Low support: the other part of the community.

High opposition: the part of the community for which timber processing is the main source of income.

Low opposition: scarcity of skilled personnel (environmental control).

External

High support: government support; international organizations.

Low support: community.

High opposition: tacit resistance of the persons engaged in timber business; tacit lobbying of forest cutting by corrupt officials.

Low opposition: countries where timber is exported from Georgia.

Problem N4 – Availability of Credits

SWOT ANALYSIS

Internal

Strengths:

priority of small business development; improvement of the living standards of the community; deposit growth tendencies.

Weaknesses:

misuse, little experience to do business; high interest rates; slow sales – lack of the market; wrong marketing.

External

Opportunities:

middle class formation opportunity; development of entrepreneurship; business trainings.

Threats:

loss of solvency; loss of mortgaged assets.

Resource Analysis

Monetary Resources:

Community: proceeds of product or service sales; deposits; savings.

National, International: co-financing by the state; large business circles; funds raised from financial organizations.

Non-Monetary Resources:

Community-Tangible: communications; substantiated business plan; business trainings.

Community-Intangible: idea.

National, International-Tangible: investments.

National, International-Intangible: opportunity to obtain information; sharing the experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: support from the partners; credit organizations; recipients of credits.

Low support: the state; the credit institutions focused on large crediting.

High opposition: lack of capital; suspension of the land privatization process.

Low opposition: individuals engaged in interest-bearing lending.

External

High support: international organizations, potential business partners.

Low support: the state; already operating entrepreneurs.

High opposition: possible competitors; importers.

Low opposition: -----

Problem N5 – Mountain Tourism

SWOT ANALYSIS

Internal

Strengths: natural climate conditions; cheap workforce; proximity with the city.

Weaknesses: lack of infrastructure; lack of the information to promote tourism potential.

External

Opportunities: advertisements to attract tourists; raising investments and interesting business circles.

Threats: pollution of environment; natural disasters.

Resource Analysis

Monetary Resources

Community: local community savings; local credit institutions.

National, International: right investments of the state; foreign investments.

Non-Monetary Resources:

Community-Tangible: workforce; the territory (waterfalls, mountains, forests) favourable for the development of tourism and respective infrastructure.

Community-Intangible: good will of the community; possibility to get to the sites (availability of roads); improvement of the criminal situation.

National, International-Tangible: -----

National, International-Intangible: advertisement; learning from experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: district community; local government.

Low support: business groups; tour operators.

High opposition: the part of the community that cannot afford engaging in tourist business.

Low opposition: community engaged in sea tourism.

External

High support: central and local governments; Tourism Department.

Low support: foreign (Turkish) investors.

High opposition: other regions with similar opportunities.

Low opposition: -----

KHULO

1. Development of tourism – 8
2. Resettlement from landslide-risk zones – 6
3. Ecological problems (development, illegal deforestation) – 3
4. Improvement of the logistical base of schools – 2
5. Rehabilitation of roads – 1

Problem N1 – Development of Tourism

SWOT ANALYSIS

Internal

Strengths:

Natural climate conditions; natural resources; historical monuments; cheap service.

Weaknesses:

Lack of infrastructure rehabilitation; lack of capital; low level of service; scarcity of skilled personnel in the tourist business; scarcity of entertainment centers.

External

Opportunities:

fundraising; personnel retraining; attracting investors; target-oriented programs funded from the local budget.

Threats:

Viral diseases (bird flu); strained relations with the neighbouring countries (Russia); ecological disasters.

Resource Analysis

Monetary Resources:

Community: target-oriented programs funded from the local budget.

National, International: target-oriented programs funded from the republican and central budgets; financial support from international organizations; investments.

Non-Monetary Resources:

Community-Tangible: historical and cultural monuments; local importance health resort "Beshumi"; cheap service.

Community-Intangible: climate; long winter with high snow cover.

National, International-Tangible: tourists; holiday makers.

National, International-Intangible: -----

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: good will of the local community.

Low support: unskilled personnel.

High opposition: competing firms.

Low opposition: users of the pasturelands around Beshumi Health Resort.

External

High support: holiday makers having been in "Beshumi".

Low support: -----

High opposition: competing regions and cities; countries.

Low opposition: -----

Problem N2 – Resettlement from Landslide-risk Zones

SWOT ANALYSIS

Internal

Strengths: willingness of the community; local government support.

Weaknesses: disorganized accommodation; scarcity of accommodation programs.

External

Opportunities: residential homes and arable lands vacated in other regions, target-oriented programs financed from the republican and central budgets.

Threats: arbitrary migration of the population (resettlement to non-purchased homes).

Resource Analysis

Monetary Resources

Community: local budget.

National, International: target-oriented programs financed from the republican and central budgets.

Non-Monetary Resources:

Community-Tangible: buildings and structures.

Community-Intangible: good will of the community.

National, International-Tangible: homes and homestead lands vacated in other regions.

National, International-Intangible: good will of the government.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local government; non-governmental organizations.

Low support: young part of the community.

High opposition: elderly community and elders taking it hard to leave the indigenous region.

Low opposition: -----

External

High support: the state.

Low support: -----

High opposition: families living in the host regions, artificially marking up the prices on vacated homes by owners.

Low opposition: mishandling the resettlement process by the government; seeking the owners of vacated homes.

Problem N3 – Ecological Problems (Development, Illegal Deforestation)

SWOT ANALYSIS

Internal

Strengths: skilled personnel; cheap workforce; natural resources; woodlands.

Weaknesses: ignorance of law; corruption; misevaluation of future consequences; lack of alternative and cheap heating; mal-functioning heating system; indifference to the problem.

External

Opportunities: creation of additional reserves; intensification of the work of responsible persons; reforestation; development of plant growing facilities.

Threats: natural disasters.

Resource Analysis

Monetary Resources

Community: availability of special funds; charity.

National, International: support from the neighbouring countries; target-oriented programs financed from the republican and central budgets; support from international organizations.

Non-Monetary Resources:

Community-Tangible: sapwood and bush plants.

Community-Intangible: reserves; target-oriented work of the non-government sector.

National, International-Tangible: planting stock.

National, International-Intangible: sharing the experience.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: certain part of the local community.

Low support: local government and self-government.

High opposition: poachers.

Low opposition: timber dealers; illegal acts of officials.

External

High support: holiday makers.

Low support: indifference from the community; the state.

High opposition: timber exporters, corrupt public servants.

Low opposition: lack of alternative heating resources.

Problem N4 – Improvement of the Logistical Base of Schools

SWOT ANALYSIS

Internal

Strengths: strong motivation of the community.

Weaknesses: low level of the current logistical base.

External

Opportunities: support from international and donor organizations; target-oriented programs financed from the budget of the Autonomous Republic and from the central budget.

Threats: competing districts and regions.

Resource Analysis

Monetary Resources

Community: target-oriented programs financed from the local budget; financial involvement of local businessmen.

National, International: target-oriented programs financed from the budget of the Autonomous Republic and from the central budget; financial support from international organizations and donors.

Non-Monetary Resources

Community-Tangible: school buildings; current logistical base.

Community-Intangible: strong motivation of the community.

National, International-Tangible: technical assistance from the Ministry of Education and international funds.

National, International-Intangible: reforming the education sector; learning from the experience of the neighbouring districts and regions.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; non-governmental organizations; school principal's office.

Low support: local government and self-government (due to lack of funds).

High opposition: -----

Low opposition: -----

External

High support: republican and central governments; non-governmental organizations involved in the education sector.

Low support: -----

High opposition: competing regions.

Low opposition: corrupt officials.

Problem N5 – Rehabilitation of Roads

SWOT ANALYSIS

Internal

Strengths: cheap workforce; inert materials; current rehabilitation projects; local target-oriented programs.

Weaknesses:

Scarcity of special equipment; damaged sewage and drainage systems; damaged roads.

External

Opportunities:

Raising investments; support from international and donor organizations; sharing the experience; one of the priorities of the state.

Threats:

Natural disaster.

Resource Analysis

Monetary Resources:

Community: local budget.

National, International: target-oriented programs financed from the budget of the Autonomous Republic and from the central budget; financial support from international and donor organizations; investments.

Non-Monetary Resources:

Community-Tangible: cheap workforce; equipment and machinery.

Community-Intangible: inert materials.

National, International-Tangible: new equipment and technology.

National, International-Intangible: national and international practice.

Human and Institutional Resources/Stakeholder's Identification

Internal

High support: local community; non-governmental organizations; municipality.

Low support: local entrepreneurs.

High opposition: the families living in the adjacency of the current projects.

Low opposition: -----

External

High support: investors; international and donor organizations involved in rehabilitation projects.

Low support: republican and central government bodies.

High opposition: -----

Low opposition: competing regions.