



Svaneti Tourism Development Part 2: Strategy & Action Plan

SUBMITTED TO:

Austrian Development Agency
Green Economy: Sustainable
Mountain Tourism and Organic
Agriculture (GRETA) Office
Tbilisi, Georgia

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Acknowledgements

We would like to extend sincere appreciation and gratitude for everyone who collaborated in the process of creating the Svaneti Tourism Development Strategy & Action Plan. Developing this Plan would not have been possible without the information supporting the planning process, intellectual contributions of experts and engagement of various public authorities and private enterprise stakeholders actors. Special thanks to the:

Mayor of Mestia and City Council members
Mayor of Lentekhi and City Council members
DMO Svaneti and its supervisory board
GNTA - leadership and information analytic department
GESP - Georgia Economic Security Program USAID
Mestia LAG - local action group leadership
MTA - Mountain Trails Agency
RDA - Resort Development Agency
MDF - Municipal Development Fund of Georgia
NACHP - National Agency for Cultural Heritage Preservation
The USAID Economic Security Program

State companies and respected departments of the line Ministries responsible for energy, water-sanitation, solid waste and roads.

A special thanks to the project GRETA team for their unwavering cooperation and support.

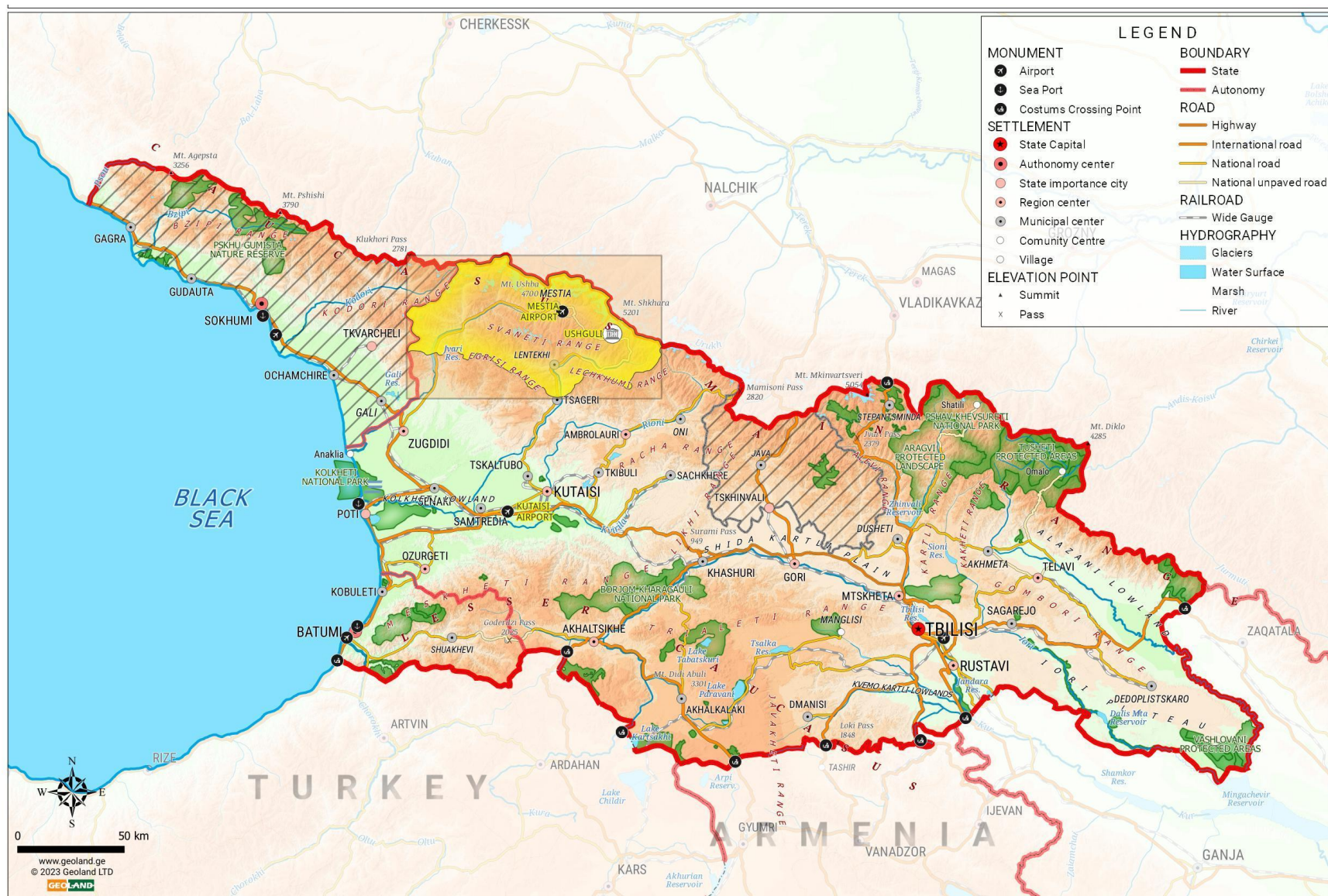
Acronyms

CBT	Community-Based Tourism
DMO	Destination Management or Marketing Organization
FIT	Free/Fully Independent Traveler
GIS	Geographic Information System
GNTA	Georgia National Tourism Authority
ITO	Inbound Tour Operator
MDF	Municipal Development Fund
MICE	Meetings, Incentives, Conferences, Exhibitions
MoCSY	Ministry of Culture, Sports and Youth
MoESD	Ministry of Economy and Sustainable Development
MSME	Micro, Small and Medium-Sized Enterprise
MTA	Mountain Trails Agency
NGO	Non-Governmental Organization
OTA	Online Travel Agency
PPP	Public Private Partnership
RDA	Resort Development Agency
SAVE	Scientific, Academic, Volunteer and Educational
SRD	State Road Department
SWMC	Solid Waste Management Company
TO	Tour Operator
LEPL	Legal Entity of Public Law
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
UWSC	United Water Supply Company

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Map 1: Location of Svaneti



Executive Summary

Project Background

The Austrian Development Agency (ADA), with the financial support from the Delegation of the European Union (EU), Government of Sweden and the Federal Government of Austria, implements the “Green Economy: Sustainable Mountain Tourism and Organic Agriculture (GRETA)” project. The project implements activities to [1] Improve the business environment for organic agriculture and sustainable mountain tourism; [2] create new and improved income opportunities in sustainable mountain tourism and organic agriculture and [3] strengthen the capacity of stakeholders active in these sectors. GRETA is implemented between 2019 and 2023 in selected municipalities of Georgia covering the Mestia, Lentekhi, Tsageri, Oni, Ambrolauri, Sachkhere, Chiatura and Tkibuli for the respected regions of Georgia - Samegrelo-Zemo Svaneti, Racha, Lechkhumi and Kvemo Svaneti and Imereti regions.

History of Tourism Development in Svaneti

Travelers first set foot in Svaneti at the outset of the 19th century, hailing mainly from Italy, England, Germany, Austria, Switzerland, and France—comprising alpinists and researchers. Among these pioneering voyagers, special recognition is due to D.V. Freshfield's "Exploration of the Caucasus," a notable work that recounted expeditions and journeys spanning the years 1860 to 1800, enriched with the lens of Vittorio Sella's photographs and pivotal insights. These explorers played a pivotal role in thrusting Svaneti onto the global tourist map. In subsequent times, particularly during

the Soviet era, Svaneti experienced an influx primarily of Russian tourists and those from other Soviet republics. These visits were characterized by their modest quality and affordability, lacking in exploratory allure and failing to contribute significantly to regional advancement. Nevertheless, they triggered noteworthy cultural and social transformations within the society. Hosting international hikers abruptly came to an end in the 1990s - a very difficult time in Georgia, with war, violence, political and economic turmoil, when tourism was forgotten. But after the Rose Revolution in the early 2000s, the situation began to change, and Svaneti's safe reputation began to be restored gradually.

Since 2007, the Georgian government has made significant investments in Upper Svaneti, aimed at promoting the development of the tourism industry while also contributing to the complex socio-economic development of the region. The state-funded large-scale projects in Svaneti are worthy of note, including the urban rehabilitation of the Mestia townlet's and conservation of the its historic districts, the complete rehabilitation of the Zugdidi-Mestia connecting highway and the laying of a new concrete road, the construction of the Mestia airport, the urban improvement of Mestia, and the Hatsvali mountain and Tetnuldi ski cableway complexes. The Hatsvali ski-area road to Mestia and the Ushguli-Mestia connecting road were also constructed, while the Mestia museum underwent complete reconstruction. Up to 100 historical towers were restored. Hydro-energy facilities and power transmission lines were constructed or rehabilitated.

In Kvemo Svaneti, the central square of Lentekhi township and the central area also underwent improvement works. The Ambrolauri-Tsageri-Lentekhi highway underwent complete rehabilitation, with restoration of the highway connecting Ushguli-Lentekhi pass and its complete rehabilitation still in progress (slated for completion in 2024).

The future of Tourism Development for Svaneti involves participation in the GRETA project activities and this destination development strategy process. Most important is the actual implementation of the Action Plan delivered out of this project, ensuring that the Assessment and Strategy are not simply a document that gets dusty on a shelf and forgotten.

Purpose of a Development Strategy

Destination management is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience. It takes into account the needs of visitors, local residents, businesses, and the environment. A tourism development strategy and action plan (herein referred to simply as the "Strategy" or "Plan") is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders, identifying clear actions that they will take, the apportionment of resources, and to insure long term sustainable management practices.. This document is designed to be utilized by stakeholders in the Svaneti region to advocate for themselves, to coordinate actions between public and private sector at municipal, regional and national level, to attract development aid and governmental funds to improve infrastructure and municipal services, and with that create

conditions to insure sustainable development and competitiveness of the Svaneti region.

Part 1: Situation Analysis and Assessment

The first phase of a Destination Development Strategy is research and analysis. For this project, [Part 1: Assessment](#) was drafted and completed in June 2023 as a means to build a shared understanding of the trends of the region's tourism economy, including its visitor profile, infrastructure, tourism sector services, challenges, and attractions to provide context for the development strategy, its vision, objectives, and action plans. The analysis presents relevant information about the current tourism situation in the winter and summer seasons and considers opportunities for improvement based on the findings.

The analysis process involved desk and field research, meetings and consultation with a wide range of stakeholders from local government, tourism operators, accommodation providers, small business owners, and residents across the Svaneti region. This work reflects information about a wide range of factors that directly or indirectly impact tourism development: geographic, political, demographic, urban planning, public services and infrastructure, cultural heritage, resorts, economic statistics, etc. The subject of the assessment is not only the tourism centers, but more focused on overall

opportunities covering remote villages, less visited areas and new products that can be developed within the framework of the 1-5 years of strategic planning.

Part 2: Strategy & Action Plan

The strategy and action plan provided in this document acts as a comprehensive roadmap for the future development of Svaneti as a world-class mountain tourism destination. It is structured with five strategic objectives followed by an action plan matrix with responsible parties, estimated budget and timelines, as well as key performance indicators.

Under the strategic objective of developing a better living and recreation environment, the strategy focuses on improving infrastructure and public services, including access to secure municipal services, urban and land use planning, sustainable energy supply, roads and regional connectivity, public transport and visitors' transportation, water supply and waste management. These initiatives aim to create a sustainable and well-developed environment that supports both the local community and the growing tourism industry.

To enhance Svaneti's unique selling proposition, the strategy proposes the development of world-class tourism products such as off-piste skiing opportunities, hosting international winter festivals and sporting events, revitalizing heritage sites, and creating new ski, equestrian, biking and hiking trails. These initiatives aim to attract adventure-seeking tourists and highlight the rich cultural and natural heritage of Svaneti.

Education and skills development in mountain tourism professions is emphasized in the strategy, which proposes the establishment of an adventure tourism school, creation of

professional education frameworks, international accreditation of trainers, and skills development programs for local hospitality and transport businesses.

In order to promote Svaneti in the global adventure market, the strategy outlines various marketing and promotional activities, including the development of marketing plans, maintaining an online presence, storytelling campaigns, engagement with content creators and influencers, collaboration with tour operators and travel agents, and participation in adventure travel trade shows and exhibitions.

The final objective emphasizes the importance of introducing efficient destination management practices. It highlights the need for effective DMO management practices, operational efficiency, positioning at the national and international level, and collaboration between public and private actors. These initiatives aim to ensure the smooth operation and coordination of destination management efforts in Svaneti.

Overall, this action plan provides a comprehensive and cohesive approach to the development of Svaneti as a sustainable and competitive mountain tourism destination. It addresses various aspects of infrastructure, tourism products, education, marketing, and destination management, with the ultimate goal of maximizing the economic and social benefits of tourism while preserving the region's unique cultural and natural heritage.



Strategy and Action Plan

Strategic Objectives

Creating strategic objectives further define that vision, providing the broad goals or desired outcomes that the destination aims to achieve over a specified period. These objectives serve as guiding principles for decision-making and resource allocation in order to enhance the destination's overall competitiveness, sustainability, and attractiveness. The following strategic objectives were developed from the destination's vision, stakeholder input, and an analysis of market trends and competitive landscape by a panel of industry experts.

The next level of detail in the plan offers strategic interventions or initiatives, which are the specific actions, projects, or programs implemented to support the achievement of the strategic objectives. These interventions are designed to address key challenges, seize opportunities, and bring about positive changes in the destination. They serve as the practical steps that contribute to the realization of the destination's strategic vision. Strategic interventions or initiatives can vary depending on the specific needs and characteristics of a destination, but typically include infrastructure development, product diversification, marketing and promotion, capacity building, sustainability initiatives, stakeholder collaboration, and destination branding and positioning. Each of these topics are considered in the following sections.

By implementing this Destination Development Strategy, we will position Svaneti as a world-class destination for winter and summer activities, offering unforgettable experiences to visitors from around the globe.

Vision

To create a thriving and sustainable tourism industry that establishes Svaneti as a globally recognized and sought-after destination offering exceptional winter and summer experiences for adventure-seeking travelers, which brings economic prosperity to the region while preserving its unique cultural heritage and natural beauty.

The following table is a summary of the Strategic Objectives and the interventions detailed in the document sections below.

Strategic Objectives	Improve infrastructure & public services	Create world-class tourism products	Develop workforce training and professional education programs	Promote Svaneti in the global adventure market	Introduce effective destination management
Initiatives	Urban & land use planning	Promote unlimited off-piste skiing	Open an Adventure Tourism School branch in Mestia	Create an effective annual marketing plan	Enhance the professional capacity of the DMO
	Regulated recreation infrastructure development	Develop new ski trails around existing resorts	Future Guides Summer School and Adventure Tourism Leader Program	Develop and maintain the Svaneti website	Collect visitor and service provider data and visualize it in GIS format for analysis
	Sustainable and quality energy supply	Host international events, festivals, and sporting events	Accreditation of trainers in adventure tourism education	Enhance the online presence of Svaneti	Increase operational efficiency of DMO Svaneti
	Roads and regional connectivity	Develop a “heritage trail”	Establish Financing Mechanisms for Adventure Guide Training	Create Svaneti visitor guide and map	Define the brand and positioning at national and international level
	Public transportation	Revitalize historic villages and heritage sites	Promote mountain guiding professions through guide offices and enhanced services	Implement a storytelling marketing campaign	Destination management network between public and private actors
	National & international transportation access	Develop valley to valley Trails	Enhance safety and risk management in mountain operations	Engage content creators and influencers	
	Water supply & wastewater	Develop new trails connecting neighboring regions	Support skills development for local hospitality and transport businesses	Collaborate with tour operators and travel agents	
	Solid waste management	“Guide-trail-hut-rescue” promotion	Enhancing destination and trails management	Participate in adventure travel trade shows and exhibitions	
		Improved standards of hospitality	Mountain Host Campaign- a tailored vocational training program	Launch targeted campaigns	
			Institutionalization and formalization of existing cultural knowledge	Implement brand guidelines	

1.0 Improve infrastructure and public services for a better living and recreation environment

The goal of creating a better place to live and visit encompasses a multifaceted approach that efficiently utilizes nature and manmade resources to support the local economy while ensuring sustainable management. It involves the respectful use of the cultural landscape in collaboration with its owners to preserve and promote the region's rich heritage. Addressing the expected consequences of climate change through evidence-based strategies is also vital, by implementing environmentally and socially responsible practices to minimize the destination's ecological footprint, preserve natural and cultural assets, and promote sustainable tourism development.

Integrating tourism into the socio-cultural environment, respecting traditional architecture and land use, and refurbishing services and leisure-specific infrastructures in a way that preserves authenticity are essential. By recognizing and promoting the distinctive features of Svaneti, its identity can be authentically presented and linked to the tourist program, creating a living, recreational, and economic area where tourism coexists harmoniously with the local population's real lives.

Furthermore, developing innovative mobility solutions and public services is necessary to enhance accessibility and convenience for residents and tourists. This includes enhancing transportation systems, building or upgrading tourism facilities, improving public amenities, and investing in the necessary infrastructure to support tourism growth and accessibility.

Ensuring quality public services for visitors and the local community is vital for the development of a thriving living and natural environment in Svaneti, supporting sustainable tourism. Access to reliable water and energy sources should be guaranteed through visitor service fees. Necessary interventions include stable water supply, sewage disposal, sustainable waste management, electricity and gas supply, communication systems, municipal health services, infrastructure for roads and riverbank protection, stormwater management, street lighting, municipal parks and recreation, urban and land use planning, efficient public transport, visitor infrastructure, air transportation, and monitoring natural hazards.

Given the interconnectedness and viability of these industries in extreme conditions, an integrated approach is essential. Cooperation models involving national, regional, private entities, and individual efforts are crucial. By implementing such an approach, Svaneti can establish a better living and recreational environment that supports economic viability and preserves its natural beauty.

1.1 Urban and land use planning to preserve historic settlements

Preserving and promoting the unique urban architecture of Svaneti is crucial for attracting visitors and serves as a significant unique selling proposition (USP) for the region. The conservation, preservation, and development of the urban environment fall under the purview of urban planning and land-use planning documents, along with their enforcement regulations. According to Georgian regulations, the endorsement and approval of such planning documents lie with the Municipalities. However, the elaboration of these documents requires input from a multidisciplinary group of experts.

Currently, Mestia municipality has obtained such documentation, albeit awaiting full approval from the local council. Nevertheless, the mere existence of this documentation is a positive step towards ensuring the respectful preservation of the urban and architectural heritage, while accommodating the needs of urban development through a balanced compromise.

In contrast, Lentekhi municipality is yet to possess such documentation, making it a top priority to develop it with financial support from the Government of Georgia (MoRDI) or international aid (MDF). Initiating and completing this documentation will be instrumental in safeguarding and enhancing the urban landscape of Lentekhi, reinforcing its appeal to visitors and ensuring sustainable development in the region.

1.2 Tourism infrastructure development in accordance with the urban plans and development investment

The development of tourism in Svaneti requires investment in specific infrastructure, including ski lifts, energy supply, transportation, hotels, restaurants, entertainment areas, and public spaces. Municipal authorities, local tourism stakeholders, conservation agencies, and educational institutions have limited capacity to meet or regulate these interventions.

To address this, coordination among business investment planners, real estate developers, infrastructure authorities, and local municipality stakeholders is crucial. The organization responsible for destination development should consolidate coordination functions and ensure international best practices for sustainable mountain tourism are followed.

Priorities in Mestia municipality include completing unfinished construction in Seti square, integrating urban development with the historic-ethnographic Museum and Hatsvali ski-lifts' lower station, and improving road connectivity to Tetnuldi ski station.

In Lentekhi municipality, immediate priorities include rehabilitating the historic-ethnographic museum as the visitors' entry point, assessing the feasibility of a new ski area, and revitalizing the Makhashi village as a heritage destination. These efforts, along with the construction of the new Shikhareshi airport, aim to integrate the region into the national tourism network.

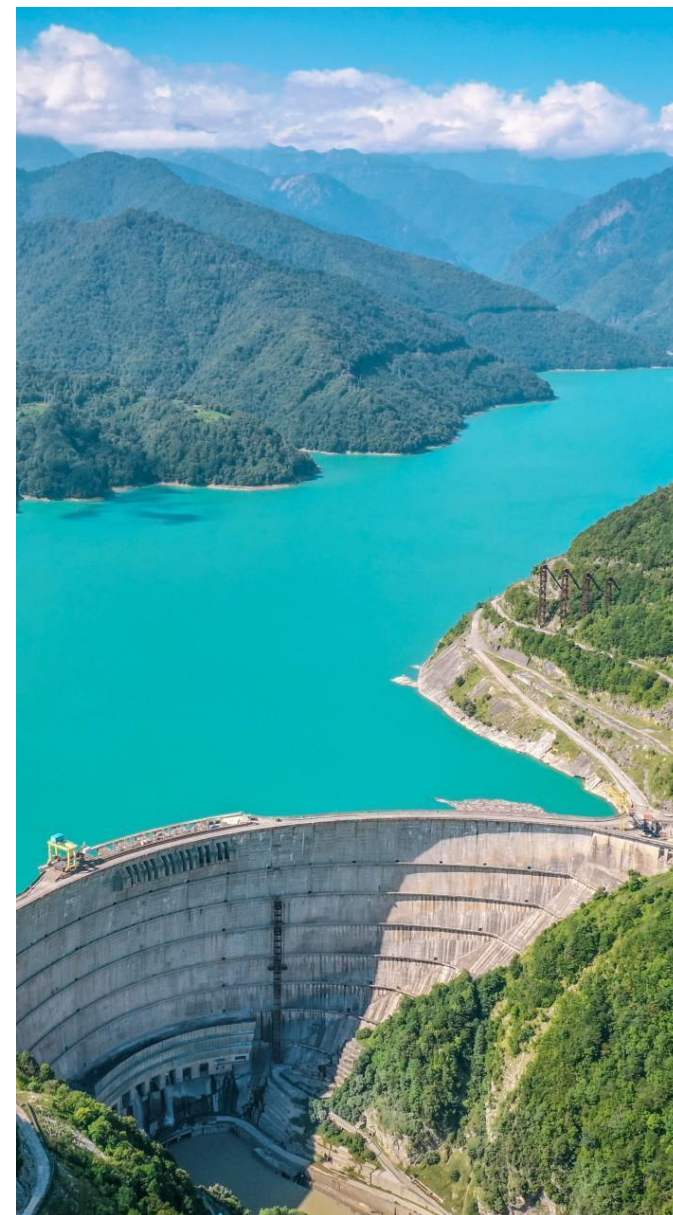
1.3 Sustainable and quality energy supply

Ensuring a sustainable energy supply has emerged as a critical issue for Svaneti. The assessment report indicates a conflict between public and private interests as the root cause. The local population, situated along the Enguri river watershed, has been benefiting from free electricity generated by the Enguri Hydro Power Plant (HPP). This government subsidy has been a social benefit to the community, with only larger economic entities such as hotels and ski lifts being charged for electricity. However, small family businesses and most of the population do not pay for their electricity consumption.

Energy consumption in Svaneti fluctuates depending on the population and the number of visitors, often increasing significantly (typically measured in per capita overnights). To improve and stabilize energy consumption and payments, it is necessary to modify the system of energy subsidies. One potential approach is to adopt a model similar to that of Kazbegi municipality, where consumption per capita or per family is subsidized by a fixed amount, while the remaining portion is billed at commercial tariffs.

Recommended activities should focus on several key areas. Firstly, improving the existing energy supply networks for users is essential. Additionally, increasing the use of renewable energy sources by installing medium and small-scale hydroelectric power plants to supply municipal buildings, residential houses, and private businesses can help enhance sustainability. Implementing a system of subsidizing residential energy use and introducing differentiated tariffs for commercial and non-commercial users are also important measures to consider.

Currently, small-scale hydroelectric power plants in the region have a total capacity of 82.0 MW. However, an open issue that requires attention is conducting a pre-feasibility study to assess the investment costs, maintenance expenses, and economic returns associated with constructing a natural gas supply infrastructure for the region. This study will provide valuable insights into the feasibility and potential benefits of such a project in Svaneti.



1.4 Roads and regional connectivity

Internal roads linking the municipal town with small villages and community centers are financed by the municipal budget through specific transfers from the central state budget. Often, these projects are implemented by organizations such as the Municipal Development Fund (MDF) or through direct procurement. Given limited funds, the municipality must prioritize its investment needs, considering both tourism development perspectives and the socio-economic needs of the specific communities.

Prioritization requires coordinated efforts to address tourism development requirements, support the return on public investment in ski lift facilities (including the access road to the Tetnuldi ski hub), improve roads leading to popular valleys and villages (such as Mazeri, Adishi, Nakra), and stimulate investment into hospitality businesses such as guesthouses and small hotels. Additionally, creating new opportunities for socio-economic regeneration in remote valleys by attracting investments along popular trails (such as huts and businesses at trail start/end points) and ensuring rescue capabilities are important considerations.

Internal roads and associated infrastructure play a crucial role in the region's social functionality, the communal economy, and the functioning of tourist infrastructure. Moreover, as many remote sites house water intakes and heads, their accessibility is vital for ensuring a reliable water supply for the municipality.

At the national level, the rehabilitation of the Zugdidi-Jvari-Estia-Lasdil section is a priority for state category roads. Currently, investments are underway to rehabilitate different sections of the central highway, construct new bridges (e.g., Okharkala River) and rehabilitate existing ones (Enguri, Magani, and Shkashgelia), as well as protect riverbanks.

In Mestia municipality, the total length of municipal roads is 832 km, of which 390 km are in good condition and 440 km require rehabilitation. Ensuring reliable road conditions away from the central road is essential for tourism development. Given the challenging accessibility to remote locations during winter and the isolation of settlements from mainstream communications and services, it is crucial to provide reliable and well-equipped municipal services during the winter season and improve the accessibility of remote settlements through internal roads. Expanding access to neighboring tourist regions, such as the road from Ushguli to Tsana, promotes and enhances the tourist area, creating additional opportunities for self-drive tourism.

In Lentekhi municipality, the national importance roads span 102 km, with 58 km paved from Lentekhi to Tsana. Rehabilitation is needed for 44 km, and a total of 28 km of roads connect the central road to villages. Prioritization of specific locations is necessary to identify areas with high tourism potential and concentrate activities around them to attract private sector interest and investment. Feasibility studies are recommended to assess the viability of re-establishing former alpine camps in Zeskho and Ailama, among other possibilities.

1.5 Public Transportation

Public transportation is currently unavailable in the region. Private sector services in both municipalities cater to visitors at a high cost. Practices from European tourism destinations demonstrate that public-private collaboration is crucial for extending tourism operations and benefiting larger areas, especially communities located further from the main destinations. For instance, the success of the Stubai Valley ski destination, located 10-20 km away from the ski lifts, was attributed to well-organized public transport often included in the ski pass. A similar case can be observed between Tetnuldi ski lifts and Mestia. Lentekhi will also benefit from public transport when visitors stay or enjoy trips to small villages along the Tskhenistkali or Lakhamula rivers.

In Mestia, a circular route called Mestia Langer can be arranged for both locals and tourists. Additionally, a small minivan and mid-size bus station can be established, operating regular routes that connect popular destinations such as the airport, Seti, museum, ski lifts, and other villages. At the regional level, during the high tourism season, a main circular transport route can operate, connecting Upper and Lower Svaneti through Mestia, Ushguli, and Lentekhi.

1.6 National and international access

Svaneti is connected to the rest of Georgia by the Zugdidi-Mestia state road along the Enguri River canyon, which spans 136 km. However, this poor quality access road presents numerous challenges and requires costly

maintenance and rehabilitation. These costs are the responsibility of the Ministry of Regional Development and Infrastructure (MoRDI) and the state road department. Another access route to Lower Svaneti is along the Tskhenistkali River, connecting it to Tsageri and to Tskhaltubo/Kutaisi or Ambrolauri in Racha. These two roads are interconnected by a mountainous 4WD section between Ushguli and Lentekhi via the Ugvidi Pass (rehabilitation works are currently underway). The Government of Georgia intends to undertake an expensive but strategically important road project that will connect Upper and Lower Svaneti through the construction of a tunnel. This project requires a feasibility study to demonstrate its environmental sustainability and economic viability. Once completed, the circular loop road will become the most popular tourist trail, offering numerous detour options.

The economic feasibility of re-establishing an airport in Chikhareshi/Lentekhi should be reassessed as it would facilitate domestic flights connecting Kutaisi, Mestia, Chikhareshi, and Ambrolauri. Exclusive private jet flights or regular flights operated by small airplanes with a seating capacity of 20-24 connecting major airports (Kutaisi, Batumi, Natakhtari, Tbilisi) with Mestia, and potentially with Chikhareshi/Lentekhi in the future, is unquestionable. The successful operation of Mestia Airport, with year-round subsidized flights, serves as a perfect example. It is highly recommended to capitalize on this opportunity by increasing the number of flights, at a higher cost for international visitors, due to the high economic returns.

1.7 Water supply and wastewater

According to the assessment, only Mestia town has a proper and well-treated water supply system, while wastewater discharge is untreated. Other destinations and villages rely on gravity-fed spring water systems without proper treatment. This issue needs urgent attention, especially in locations with high tourist concentration, such as Ushguli village, ski lift hubs, and upcoming areas. To prevent or mitigate risks, targeted investments using public funds should be allocated. This can be facilitated through the national-level state company UWSUC or at the municipal level through MDF, which has experience in utilizing international aid funds for the benefit of the municipality. These issues are equally important for Mestia and Lentekhi towns and resort areas.

Approximately 20% of Mestia households and private users do not have 24-hour water supply due to insufficient flow, and water quality is significantly affected by weather conditions and soil pollution. Therefore, upgrading the water supply system in Mestia is an urgent priority. Under an ADB-funded project, UWSCG signed a contract in 2019 with an international contractor for the construction of the Mestia wastewater treatment plant. However, negotiations are currently underway to change the contract due to objective circumstances encountered during implementation.

Most communities in Svaneti rely on artisanal water supply systems with spring water intakes, except for Ushguli, where a capital water supply system is partially implemented and needs completion. The municipality has initiated the design and construction of water supply systems in individual villages with the assistance of professional engineers to improve drinking water quality and its stability.

Apart from Mestia, only the village of Pari, with up to 40 households, has a septic-type wastewater treatment unit. Larger villages along the central highway with significant tourism potential, such as Ushguli, Kala, Adishi (under construction), Mulakhi, Ipari, Tsvirmi, Lenjeri, Latali, Becho, Eceri, Lakhashula, Nakra, Chuberi, and Khaishi, require urgent wastewater treatment solutions.

Lentekhi Municipality has been investing in the sector through State Procurement Agency electronic tenders, including rehabilitation and new construction of 19 rural water supply systems and the preparation of design documentation for wastewater treatment. UWSCG has initiated state procurement for the design and construction of the water supply system optimization in Tsageri town, Lower Tsageri village, and Lentekhi. This includes the construction of additional water intakes and main pipelines to ensure 24-hour water supply, which is currently unreliable and subject to seasonal fluctuations. Similar to Mestia, Lentekhi Township has a wastewater network without treatment facilities, directly discharging into the river. Upgrading this system is a critical priority. Villages along the central highway with good tourism potential require urgent wastewater treatment solutions, such as Sasashi, Luji, Leuseri, Tekali, Mami, Chvelier, Durashi, Babali, Khopuri, Kvedreshi, Rtskhmeluri, Kheledi, Tvibi, Jakhunderi, Lemzagori, Chikhareshi, Mele, and Shkedi.

1.8 Solid waste management

Currently, Mestia and Lentekhi municipalities lack proper solid waste landfills. The state company Solid Waste Management collaborates with municipal services to collect and transport solid waste to distant landfill sites. This approach raises questions regarding its suitability for the regions, considering the long distances and difficult accessibility.

Solid waste management in the area, based on the National Regional Strategy of the sector, is being implemented without the establishment of regional sanitary landfills. Instead, a waste transfer station operated by the Waste Management Company of Georgia is utilized, while waste removal arrangements fall under the responsibility of municipal governments. The main urgent tasks include improving waste removal efficiency from settlements by developing a network of regional and local roads, providing suitable technical equipment for municipal services, and training personnel.

Specific key activities for the region, as required by the Waste Management Code of Georgia, are as follows:

- Gradual implementation and operation of waste collection systems for separate municipal waste collection, along with educational initiatives to encourage the population's transition to proper waste separation.
- Introduction of Extended Producer Responsibility (EPR), which mandates that manufacturers design products in an environmentally friendly manner, reducing negative environmental impacts and waste generation during production and use.
- Planned reduction of biodegradable waste disposed of in landfills.

In line with these objectives, the Waste Management Company plans to establish a second waste transfer station in Mestia municipality near the village of Lakhani. Additionally, within the framework of the "Kutaisi Solid Waste Integrated Management Program," a waste transfer station is planned for Tsageri municipality, serving both Lentekhi and Tsageri municipalities. The construction of a third transfer station between Kala and Ipari will significantly reduce transportation distances for villages, thereby increasing the efficiency of the municipal service company and reducing operation and maintenance costs.



2.0 Enhance Svaneti's unique selling proposition by creating world class tourism products

This strategic objective aims to position Svaneti as a premier destination for adventure tourism and encompasses several initiatives that include promoting off-piste skiing opportunities, developing new ski trails, hosting international events and competitions, revitalizing historic urban environments and heritage sites, connecting communities and valleys through trails, and improving hospitality standards and entertainment options.

Svaneti's ski resorts, Hatsvali and Tetnuldi, offer unparalleled opportunities for off-piste skiing and freeride experiences, attracting skiing and snowboarding enthusiasts from around the world. The development of new ski trails and the establishment of a ski-touring network further enhance the adventure offerings in the region. Hosting international events, festivals, and sporting competitions not only showcases Svaneti's expertise but also fosters networking and exchange within the adventure tourism industry. Initiatives like the Guide's Marathon and Guide's Competitions elevate the region's profile and attract professionals from various adventure disciplines. The creation of heritage trails, the revitalization of historic urban environments and heritage sites, and the development of equestrian, mountain biking, and hiking trails connect visitors to Svaneti's rich history, cultural traditions, and natural beauty. These experiences provide immersive travel opportunities and highlight the unique identity of the region. Improving hospitality standards, accommodations, food quality, and entertainment options ensures a memorable and enjoyable stay for visitors. By emphasizing the "Hosts and Guests" relationship, Svaneti aims to provide exceptional hospitality and authentic experiences, complemented by traditional performances, cultural events, and outdoor activities.

Overall, these initiatives collectively contribute to enhancing Svaneti's reputation as a world-class adventure tourism destination, introducing new tourism products or experiences that cater to different market segments - such as adventure tourism, cultural heritage tourism, ecotourism, or niche markets like culinary tourism or wellness tourism - attracting a diverse range of visitors and offering unforgettable experiences in a unique and captivating setting.

2.1 Promote unlimited off-piste skiing opportunities around Tetnuldi ski-area

Skiing and snowboarding enthusiasts are finding less enjoyment on groomed slopes at most developed ski resorts due to restrictions on skiing outside of those areas. However, Svaneti's ski resorts offer a refreshing change. With modern ski lifts and high-quality groomed slopes, both Hatsvali and Tetnuldi provide the freedom to explore beyond the designated trails.

Hatsvali, known for its beautiful "home run" that winds through the forest, spans an altitude range of 2400 to 1700 meters. In the near future, it will be expanded to include new slopes that connect to Mestia settlement, enhancing the overall ski area experience.

Tetnuldi, with its enchanting mountain landscape, presents endless possibilities for freeride enthusiasts. This uniqueness attracts freeskiers and experts from the international ski and snowboard community. Spanning an altitude range of 3200 to 2200 meters, Tetnuldi's ski area is set to undergo further development by the Mountain Resorts of Georgia (MTA), the ski area operating company. Plans include constructing a new gondola station to connect the valley (village Mulakhi) with the ski resort, providing even more opportunities for exploration and adventure.

2.2 Develop new ski trails around existing resorts (Tetnuldi and Hatsvali) and beyond

Ski-touring network: Ski-touring is a rapidly growing segment within the ski/snowboard industry, attracting a wide audience in Europe and North America who are constantly seeking new adventures and destinations. Svaneti, with its untapped potential, offers limitless opportunities to establish an extensive network of ski-trails that connect valleys and ski-resorts.

One advantage of ski-touring is that enthusiasts are always on the lookout for new slopes and destinations to explore. The necessary preparations primarily involve setting up affordable cabins and mountain huts along the trails, as well as ensuring decent accommodation options at guesthouses or mountain lodges located at the starting and ending points of the routes. The most active season for ski-touring is spring-early summer, providing an ideal opportunity to bridge the gap between winter and summer seasons.

Ski-touring festivals and competitions serve as effective tools to generate interest among amateur athletes. Svaneti possesses a unique advantage by offering ski-touring cross-runs that connect the valleys of upper and lower Svaneti (refer to the proposed runs/trails on the map).

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Svaneti Freeride World Tour

2.4 Develop a “heritage trail” that retraces historical events and folk festivals

Svaneti Heritage Trails is a unique concept that combines adventure travel with rich historical content, creating a connection to the places, events, and memories of the region. Inhabited since ancient times, the Svan community has diligently preserved its language, architecture, cultural traditions, and rituals. These elements come to life during religious days, folk festivals, and event memorial days, all of which take place in remote mountain locations.

The ultimate objective of the heritage trail is to weave together these significant sites into a thematic trail, aligning with the festival calendar to create a truly immersive experience. One recommended theme out of many options is: embarking on a journey to retrace the famous mountaineers' climbing routes that were conquered in the Caucasus region during the late 19th and early 20th centuries.

2.5 Revitalize historic villages and heritage sites for living history experiences

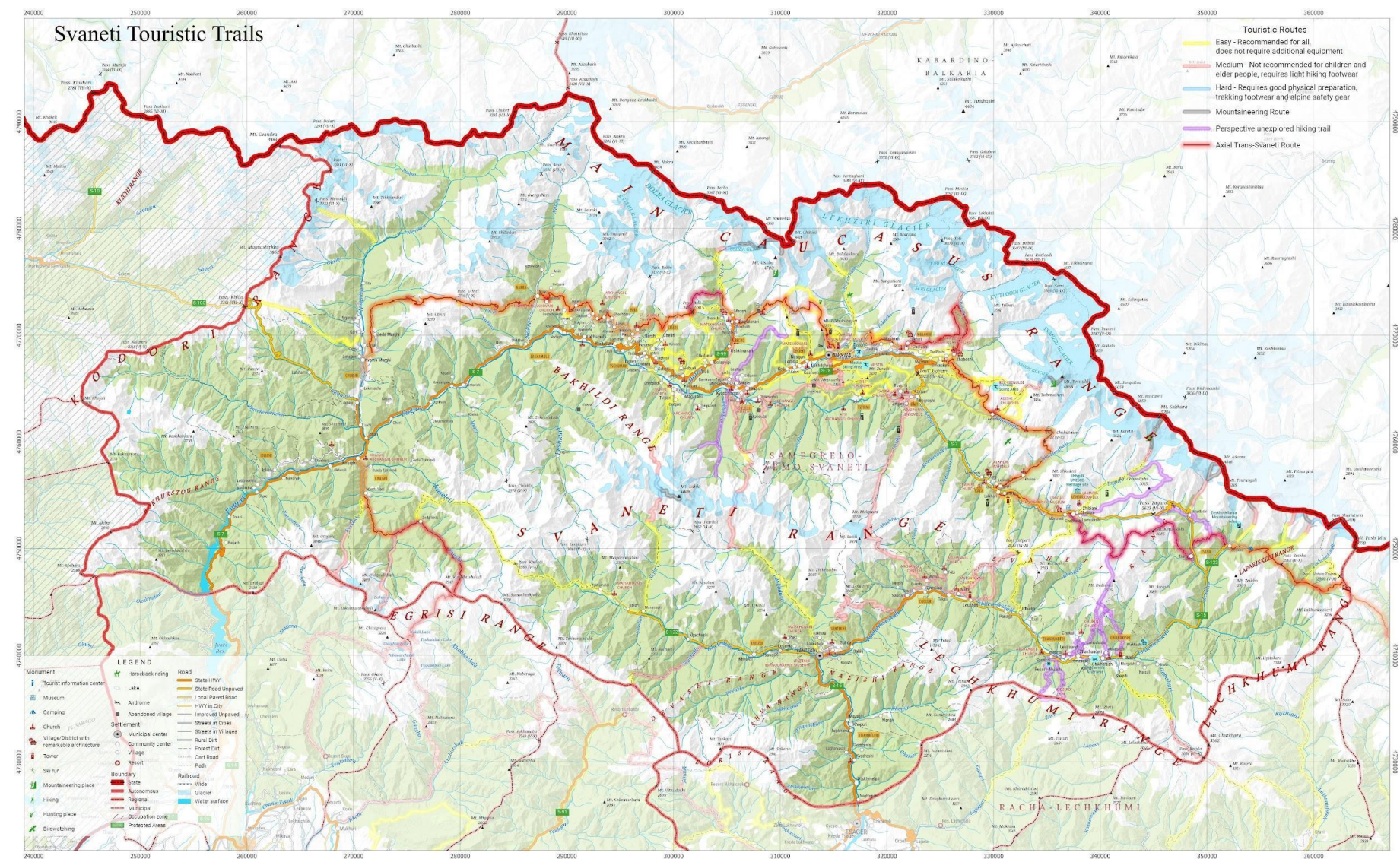
The unique Svaneti dwellings and towers serve as the distinctive trademark that can be recognized almost anywhere. It is worth venturing beyond mere architectural preservation efforts to breathe life into these locations. The key lies in respecting the rules of conservation while simultaneously imbuing the place with vitality by sharing authentic stories about the people who have inhabited these lands for centuries.

By organizing folk events, artistic festivals, culinary masterclasses, and song and dance lessons, unforgettable “living history” experiences can be created, firmly establishing Svaneti as a destination steeped in captivating narratives. To ensure the success of such interventions, it is crucial to focus on urban heritage sites with appropriate conservation status and the active involvement and enthusiasm of the local community. In this regard, the historic communities of Lahili and Lanchvali in Mestia present ideal opportunities.

2.6 Connect historic communities “from valley to valley” with new equestrian, mountain biking and hiking trails

Currently, the majority (80%) of visitors to Svaneti travel by car between Mestia and Ushguli, resulting in overcrowding and a limited capacity to provide the desired experiences. “From valley to valley” offers an alternative approach by combining off-road drives with day-long hiking, trekking, and horseback riding journeys along historic mountain pathways that connect one valley to another without relying on the main highway. Tours are centered around villages, some of which are remote, and already possess the capacity to accommodate groups of travelers through homestays, camps, or guesthouses. This combination is tailored for individuals with an interest in moderate physical activities, such as day hikes lasting 4-5 hours. Local guides assist in designing a network of trails that are readily accessible and can be promoted as a unique selling point, offering enriching experiences for visitors along the way. Svaneti's geography features parallel valleys connected by historic horse roads and trails, offering opportunities for equestrian, mountain biking, and hiking adventures.

Map 2: Tourist Routes and Trails



2.7 New regional trails connecting Svaneti, Samegrelo, Racha

Connecting Upper and Lower Svaneti involves traversing the Svaneti ridge on foot, horseback, bike, or 4WD vehicles. The terms "Upper" and "Lower" Svaneti hold historic-geographic significance, delineating the areas where Svanetians reside. These two regions differ in their nature and geographic characteristics, with the Svaneti ridge (less known among climbers) acting as a division. The Svaneti tourism strategy aims to reunite these historically defined regions into one destination, despite the limited connectivity and the fact that they fall under separate administrative regions.

Currently, road rehabilitation projects are underway to significantly improve the road linking Ushguli (upper Svaneti) and Lentekhi (lower Svaneti) through the Ugvir pass. Once completed, this road will enable visitors to embark on an enticing tour of Svaneti, offering a popular 4-5 day itinerary that combines various modes of travel and diverges from the mainstream route. Additionally, shorter one or two-day journeys on foot, horseback, or bike can be seamlessly integrated with 4WD travel to cross the Svaneti ridge. These trails have been meticulously studied, marked, and illustrated on the attached maps, with the invaluable support of local guides.

2.8 Secure partners to promote concept of “guide-trail-hut-rescue”

"Guide-Trail-Hut-Rescue" is an essential framework necessary for creating attractive, competitive, and safe adventure travel products. In many Alpine countries, the collaboration between mountain trail planners, guides, hut owners, and rescuers has a long-standing tradition, serving as a cornerstone of secure and experience-driven mountain travel. Drawing from this valuable experience, one of the key strategic objectives is to establish partnerships that foster cooperation among representatives from these four groups.

The initial focus is on creating a network that centers around the most popular and in-demand trails already frequented by travelers. This initiative involves assessing current demands, meeting service and safety requirements, and bringing together trail planners, guides, marketing experts, and public emergency services. Further details regarding these activities are outlined in another strategic objective (3) dedicated to workforce and institutional development.

2.9 Hospitality concept based on “Hosts and Guests” relation accompanied by the improved standards of accommodation, mountain huts, quality of food and entertainment

Svaneti should enhance its hospitality concept based on the "Hosts and Guests" relationship, accompanied by elevated standards of accommodation, mountain huts, quality food, and entertainment. Efforts should be made to elevate the quality of accommodation options in Svaneti, focusing on providing diverse and comfortable choices for guests. Traditional guesthouses should offer a glimpse into the warmth and authenticity of Svanetian homes, while mountain huts should provide cozy accommodations for adventurous trekkers. In addition, Svaneti's culinary scene should be enhanced, with a focus on highlighting local ingredients and traditional recipes. Visitors will be able to savor the unique flavors of Svanetian cuisine, from hearty stews to freshly baked bread and artisanal cheeses.

To enrich the guest experience, a range of entertainment and leisure activities should be curated. Cultural performances, storytelling sessions, and traditional music events will showcase the vibrant arts and folklore of the region. Outdoor enthusiasts will have the opportunity to partake in activities such as horseback riding, guided hiking tours, and skiing, taking full advantage of the breathtaking landscapes that Svaneti has to offer with the appropriate safety and rescue measures. By implementing these recommendations and emphasizing the "Hosts and Guests" relationship, Svaneti will strive to provide an exceptional and unforgettable hospitality experience for every visitor.



3.0 Establish a workforce development and education program for mountain tourism professionals

Workforce development for mountain tourism professionals in Svaneti is a strategic objective aimed to enhance the competitiveness of mountain tourism professions and position Svaneti as an exceptional mountain destination and as a hub for adventure tourism education and training. This objective recognizes the importance of providing training and education programs for tourism stakeholders, local communities, and service providers to enhance their skills, knowledge, and capabilities in delivering quality tourism services to meet the growing demand for adventure tourism services and ensuring the long-term success of the region. Workforce development and training opportunities play a crucial role in the success and sustainability of any mountain adventure destination.

As the demand for mountain tourism continues to grow, it becomes essential to ensure that guides and other professionals in the industry possess the necessary skills, knowledge, and expertise to provide safe, enjoyable, and informative experiences for visitors. Key reasons for an established framework and educational system include: safety, enhanced visitor experience, environmental stewardship, professionalism and reputation, and economic impact. To promote workforce development and training, Svaneti can collaborate with educational institutions, industry associations, and experienced professionals. They can establish training programs, workshops, and mentoring opportunities that cover a wide range of skills, including safety and risk management, customer service, cultural awareness, environmental conservation, and technical expertise related to specific activities. Continuous professional development programs should also be encouraged to ensure guides and professionals stay updated with the latest industry trends and best practices.

By investing in the development and training of guides and mountain tourism professionals, Svaneti can differentiate itself, enhance visitor experiences, foster sustainability, and drive economic growth. Ultimately, a well-prepared and knowledgeable workforce is instrumental in positioning the destination as a premier choice for mountain enthusiasts and ensuring long-term success.

3.1 Open an Adventure Tourism School branch in Mestia

The Adventure Tourism School (ATS) and its predecessors, including the Georgian Guide Service, Georgian State Mountain Guide School, and Georgian Mountain Guide Association, have been instrumental in developing guiding institutions and educational platforms since the early 1990s. Their mission has remained consistent: to educate local youth and empower them to become true leaders in adventure tourism. With the formalization of the education process, the Adventure Tourism School has significantly expanded the number of training programs and graduates since its establishment in 2016.

To ensure long-term sustainability in Svaneti, the construction of the branch “ATS West Point” in Mestia will serve as a strategic stabilizing factor. This expansion has already proven successful in Gudauri and Kazbegi regions. Key stakeholders, such as the Ministry of Education, Skills Agency, Mountain Tourism Association, Georgian National Tourism Administration, and Resorts Development Agency, recognize the importance of supporting the operations of the Georgian Mountain Guide Association and Adventure Tourism School in Svaneti. This highlights the urgent need for qualified adventure guides, ski instructors, rescuers, ski-lift servicemen, and avalanche hazard service personnel.

By bringing adventure tourism programs to Svaneti in western Georgia, ATS West Point will greatly increase accessibility and

3.2 Future Guides Summer Schools and Adventure Tourism Leader Program

provide equal professional education opportunities to more students, including those from rural communities in lower and upper Svaneti, as well as Lechkhumi, Tsageri, and Samegrelo. This expansion will particularly benefit girls in rural areas, where educational and employment opportunities are currently limited. The potential for growth and development in these areas is enormous, and ATS West Point will play a crucial role in unlocking these opportunities and fostering a more favorable educational and employment environment.

ATS West Point will establish a comprehensive TVET formal education program/matrix, providing a wide range of interrelated non-formal, short certificate, and professional diploma courses. This innovative Adventure Skills Pathway will serve as a vital roadmap, guiding ambitious youth from all corners of Svaneti towards successful careers in adventure tourism. Each step along this educational journey will seamlessly connect to the next, ensuring a holistic and progressive learning experience.

ATS West Point will replicate and authorize existing popular and in-demand programs tailored specifically for Svaneti. These programs will encompass a diverse array of exciting disciplines, including Trekking Guide, Ski Guide, Alpine Guide, Canyoning Guide, Ski Teacher, Rock Climbing Guide, Equestrian Tour Guide, Rafting Guide, and many more. By offering these specialized courses, ATS West Point aims to meet the industry's demands and equip aspiring professionals with the necessary skills and knowledge to excel in their chosen adventure tourism fields.

The program will focus on delivering essential adventure tourism competences, including Risk Management, Outdoor Skills, Navigation, and more. Participants will also develop transferable

skills such as Leadership, Organization, Teamwork, and gain technical expertise in various adventure tourism disciplines like Rock Climbing, Hiking, Canyoneering, Cycling, and more.

Future Guide Summer Schools will seek partnerships with private companies and public organizations that will be willing and capable of supporting this platform. By investing in the grassroots development of adventure skills in Svaneti, a more resilient and sustainable guiding industry will be created, long-term training costs will be reduced, and significant growth in the number, quality, and diversity of certified professionals will be achieved within a shorter time frame. The program aims to equip the youth of Svaneti with the necessary skills and knowledge to excel in the adventure tourism sector, thereby ensuring the long-term success of the region as a premier destination. It is estimated that about 100 middle/high school freshmen will enroll every year, with at least 50% of them expected to continue vocational education in adventure tourism.

3.3 International accreditation of qualified trainers in adventure tourism education

3.4 Establish a Multi-Source Financing Mechanism for Adventure Guide Training

Formal professional education in Georgia primarily relies on state budget funding, which is allocated through government agencies,

Catering to the surging demand for adventure guides in the adventure tourism industry of Svaneti, ATS faces a pressing need for field experts. However, the educational sector encounters challenges due to limited resources compared to the commercial sector. To bridge this gap, ATS West Point, in collaboration with the Supervisory Committee, aims to establish partnerships with renowned international organizations like IFMGA and UIMLA. These alliances will facilitate the engagement of expert professionals from abroad, who will contribute their valuable knowledge and skills to the adventure tourism training process.

Securing the necessary funding becomes a crucial next step, as it will enable the compensation of trainers' fees and support the overall Adventure Tourism Education at ATS West Point. Investing in building a pool of qualified trainers and experts is of utmost importance to meet the escalating demand for quality education in adventure tourism and ensure the sustainable growth of the industry.

Taking into account the ratio of adventure students per trainer, which ranges from 1 trainer to 2 students for high altitude mountaineering to 1 trainer to 6 students for trekking, ski touring, horse riding, rafting, etc., a minimum of 15 Guide Experts should be estimated within a 5-year period to meet the demand for various specializations.

public-private partnerships, and programs like the Ministry of Education & Science and Vocational Skills Agency.

The Voucher System, administered by the Ministry of Education, stands out as a notable financing mechanism for diploma courses. It provides individuals with vouchers that fully cover the cost of

specific diploma programs. Additionally, the Vocational Skills Agency offers financing for training and retraining programs, catering to those seeking to enhance their skills or transition into new careers. Both sectoral private enterprises and TVET providers (colleges) can develop market-demanded training programs, authorize them with NCEQE, and receive co-financing from the Vocational Skills Agency.

The Skills Industry in Georgia also benefits from funding through a wide range of programs supported by donors and international organizations such as USAID, BMZ, KFW, GIZ, ADA, GRETA, as well as targeted financial support from the US Embassy and other diplomatic missions. These initiatives encompass areas such as TVET promotion, gender equality in the Skills Industry, and representation of vulnerable communities.

Despite some private sector involvement, it currently accounts for only around 10% of TVET funding in Georgia, according to a 2019 report by the European Training Foundation. This indicates a significant potential for increased private sector participation in financing and supporting TVET, presenting opportunities for further growth and development in Georgia's formal professional education landscape.

3.5 Promote Mountain Guiding Professions through Guide Offices and Enhanced Services

To boost the mountain guiding professions in the region, it is essential to establish a network of "guide offices" that offer comprehensive adventure guiding and travel operating services. This initiative aims to encourage certified guides to establish regional Guide Offices, enabling them to provide competitive services delivered by internationally certified adventure guides. These offices will serve as a vital resource for visitors, providing essential information on trail and mountain route conditions.

Collaboration with the local Destination Management Organization (DMO) is crucial in promoting the region. Guide offices can actively participate in international adventure tourism events, contributing to regional promotion efforts. By leveraging their expertise and local knowledge, guide offices will play a pivotal role in supporting and coordinating activities with rescue services, as well as huts and trail managers.

3.6 Enhance Safety and Risk Management in Mountain Operations

Ensuring the safety of mountain operations is paramount in the realm of adventure tourism. A comprehensive approach to safety and risk management is essential at all levels, spanning Policy, Institutional, Corporate, and Field aspects. Given Svaneti's status as an adventure tourism destination, establishing robust safety and risk management mechanisms becomes a strategic objective.

ATS West Point, in collaboration with the DMO, should develop a concise non-formal training course focusing on Safety and Risk Management. This course should be tailored for tour operators, hotels, practicing guides, and other stakeholders within the tourism infrastructure. By enhancing the knowledge and skills of these professionals, a safer environment can be fostered. The DMO should also initiate an awareness-raising campaign targeting key stakeholders that aims to engage a critical mass of stakeholders who will actively contribute to the implementation of safety measures. Collaborative efforts among the Mayor's Office, ATS West Point, DMO, Guide Office, GNTA, M.T.A, and the Skills Agency are necessary to establish an Adventure Tourism Forum. This platform serves as a venue for addressing crucial and pressing topics related to "Safety in Adventure Tourism." The forum will facilitate discussions on policies, legal frameworks, regulations, skills provision, safety and rescue infrastructure, and more.

By implementing these measures, Svaneti can bolster its safety and risk management systems, ensuring a secure environment for adventure tourism activities. The collaboration and cooperation

3.8 Enhancing Destination and Trails Management

among key stakeholders will foster a comprehensive approach to safety, further enhancing the reputation and attractiveness of Svaneti as an adventure tourism destination.

3.7 Support Skills Development for Local Hospitality and Transport Businesses

Local hospitality providers, including hotel, transport, and catering business owners, often have limited personnel, mainly consisting of family members. It is crucial to support their skills development and enhance their capabilities. In collaboration with the Skills Agency, GNTA, and other stakeholders, the local TVET College Tetnuldi should undertake an assessment of the skills gap among local hospitality providers. Based on the findings, tailored training and retraining programs should be developed and delivered. When designing the training modules, special emphasis should be placed on preserving authenticity. This ensures that the delivered tourism products maintain a high value and reflect the unique characteristics of the region. Then the overall quality of the tourism experience in Svaneti can be elevated, leading to increased visitor satisfaction and positive word-of-mouth promotion.

Local drivers also play a crucial role in the tourism industry, particularly in overland touring. To improve their performance capabilities, it is essential to address their interpretation skills and enhance their knowledge of overland touring. Language courses can significantly boost their abilities and enable some drivers to expand their portfolios.

Mountain Trails Agency in collaboration with Tetnuldi College, and ATS West Point should aim to establish training programs for ski resort personnel, focusing on cable car maintenance, snowcat mechanics, and box office operations.

A special attention should be given to the training and retraining of personnel and managers responsible for overnight huts and mountain lodges. These facilities should be strategically located at reasonable distances from each other, offering diverse functions and belonging to different categories while embodying various authenticity elements. Additionally, a system of trans-regional hiking pathways and animal-drawn transportation should be established to connect these accommodations. It is essential to train personnel for the development and maintenance of these facilities. Adventure Guides should be prioritized as a target group for training, given their natural familiarity with the environment and existing business operations in the area.

A certificate course for Trail marking and maintenance should also be developed to train specialists who will be responsible for planning, marking, and maintaining trekking routes in accordance with the National Technical Regulation on Planning and Marking of the Trails. The course should primarily benefit individuals from the local communities in the Svaneti region, where trail development is actively taking place. By participating in this course, locals will acquire the necessary skills and competencies, leading to increased local expertise and the creation of additional job opportunities.

3.9 Mountain Host Campaign - a tailored vocational training program

The objective of the Educate, Equip & Expose Program is to train Svaneti Hospitality Industry professionals as Mountain Tourism Hosts and to meet the growing demand for high-quality service while providing an authentic local experience. This program will serve as an interim solution, engaging locals in the tourism industry, providing job opportunities, on-the-job training, continued education, and a qualified local workforce to bridge the gap between demand and supply in the TVET industry.

The program will equip the tourism industry workforce with the necessary skills for employability and employment in the mountain tourism value chain. It will focus on developing specific skills adjusted to meet the demands of the incoming tourism industry. The desired outcome is a critical number of trained and promoted local Mountain Tourism Hosts in Svaneti who can serve as competent local counterparts, tour leaders, and corporate representatives for incoming tour operators, DMOs, and MICE industry. They will also be capable of guiding adventure tours in limited competence areas.

The educational component of the program will consist of various courses developed based on existing and newly designed TVET programs, including sustainable tourism principles with a strong emphasis on preserving the unique treasures of Svan language, Svanetian lifestyle, traditions, and art. The courses will cover the basics of incoming tour operations, with an emphasis on providing exceptional service, as well

as management, finances, logistics planning, entrepreneurship, and more. Practical experiences and insights from leading tour operators and successful hotel and restaurant owners will be incorporated to provide students with practical tips and standard operating procedures to establish a solid foundation for their performance in the incoming tour industry and develop their own small tourism businesses (guesthouses, hostels, rental services, etc).

To support successful graduates, a small grants scheme should be established to assist in upgrading their current operations. Local DMOs, GNTA, and other public stakeholders should develop promotion plans and campaigns for Mountain Tourism Hosts through national and international networks. A web portal featuring their profiles should be created, and their promotion and exposure at industry exhibitions domestically and internationally should be prioritized. Selecting 20-30 beneficiaries annually over a span of 5 years will create a significant workforce of knowledgeable and competent Mountain Tourism Hosts who can serve as local counterparts for the incoming tourism industry, guide in limited adventure tourism areas, and contribute to the overall growth and success of Svaneti as a mountain tourism destination.

3.10 The institutionalization and formalization of existing spontaneous knowledge in the field of cultural heritage

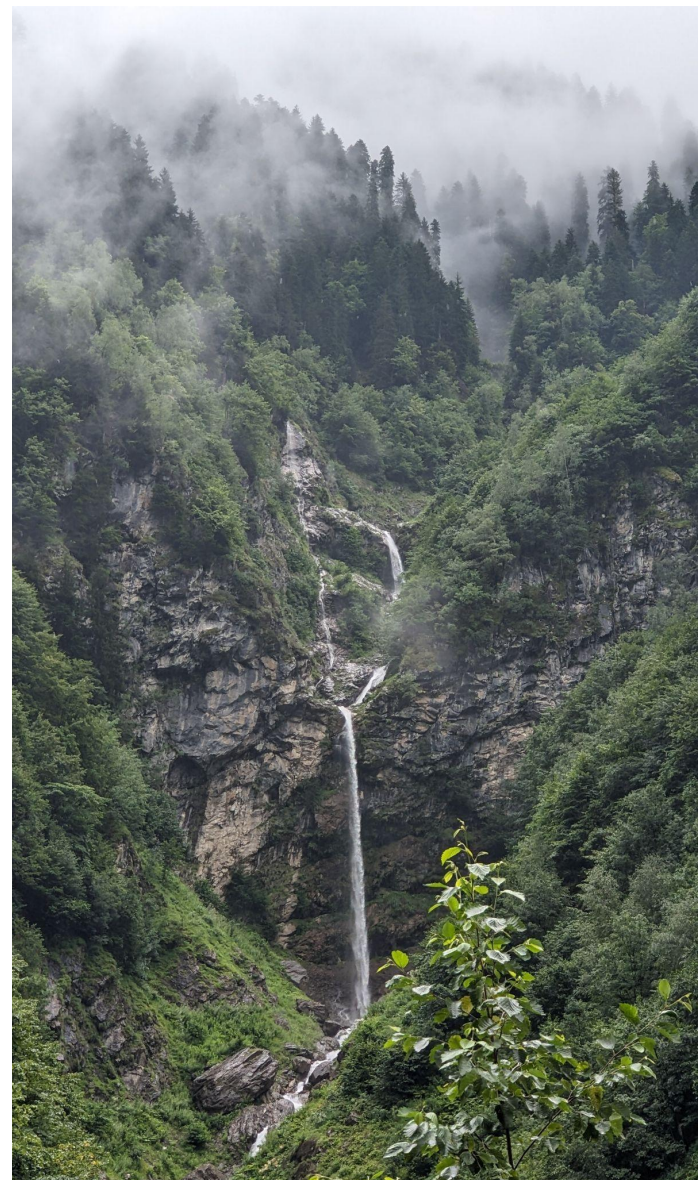
A new training course should be introduced at the local vocational school "Tetnaldi." This course will serve as a bridge between local traditional knowledge and national and international standards of valorization of cultural heritage properties. By combining these elements, the course will ensure the preservation of knowledge and produce qualified personnel who will be responsible for proper interpretation of history and culture of Svaneti to enhance experience-based travel. The implementation of this course will not only create additional employment opportunities but also actively involve the local youth and others in the process of protecting and their own culture, fostering a sense of ownership and pride.

4.0 Promote Svaneti in the Global Adventure Market

This objective focuses on developing a strong destination brand identity, creating a unique value proposition, and positioning the destination globally in the minds of target audiences to differentiate it from competitors and attract specific market segments worldwide. By effectively promoting Svaneti with targeted messaging, appealing to the right markets, and ensuring high-quality services, Svaneti can position itself as a top-tier adventure tourism destination. To achieve this, Svaneti should focus on experiential-based segmented marketing, storytelling campaigns, regional marketing efforts, and collaboration with tourism associations.

To promote Svaneti in the global adventure market, an effective marketing strategy should be designed and agreed between the regional DMO and national partner GNTA. It is crucial to align marketing efforts with the GNTA Strategy and Marketing Plan, developing comprehensive marketing campaigns and strategies to raise awareness, attract target markets, and promote the destination's unique selling points, such as its natural beauty, cultural heritage, or recreational activities. GNTA, the leading national agency promoting tourism on a global scale, is a well-established and well-funded institution with significant expertise. Therefore, it is of utmost importance to maintain cooperation and ensure the stewardship of GNTA in promoting Svaneti as an integral and distinctive destination in Georgia.

Online presence should be enhanced through a dedicated website and engaging storytelling campaigns that captivate potential travelers. DMO Svaneti with support from GNTA's team should collaborate with content creators and influencers, who will share their Svaneti experiences with their audiences worldwide. Partnering with tour operators, travel agents, and participating in adventure travel trade shows and exhibitions will expand reach and attract adventure-oriented travelers to Svaneti. Global promotion is essential as it allows Svaneti to reach a broader audience of adventure travelers actively seeking unique and authentic experiences.



4.1 Create an Effective Annual Marketing Plan

Developing a 1-year marketing plan will provide a strategic roadmap for effective marketing activities to drive tourism growth, ensuring the region's unique offerings are effectively communicated to target audiences. To begin, conduct a comprehensive summary of the previous year's marketing activities and evaluate their outcomes. This analysis will shed light on successful strategies and areas that require improvement, allowing for informed decision-making in the upcoming plan.

Next, organize a brainstorming meeting with experienced tourism professionals. This collaborative session will facilitate the exchange of ideas, insights, and innovative approaches to enhance Svaneti's tourism marketing efforts. Drawing from their expertise and industry knowledge, identify new national tourism marketing activities that can captivate and engage potential visitors.

Furthermore, it is essential to review and benchmark annual destination marketing plans from other Destination Marketing Organizations (DMOs), both at the national and international levels. Given the strategic significance of Kutaisi International Airport and the regional connectivity it offers, establishing a robust cooperation between the Imereti DMO and Svaneti DMO is of utmost importance. This partnership will facilitate the exchange of valuable information such as statistics, analyses, and research, providing insights into industry trends, successful campaigns, and best practices. Ultimately, this collaborative effort will help the development of Svaneti's marketing plan.

Once the necessary information has been gathered, publish an annual tourism marketing plan that can be shared with industry stakeholders, local businesses, and government agencies. This plan should prioritize target markets based on research and analysis while also incorporating a social marketing and content strategy. Emphasize the unique stories and experiences that make Svaneti a remarkable place to live and visit, highlighting its natural beauty, cultural heritage, and adventure opportunities.

By developing and implementing a well-defined 1-year marketing plan, the Svaneti DMO will be better equipped to attract visitors, drive tourism growth, and ensure a thriving tourism industry for the region. To ensure effective planning for the upcoming calendar year, the Destination Marketing Organization (DMO) Svaneti should take the lead in initiating and drafting the marketing plan. This process should involve close consultation with the founder municipalities, namely the mayors' offices of Mestia and Lentekhi, as well as key representatives from the tourism industry, including travel operators, guide offices, local hotels, and the resort company MTA. It is important that the marketing plan is aligned with the national plans of the Georgian National Tourism Administration (GNTA). To ensure transparency and collective decision-making, the marketing plan should be approved by a steering committee consisting of representatives from all relevant stakeholders. It is advisable that this approval takes place at least three months in advance of the planned calendar year, allowing sufficient time for implementation preparations.

4.2 Develop and Maintain the Svaneti website

To better promote the region, it is important to develop and maintain a comprehensive website. This website should serve as a valuable resource hub, providing a wealth of information on local businesses, accommodations, attractions, events, videos, and captivating storytelling from the region.

The website should feature a user-friendly interface that allows residents to access essential resources, such as information on local services, community events, and updates. For visitors, the website should highlight Svaneti's unique selling points, including its breathtaking landscapes, cultural heritage, and outdoor adventure opportunities. The website from Tyrol could serve as an excellent prototype for developing a website dedicated to Svaneti.



4.3 Enhance the Online Presence of Svaneti

To bolster Svaneti's online presence, a strategic approach is vital. Utilize diverse online channels while maintaining offline contacts and partnerships. Tap into online travel marketplaces and OTAs like Viator, Expedia, and GetYourGuide. Collaborating with these platforms expands the reach and visibility of global adventure-seeking travelers. Ensure listings are optimized with accurate descriptions and competitive pricing. Leverage review networks such as Tripadvisor and Trustpilot to build credibility. Encourage satisfied travelers to leave positive reviews and promptly respond to feedback.

Engage with a diverse audience through social media platforms like Facebook, Instagram, Twitter, and TikTok. Share captivating visuals, immersive videos, and inspiring stories to foster a community and increase brand presence. Establish a dedicated YouTube channel for showcasing Svaneti's natural beauty and adventure activities. Regularly upload high-quality videos and optimize for search visibility. Finally, nurture offline contacts, friends, and partnerships within the industry for referrals and collaborative initiatives.

4.4 Create Svaneti Visitor Guide and Map

One of the recommendations is to develop a visually appealing and comprehensive visitor guide that highlights the best of Svaneti. This guide should provide visitors with valuable information about the region's rich history, vibrant culture, top attractions, accommodations, dining options, and outdoor activities. Practical details such as transportation options, safety guidelines, and contact information for visitor centers should also be included. By creating an informative and visually engaging guide, visitors will have a valuable resource to plan their itineraries and make the most of their time in Svaneti.

In addition, it is essential to design an accurate and user-friendly map of Svaneti that showcases key landmarks, attractions, hiking trails, and other points of interest. By providing a well-designed map, visitors can easily navigate Svaneti's offerings and explore the region with confidence, enhancing their overall experience. Distributing the visitor guide and map at strategic locations such as airports, train stations, hotels, and popular tourist attractions will ensure their widespread availability and accessibility to visitors.



4.5 Implement a Storytelling Marketing Campaign

To effectively showcase the unique charm and cultural heritage of Svaneti, it is highly recommended to implement a storytelling marketing campaign. This approach will engage and captivate audiences, fostering a deeper emotional connection with the region and enticing visitors to explore its wonders.

The storytelling marketing campaign should focus on weaving compelling narratives that highlight the region's history, traditions, and local experiences. By leveraging the power of storytelling, the region can create an immersive and memorable journey for potential visitors. These stories can encompass Svaneti's breathtaking landscapes, vibrant festivals, intriguing folklore, and the warmth of its local communities. Retracing the remarkable mountaineering journeys undertaken by the first European adventurers from Britain, Switzerland, Italy, and Germany, along with the geographers and photographers who scaled the summits of Tetnuldi, Ushba, and more than a hundred years ago, provides an extraordinary testament. One highly recommended example is the renowned "Exploration of the Caucasus" expedition organized by the British Royal Geographical Society and Alpine Club between the 1860s and 1880s.

To effectively implement the campaign, the region should employ various channels such as social media platforms, website content, blog articles, and video content. Utilizing visually stunning imagery, well-crafted narratives, and engaging multimedia, the campaign can effectively reach and resonate with target audiences. Collaborations with local storytellers, artists, and content creators can also add authenticity and local flavor to the campaign.

4.6 Engage Content Creators and Influencers

To boost the visibility and appeal of Svaneti, it is recommended to proactively engage content creators and influencers as part of the marketing strategy. By collaborating with these individuals, the region can tap into their creativity, reach, and influence to promote the region effectively.

By identifying content creators and influencers who align with Svaneti's brand values and target audience, the DMO can establish partnerships that yield authentic and compelling content. These collaborations can take the form of sponsored trips, where content creators and influencers can experience the unique offerings of Svaneti firsthand and create engaging content around their experiences. This can include stunning photography, immersive videos, captivating blog posts, and real-time social media updates.



4.7 Collaborate with Tour Operators and Travel Agents

To maximize the promotion of Svaneti's unique adventure travel offerings, the Svaneti Destination Marketing Organization (DMO) should prioritize forging strategic partnerships with established tour operators and travel agents. By working closely with industry experts, the DMO can develop and promote adventure packages that showcase Svaneti's distinctive features, offering seamless experiences for travelers. Experience sharing by organizing study tours and inviting DMOs from Alpine countries will be a great opportunity to promote Svaneti.

By collaborating with reputable tour operators and travel agents, the DMO can leverage its expertise in crafting adventure travel itineraries that highlight Svaneti's breathtaking landscapes, cultural heritage, and thrilling outdoor activities. Together, they can curate packages catering to different traveler preferences, ensuring visitors make the most of their time in Svaneti.

In the wholesale sector, tour operators provide a business-to-business (B2B) service, selling goods to travel agents who then distribute them to consumers (B2C). Collaborating with wholesalers allows the DMO to tap into established distribution channels, expanding the reach of Svaneti's adventure offerings.

In the retail sector, traditional travel agencies with physical stores, such as TUI, Hays, and Cooperative Travel, play a significant role in promoting and selling travel experiences. Svaneti can be featured in its brochures and offerings, providing exposure to a wide range of potential travelers.

4.8 Participate in Adventure Travel Trade Shows and Exhibitions

To enhance Svaneti's presence in the international adventure travel market, active participation in prominent trade shows and exhibitions is essential. These events provide invaluable opportunities to increase visibility, establish relationships with key stakeholders, and effectively showcase Svaneti's unique selling propositions.

The United Kingdom presents a significant opportunity for Svaneti, given its historical connections and the interest shown by British travelers. Engaging with publications such as the Geographical Society and English-language television programs like BBC and Travel Channel can attract potential visitors. Additionally, participation in trade shows like World Travel Market in London allows for face-to-face interactions, which are still highly valued by British tour operators and travelers who prefer printed information and direct negotiations. Germany and Northern Europe have long been intrigued by Svaneti, with historical archives and explorers' accounts providing interesting insights. Positioning Svaneti as both a modern skiing and adventure destination and a hub of ancient culture can capture the interest of European travelers. Participating in exhibitions like ITB in Berlin, where educated travelers flock, is crucial for effective positioning and promotion. By actively participating in these trade shows and exhibitions, Svaneti can leverage its unique offerings, attract a diverse range of travelers, and increase awareness and interest in the region.

4.9 Launch Targeted Campaigns: Mountaineering, Agritourism, Gastro Tourism, & Extended Vacations

To attract European travelers seeking unique and unspoiled destinations, the Svaneti Destination Marketing Organization (DMO) should launch targeted campaigns focusing on mountaineering, agritourism, food tourism, extended vacations, and exploration. Agritourism presents an opportunity to showcase Svaneti's rural charm and agricultural traditions. Promoting farm stays, interactive experiences, and farm-to-table dining can attract travelers who crave authentic and immersive encounters with local culture and cuisine. Food tourism campaigns can highlight Svaneti's gastronomic offerings, emphasizing local delicacies, traditional recipes, and culinary experiences. Collaborating with local restaurants, organizing food festivals, and featuring local producers can entice European travelers seeking unique and flavorful culinary adventures.

Positioning Svaneti as an ideal destination for extended vacations allows visitors to fully immerse themselves in the region's beauty and cultural heritage. Promoting longer stays and diverse activities like hiking, skiing, cultural tours, and village experiences can attract European travelers looking for in-depth exploration and meaningful connections. Emphasizing Svaneti's unspoiled nature and off-the-beaten-path experiences can capture the interest of European travelers seeking something new. Highlighting untouched landscapes, hidden trails, and lesser-known attractions can position Svaneti as an adventurous and off-the-radar destination for exploration.



5.0 Efficient Destination Management Practices

The concept of a destination management organization (DMO) emerged in the late 1980s and early 1990s as tourism planning and marketing became more complex. DMOs play a crucial role in developing and executing tourism strategies for destinations. They collaborate with government agencies, private sector entities, and community organizations to promote the destination and attract tourists. While the original DMOs were established in North America and Europe, they have now proliferated across the globe.

In recent years, there has been a growing trend of public-private partnerships in DMO governance, recognizing the importance of collaboration between the government and the private sector in driving tourism. DMOs are vital for the tourism industry as they ensure effective promotion of tourist destinations, facilitate positive visitor experiences, and promote sustainable tourism practices. As the tourism sector continues to expand, the role and significance of DMOs are expected to further increase.

This objective is centered around optimizing the management and governance of Svaneti as a tourist destination, particularly through capacity-building for the region's DMO, ShanLand. Effective destination management relies on multi stakeholder coordination, bringing together major and smaller players from various sectors. Countries with federative or decentralized governance employ decentralized DMO systems, allowing tailored approaches to destination management. Centralized countries like France utilize national laws and strong private sector involvement. Regardless of the approach, cooperation among stakeholders is pivotal to success.

By implementing streamlined processes, leveraging best practices from [benchmarking regions](#), and fostering collaboration between public and private stakeholders, Svaneti aims to enhance its operational efficiency, strengthen its brand positioning at national and international levels, and ensure the sustainable growth and development of the destination. With a focus on data-driven decision-making and effective coordination, Svaneti strives to introduce an integrated and proactive approach to destination management, ultimately creating a thriving and well-managed tourism destination that meets the needs and expectations of visitors, while preserving the unique cultural and natural heritage of the region.

ShanLand - Svaneti DMO

As a destination management organization, ShanLand is responsible for the coordinated and thoughtful planning of all elements of the tourism product or offerings that make up the tourism destination, including visitor services, and it is in charge of promoting the assets of the destination and creating brand awareness in order to attract visitors who will spend money and therefore enhance the economy. All DMOs should be concerned with destination stewardship and sustainable management practices with the goal to preserve environmental, social, and cultural assets.

They also must be an organization that engages its local community to ensure that tourism development is mutually beneficial for both tourism stakeholders (including visitors) and its local residents. Facilitating this conversation amongst both public and private stakeholders is a crucial aspect of this strategic plan. It involves actively involving and considering the perspectives, interests, and concerns of various stakeholders, including local communities, residents, tourists, businesses, government bodies, and environmental organizations. Engaging stakeholders ensures that their voices are heard, and their inputs are considered in the decision-making process, fostering a sense of ownership and support for the destination development strategy.

With the exception of Strategic Objective 1 in which public services and development of infrastructure lies more under the purview of the government offices, the Svaneti DMO could manage the initiatives or facilitate the public-private partnerships needed for the remaining four strategic objectives. This means that the capacity and resources of the DMO need to be bolstered and supported to take on this full responsibility. Svaneti DMO's task is to identify a suitable DMO model within Georgia's legal framework. Consulting legal experts and engaging in thorough discussions is crucial. Once the model is clarified, the next steps involve creating a roadmap for implementation, considering organizational structure, governance, funding, and operational guidelines.

Under the continued effectiveness of strong public-private partnerships led by the Svaneti DMO, the region will continue to garner international accolades recognizing its commitment to protecting its unique history, landscapes, and heritage. Svaneti's tourism development will have a massive impact on local communities: creating job opportunities, preserving living heritage, and protecting the natural environment.

"A DMO is like a conductor in an orchestra. It brings together all the different players in the tourism industry and helps them to work together to create a better experience for visitors." - Tourism New Zealand



5.1 Enhance the professional capacities of the DMO Staff

By investing in the professional growth of DMO staff, the organization can effectively fulfill its role in destination development and management. Enrolling DMO staff in professional training programs can ensure that employees have access to the latest industry knowledge, trends, and best practices. These programs offer specialized training in areas such as tourism marketing, destination branding, sustainable tourism practices, digital marketing, and customer service. The knowledge gained through such programs enables the staff to perform their duties more effectively, make informed decisions, and adapt to the changing needs of the destination and its visitors.

Participation in international conferences is an excellent way to stay up-to-date with the latest industry trends, innovations, and research. These conferences provide a platform for networking with industry experts, sharing experiences, and learning from successful destination management case studies from around the world. Attending such conferences can broaden the perspectives of the DMO staff, inspire new ideas, and facilitate the exchange of knowledge, ultimately leading to enhanced professional capacities. Additionally, bringing in an international DMO professional as a volunteer mentor provides a valuable opportunity for the local staff to learn from someone with extensive experience and expertise in destination management, offering insights and providing guidance on overcoming challenges.

5.2 Collect Visitor and Service Provider Data and Visualize it in GIS Format for Analysis

One of the vital functions of a DMO is to collect, sort, and analyze statistical data to enhance the management of the destination sites and facilitate the development of local strategies. This data also helps attract both local and external investments. GNTA is responsible for providing statistical reports at the national level, but these reports primarily rely on statistics from the Georgian Statistics Office and border policy, focusing on foreign visitors. This information does not provide statistics at the municipal levels, except for destinations with ticketing services. Therefore, the proposed approach involves training DMO staff to collaborate with a technological company that can provide tailored outsourcing data collection services for the needs of Svaneti. For the outsourcing services, it is necessary to prepare a detailed Terms of Reference (TOR) document that outlines the scope, objectives, deliverables, timeline, and roles and responsibilities for the development and implementation of the GIS system. This will ensure effective project management and guidance.

To address the issue of weak statistical data in Georgia's tourism industry, it is recommended to establish a centralized server-based GIS for data collection and updating in local DMOs. This solution will enable the collection and real-time updating of information regarding infrastructure, facilities, and tourism attractions in specific cities or municipalities. Consequently, it will facilitate better decision-making and planning for local businesses and stakeholders. By implementing such a system, local DMOs can play a key role in collecting, managing, and updating tourism-related data, providing invaluable information for decision-makers, businesses, and tourists. Additionally, the use of open-source technologies ensures cost-effectiveness and long-term sustainability.

5.3 Increase operational efficiency of DMO Svaneti

Svaneti DMO is an emerging organization in the early stages of development. To optimize growth and drive tourism development in Svaneti, the DMO should set clear goals, develop an action plan, recruit professionals, expand presence, and foster partnerships. By implementing these steps, the DMO will contribute to the sustainable growth of Svaneti's tourism sector.

1. **Establish Clear Goals and Action Plan:** The DMO's advisory board should set general goals for short, medium, and long-term perspectives. To ensure a comprehensive approach, it is advisable to create a 4-year action plan. This plan should include detailed information about expected major activities, budgets, a calendar of events, major goals to be achieved, and potential challenges with corresponding solutions. Consult legal experts and align the management and governance structure with international best practices for effective decision-making and transparent operations.
2. **Define Quarterly or Biannual Goals:** Based on the adopted 4-year action plan, the DMO needs to prepare a list of goals, activities, and resource requirements on a quarterly or biannual basis.
3. **Recruit Motivated and Professional Personnel:** Identifying the right professionals is crucial for the success of the DMO. Considering the identified needs, the DMO should create additional job positions and draft relevant job descriptions. These positions should then be announced for recruitment.
4. **Expand Presence Beyond the Municipal Center:** To ensure a broader engagement with the region, the DMO should consider establishing a presence in remote valleys and villages. This can be achieved by opening small offices or appointing representatives in these areas.
5. **Foster Partnerships and Utilize Tourism Products:** Once the tourism products in remote areas are identified, the DMO should actively facilitate partnerships between stakeholders to utilize these products for business purposes. This could involve creating opportunities for service providers or supporting the development of actual products.

5.4 Define the destination brand and its positioning at national and international level

Ensure consistent use of the brand and visuals across all communication channels, following the existing brand book. This creates a unified brand experience, strengthening recognition and impact. Align the Svaneti DMO brand with top-quality services and experiences by collaborating with local businesses. Curate partnerships with providers that share brand values and offer exceptional hospitality, activities, and products.

To effectively target its market, the Svaneti DMO must take crucial steps to identify the right market and attract visitors to the region. In line with the Georgia National Tourism Administration (GNTA) 2020-2025 strategy, the following actions should be taken:

1. **Identify the Target Market:** Carefully identify a market accessible and reachable for the DMO's promotional efforts. Focus on markets that align with the region's offerings and offer sustainable growth opportunities, considering limited resources.
2. **Align with GNTA's Priority Market:** Collaboration with GNTA in targeting shared markets maximizes the impact and results. Combined marketing and promotional efforts lead to increased visibility and stronger promotion of Svaneti's tourism potential.
3. **Consider Capacity Constraints:** Due to limited hotel capacity in Svaneti, mass tourism is not viable. Instead, target markets with above-average pay ability and cater to their needs. Provide high-quality tourism services, offering a unique and exclusive experience that aligns with the region's capacity limitations.
4. **Consult GNTA Representatives:** Seek guidance from GNTA representatives before finalizing target markets. Their expertise provides valuable guidance in selecting suitable markets and aligning efforts with national tourism strategies. Collaboration ensures a coordinated approach and integration into Georgia's broader tourism landscape.
5. **Incorporate Target Markets into the Action Plan:** Reflect the identified target markets in the 4-year action plan to allocate resources, develop tailored marketing strategies, and monitor progress. Integration into the action plan streamlines efforts and allows for specific objectives.

Conclusion: By implementing these steps, the Svaneti DMO can effectively identify and target the right market segments, attract visitors with higher pay ability, and promote the region as an exclusive and desirable destination. Collaboration with GNTA and incorporating target markets into the action plan enhances the DMO's strategic focus, contributing to sustainable tourism growth in Svaneti.

5.5 Destination management network and partnership between public and private actors

To effectively manage stakeholder relationships, the Svaneti DMO should consider the following steps:

1. **Assess Human and Financial Capacity:** Conduct a thorough evaluation of the DMO's human and financial resources to understand its capabilities and limitations. This assessment will determine the extent of the DMO's engagement and role within the tourism sector, considering its HR capacity.
2. **Build a Networking Web:** Initiate networking efforts by connecting entrepreneurs, farmers, businesses, enterprises, NGOs, and the public sector. Create a web of stakeholders from various socio-economic spheres to foster collaboration within the tourism industry.
3. **Identify Major and Minor Tourism Players:** Compile a comprehensive list of major and minor tourism players in the region, including businesses, organizations, and individuals involved in tourism-related activities. Mapping out the tourism landscape provides an overview of stakeholders and their roles, facilitating effective engagement.
4. **Determine Crucial Needs of Stakeholders:** Actively identify the most crucial needs of tourism sector stakeholders through surveys, interviews, or workshops. Understand their challenges to tailor the DMO's efforts and address these needs effectively.
5. **Facilitate Problem-Solving through Collaboration:** Utilize the DMO's position as a mediator and coordinator to facilitate problem-solving within the tourism sector. Bring relevant parties together, encourage collaboration, and leverage stakeholders' capabilities to find solutions. This approach strengthens the DMO's role and value within the industry.
6. **Enhance Value as Mediator and Coordinator:** Actively fulfill the role of a mediator and coordinator between stakeholders to enhance the DMO's value and influence. Foster partnerships, organize knowledge exchange forums, coordinate joint initiatives, and facilitate cooperation. This collaborative approach drives collective growth and development.

Conclusion: By adopting these strategies, the Svaneti DMO can effectively manage stakeholder relationships, serving as a networking hub, problem-solver, and coordinator within the tourism sector. Connecting stakeholders, identifying needs, and fostering collaboration contribute to the overall development of Svaneti's tourism industry.

Destination Svaneti and International Aid

Developing a tourism destination is a highly intricate undertaking, encompassing numerous sectors such as the local economy, infrastructure, workforce, public services, socio-cultural aspects, and the natural environment. Each of these sectors holds significant importance when striving to achieve strategic objectives. However, relying solely on the capacity of tourism industry actors or DMOs is insufficient to overcome the challenges of development. In light of this, international development aid programs play a crucial role in the advancement of Svaneti as a destination.

Various development aid programs pursue distinct objectives. The team of experts assigned to this strategy and action plan document conducted thorough investigations into programs supported by different donors, such as USAID, EU, ADA, GiZ, KfW, among others. They also engaged in meetings and consultations with senior staff members. To effectively accomplish the development objectives of Svaneti as a tourism destination, it is highly recommended to establish ongoing communication with specific programs. This entails understanding what Svaneti can offer and how to best leverage those offerings to benefit tourism destination development.

To facilitate effective collaboration and secure targeted support, it is highly advisable to establish a comprehensive database encompassing all development aid programs operating or intending to operate in the Svaneti region. By inviting these programs to consultation meetings and presenting them with the Strategy Objectives and Action Plans, a clear 'road map' can be provided for future partnerships and the direct sponsorship of specific activities.

The table below presents programs funded by several donors, which can directly impact tourism destination development. While the table above provides a glimpse into donor-funded projects, it is essential for local stakeholders to recognize that it may not present a comprehensive overview of all initiatives. To ensure a holistic approach to development, it is highly encouraged for local stakeholders to actively engage in seeking additional cooperation and collaboration with both donors and other relevant stakeholders, especially during the planning and implementation phases of the strategy action plan.



Organization	Program	Program-specific objectives	Potential Opportunities
USAID	Economic Security Program	The program directs its support towards economic sectors with significant long-term potential. It specifically focuses on fostering growth in adventure tourism, cultural tourism, and gastronomy. Additionally, the program extends its assistance to intellectual services, light manufacturing, and creative industries.	Plan, organize and promote international events in adventure tourism (freeride, highlander, etc). Valorize economic values of the cultural and nature heritage.
USAID	Resilience Community	The Program supports the creation of grassroots opportunities for engagement between people living on opposite sides of the occupation line.	Assist grassroots initiatives connecting villages with the high tourism opportunities.
USAID	Industry-led Workforce Development	The Program works with the private sector partners including in the tourism industry. Program co-invests and co-establishes training programs designed to lead directly to employment opportunities.	Professional education by supporting the opening of the adventure guides school/ATS international branch.
USAID	Local Governance Support	The Program supports public and private partnership (including in tourism), makes effective and accountable local government.	Facilitate and co-invest public-private initiatives to improve living and recreational facilities.
USAID	Economic Governance	The Program improves economic governance and legal framework, and facilitated the elaboration of the new "Tourism Law " that regulates legal status of DMO .	To safeguard their interests and leverage maximum competitive benefits, both the DMO and industry stakeholders played a proactive role in the elaboration process of the law.
USAID	Agriculture	The Program targets agricultural value chains that show the most potential to generate revenues and create high-value jobs in rural Georgia, including the production and processing of fruits, vegetables, herbs, and other horticulture products.	Preserve traditional agriculture and land-use that makes Svaneti a unique destination; Strengthen production of the traditional plants and species and culinary masterpieces.

Organization	Program	Program-specific objectives	Potential Opportunities
USAID	Business Development Service	The Program helps SMEs strengthen their ability to attract future private sector investment through improved business planning, financial management and reporting, and marketing.	Supporting MSMES in the tourism sector by using business planning and financial management best practices.
USAID-DoI	National Parks and Ecotourism	The Program provides technical assistance and training to improve the organizational capacity, tourism, and economic development of Georgia's parks and nature/cultural monuments.	Share best practices of ecotourism operations and promotion; economic tools of concessions, park services, and land lease.
GiZ - MBZ	Private Sector Development and Vocational Education and Training in the South Caucasus	Strengthens the involvement of the private sector in vocational education and training, increases competitiveness of industry sectors with a high employment potential including tourism, wine, food, crafts, etc,	Vocational training for the tourism professions: guides, housekeepers, food providers, catering, guesthouse owners/managers, etc.
GiZ co-funded with SDC	Supporting Climate-friendly Forest Management	Improves the living conditions of rural households, promotes capacity development and cooperation between the government, private sector and population in energy saving technologies and non-timber forest use.	Installment and operation of energy efficient technologies for the small guesthouses, huts and shelters at remote destinations – along the mountain trails.
EU/SIDA/ADA	Green Economy: Sustainable Mountain Tourism and Organic Agriculture	Supports both Mestia and Lentekhi municipalities in developing sustainable mountain tourism (focus on mountain adventure) and mountain traditional agriculture by investing grants and providing technical assistance.	DMO development, co-sponsorship of international adventure sports events (Highlander, Freeride); Technical assistance in organizing study tours and training.

Benchmarking Destinations Case Studies

Tirol, Austria

In Tirol, Austria, the official marketing and advertising entity responsible for promoting tourism is called Tirol Werbung. As a state-owned company under Lebensraum Tirol Holding GmbH, its primary objective is to position Tirol as a desirable destination for global travelers. Tirol Werbung works closely with local businesses, tourism partners, and regional authorities to develop and implement marketing plans aimed at attracting tourists.

The main focus of Tirol Werbung is to showcase the diverse range of attractions and activities available in the region. This includes highlighting the stunning alpine landscapes, outdoor sports and activities, cultural heritage, gastronomic specialties, wellness facilities, and events in Tirol.

To effectively reach its target audience, Tirol Werbung employs various marketing strategies, including public relations, advertising, digital marketing, and participation in international travel trade shows. The organization aims to raise awareness and generate interest in the region's natural beauty and cultural experiences, ultimately inspiring travelers to visit Tirol.

In addition to its marketing functions, Tirol Werbung provides support and resources to local tourism-related businesses. This includes market data and insights, networking opportunities, marketing tools, and promotional assistance for their products and services.

It's important to note that while Tirol Werbung focuses primarily on marketing, sales, communications, and branding, the management of specific destinations within the Tirol region is handled by smaller municipal destination management organizations (DMOs), including the capital city of Innsbruck. These municipal DMOs are connected through the Union of Tourism Associations, or the DMOs of Tyrol (Verein der Tiroler Tourismusverbände). Facilitating the collaboration between Tirol Werbung and the destination DMOs is the Tyrol Tourism Board (TTB), consisting of representatives from the Tyrol Region, the Chamber of Commerce of Tyrol, the Union of DMOs (VTT), and the head of Tirol Werbung as a co-opted member.

Trentino, Italy

Trentino Marketing is the primary tourism marketing organization dedicated to promoting the vibrant tourism industry in the Trentino region. Established on June 30, 2015, it operates under the ownership of Trentino Sviluppo SpA, a fully public company owned by the autonomous province of Trento. Headquartered in Trento, Trentino Marketing collaborates closely with regional offices located across the four areas of the Trentino region.

Similar to Tirol, Trentino Marketing follows a governance and destination management model. However, due to the province's smaller size, there is no separate union of area Destination Marketing Organizations (DMOs). Instead, direct communication is maintained between the regional offices and the headquarters in Trento, ensuring efficient coordination and streamlined operations. There are a total of 11 destinations represented by the local tourism offices across the four areas.

Trentino Marketing fosters effective collaboration with local tourism offices and other stakeholders in the tourism sector, enabling the development and implementation of innovative marketing campaigns, events, and initiatives. This cohesive strategy integrates regional tourism initiatives and enhances the overall visitor experience.

The organization remains dedicated to showcasing the region's natural beauty, cultural treasures, and unique offerings to both domestic and international audiences. Through its strategic vision and collaboration with regional offices, Trentino Marketing continues to strengthen Trentino's position as a leading tourist destination, captivating the hearts and imaginations of travelers from around the world.

Grand Massif, France

The Grand Massif is a collection of renowned French mountain resorts known for their breathtaking landscapes and extensive skiing opportunities. The management of the Grand Massif falls under the responsibility of Compagnie Des Alpes (CDA), an intriguing public-private partnership model company. CDA, overseeing resort operations and development, has a notable ownership structure with the French government holding a significant 35% stake through Caisse des Dépôts et Consignations (CDC), an institution engaged in similar model-based activities across various sectors.

The Grand Massif exemplifies the French model of resort management, where major corporations, partly owned by the state, are primarily involved in resort-related services. While these corporations play a crucial role, local communities have limited means to monitor resort management performance. Regulatory frameworks and rules governing the Grand Massif are established by the national government, with centralized institutions issuing detailed directives. This centralized approach ensures consistency and adherence to national standards across the resorts within the Grand Massif.

In contrast to regions like northern Italy, Switzerland, or Austria, where tourism offices and destination marketing organizations (DMOs) have more influential roles, the tourism offices in the Grand Massif have limited authority. While these offices bring together all stakeholders in the tourism industry, significant influence in shaping resort direction and policies lies with larger corporations and the national government.

In summary, the French model of resort management, as exemplified by the Grand Massif, emphasizes collaboration among major corporations, the state, local communities, and centralized institutions. This approach has solidified the Grand Massif's reputation as a world-class destination while ensuring effective governance and the preservation of its natural resources.



Action Plan

The Action Plan is a crucial component of a destination development strategy because it catalyzes implementation. It outlines the specific steps, activities, and timelines required to achieve the objectives and goals set forth in the strategy. The purpose of the action plan is to provide a roadmap that guides the coordinated efforts of various stakeholders towards the successful execution of the destination development strategy.

Strategic partnerships play a vital role in the action plan as they enable collaboration and cooperation among different organizations, agencies, and entities involved in the destination development process. These partnerships can involve public and private sector entities, community organizations, tourism business clusters, local businesses, and other relevant stakeholders. By establishing strategic partnerships, the destination development initiative can leverage the strengths, resources, and expertise of each partner, leading to a more holistic and effective implementation process.

In addition to the relevant government offices, *ShanLand* - the Svaneti DMO will act as a key player in facilitating the strategic partnerships, while driving the vision, conversation and implementation plan forward. The DMO is responsible for many of the interventions outlined in the plan and may also fill the point of contact role for engaging International Development and Aid programs.

The following action plan matrix is a tool used to outline and organize the various elements of the strategy. It takes the strategic objectives (SO) and interventions (SI) described as narratives in the previous section and presents them in the form of a matrix or table. This provides a more condensed and detailed view with lists of specific actions for each intervention, the responsible lead entity, estimated timeline and budget, and the results expected from the intervention.

Strategic Objective 1: Improve infrastructure and public services for a better living and recreation environment

SI 1.1	Urban and land use planning to preserve historic settlements	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.1.1	Finalize the Urban and Land Use Plans for the Mulakhi town and Ushguli communities. The urban planning documentation for Ushguli has already been completed three years ago and has been submitted to UNESCO.	Mestia	LSG & MoRDI/MoES D	No cost	1 year
1.1.2	Prepare and obtain approval for Urban and Land Use planning that covers the entire administrative territory of Mestia and Lentekhi Municipalities.	Mestia, Lentekhi	Municipal Council	No cost	3 years
1.1.3	Create a basic master plan and inventory for architectural and historical monuments as part of the Urban Planning Documents.	Mestia, Lentekhi	LSG, MoESD & MoCS	No cost	3 years
Results	Prevention of disorganized intrusion into the historical cultural fabric. Preservation of urban heritage. Compliance with architectural and urban requirements.				
SI 1.2	Tourism infrastructure development in accordance with urban planning and development investment	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.2.1	Coordinate the intentions of stakeholders and developers, while adhering to rules and regulations that reflect tourism development priorities.	Mestia, Lentekhi	DMO/Council /Mayor's office	No cost	Ongoing
1.2.2	Mestia township center Seti: Complete the construction of the buildings and convert them into visitor service facilities, allocating space for the DMO visitors' center	Mestia	Municipality and GoG	TBD	3 years
1.2.3	Feasibility study for the new year-round ski area: Mestia-Qoluldi Lakes-Chaladi glacier, covering a distance of up to 8.6 km.	Mestia	MTA/MoESD	500,000 EUR.	1 year
	Construction of the ropeway (gondola) Mulakji-Tetnaldi, distance of 3 km	Mestia	MTA/MoESD	9 million EUR	2 years
	Design and construct a recreation area/spa, and fun park near the airport	Mestia	Municipality/ MDF	TBD	3 years
	Feasibility study for Lentekhi - Mt. Chutkharo ski/mountain resort (development plan for a large 4-season resort)	Lentekhi	MTA/MoESD	TBD/In progress	1 year

1.2.4	Rehabilitate and adapt the existing historic-ethnographic museum for visitors interpretation center	Lentekhi	Mayor/LSG/ Donor	100,000 EUR	2 years
1.2.5	Prepare a feasibility study for the Zeskho alpine camp, design the Ailama alpine camp, and undertake the reconstruction of the historical village of Makashi.	Lentekhi	MDF/RDA-M oESD	RDA contracted E&Y/CDA	Ongoing
1.2.6	Plans for the development of new summer adventure tourism products and businesses such as ziplines, rafting and kayaking, camping, etc.	Lentekhi	DMO/LSG	TBD	5 years
1.2.7	Conduct study for new oportunities for winter heliski and heli/ski-touring	Lentekhi	DMO/LSG	TBD	3 years
Results	New products for winter and summer activities. Tourism development priorities reflected in the annual plan/budgets of the respected national agencies/ministries/companies.				
SI 1.3	Sustainable and quality energy supply	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.3.1	Adopt an energy supply system tailored to the specific needs of tourism and residents, considering factors such as consumption patterns, residents and commercial users tariffs, and evaluating various technical and economic solutions.	Mestia	Regulatory committe, MoESD, LSG	No cost	5 years
1.3.2	Conduct a feasibility study to increase the share of renewable energy, focusing on contributions and efficiency of small and medium-sized hydroelectric power plants (HHP)	Mestia, Lentekhi	Private investment	TBD	5 years
1.3.3	Increase energy efficiancy for municipal buildings, domestic needs and private businesses	Mestia, Lentekhi	Private investment	TBD	5 years
1.3.4	Conduct a feasibility study, environmental and economic impact assessment for the construction of a natural gas supply infrastructure.	Mestia, Lentekhi	GOG	TBD	5 years
Results	Stable and reliable energy supply for the region, while also taking into consideration environmental and socio-economic needs.				
SI 1.4	Roads and regional connectivity	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.4.1	Rehabilitation of state road Zugdidi - Jvari - Mestia - Lasdili with ongoing maintainance works.	Mestia, Lentekhi	SRD/MoESD	TBD	Ongoing
	Reconstruction of Ushguli - Zagaro pass-Tsana road.	Mestia	SRD/MoESD	TBD	Ongoing
1.4.2	Lentekhi interstate roads 102 km, 58 km paved form Lentekhi to Tsana,	Lentekhi	SRD/MoESD	TBD	Ongoing

	rehabilitation portion 44 km.				
1.4.3	Lentekhi central road to villages paved total 28 km.	Lentekhi	SRD/LSG	TBD	Ongoing
Results	Secure the Kutaisi-Zugdidi circular road, passing through Upper and Lower Svaneti, to expand the tourist area and provide additional self-drive tourism opportunities.				
SI 1.5	Public transportation	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.5.1	Enhance public transport utilization and establish car-free zones in both the town and resort areas.	Mestia	LSG & Private	100,000 EUR	3 years
1.5.2	Arrange a circular and internal public transport of Mestia-Langer for both locals and tourists.	Mestia	LSG & Private	100,000 EUR	1 year
1.5.3	Establish a bus station (public-private) in Mestia for tourist destinations	Mestia	LSG / DMO	50,000 EUR	1 year
Results	Redistribution of tourist flows throughout the territory of Upper and Lower Svaneti. Improvement of residents' mobility.				
SI 1.6	National & international access	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.6.1	Provision of Mestia Airport with modern navigation systems; Increase number of flights to minimum 2 per day.	Mestia	Civil Aviation Agency/MoE SD	TBD	5 years
1.6.2	Conduct feasibility study for the construction of a new airport in Chikhareshi/Lentekhi to assess technical and economic rationality.	Lentekhi	Civil Aviation Agency/MoE SD	TBD	3 years
Results	Increasing the frequency of regular flights and flight safety. Establishment of a new regional tourist hub.				
SI 1.7	Water supply & wastewater	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.7.1	Upgrade water supply and treatment system for Mestia municipality in 15 communities along the central road.	Mestia	GOG	TBD	TBD
1.7.2	Rehabilitation of WS and WWS systems for big communities along the main road for community centers (Mestia 16, Lentekhi 6)	Mestia, Lentekhi	LSG	2.5 million EUR	5 years

Results	Significant improvement of communal services and minimization of environmental impact.				
SI 1.8	Solid waste management	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
1.8.1	Set up a small waste transfer station in Mestia municipality near the village of Lakhani.	Mestia	GOG & Private	500,000 EUR	2 years
1.8.2	Within the framework of "Kutaisi solid waste integrated management program" it set up a waste transfer station in Tsageri municipality, which will serve Lentekhi and Tsageri municipalities.	Lentekhi	GOG	250,000 EUR	2 years
1.8.3	Municipalities to gradually introduce and operate waste collection systems for separate collection of municipal waste educational activity of the population for the transition to full-fledged waste separation.	Mestia, Lentekhi	GOG/LSG/NGO	TBD	4 - 5 years
Results	Increasing the efficiency of waste collection.				

Strategic Objective 2: Enhance Svaneti’s unique selling proposition by creating world class tourism products

SI 2.1	Promote unlimited “off-piste” skiing opportunities around Tetnuldi ski-area	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
2.1.1	Design and mapping off-piste ski runs around ski-resort	Mestia, Lentekhi	MTA	No cost	1 year
2.1.2	Install avalanche safety, alarm and rescue system	Mestia, Lentekhi	MTA	TBD	3 years
2.1.3	Include off-piste ski opportunities & maps in destination marketing efforts	Mestia, Lentekhi	DMO/GMGA	TBD	Varies
Results	Increase of ski-lift sales by 25% per year.				
SI 2.2	Develop new ski trails around existing resorts (Tetnuldi and Hatsvali) and beyond		Responsible Party	Estimated Budget	Estimate Timeline
2.2.1	Produce and distribute ski-touring trail maps	Mestia, Lentekhi	DMO	50,000 EUR	1 year
2.2.2	Design and build guidelines to define number, location and investment for the overnight huts and shelters	Mestia, Lentekhi	DMO/Donors	15,000 EUR	3 year
2.2.3	Develop and establish functional rescue system	Mestia, Lentekhi	MTA / MoIA-emergency services	150,000 EUR	3 years
Results	Increase safety operations, overnights and visitor number by 20%				
SI 2.3	Host international winter festivals and sporting events		Responsible Party	Estimated Budget	Estimate Timeline
2.3.1	Contract multi-year hosting agreements with Freeride and Highlander.	Mestia	MTA/DMO/Donors	150,000 EUR	1 - 3 years
2.3.2	Search and submit hosting proposals for other international events.	Mestia	DMO/MTA	No cost	Ongoing
2.3.3	Develop calendar and host annual sport fests and events	Mestia, Lentekhi	DMO	No cost	1 year
Results	Attract high spender adventurers - 30% during the event week and a week after. Svaneti will become known in the international market as a competitive destination for hosting mountain events.				
SI 2.4	Develop a “heritage trail” that retraces historical events and folk		Responsible Party	Estimated	Estimate

	festivals			Budget	Timeline
2.4.1	Develop the Caucasus Mountain Explorers trail (research, planning, producing, marketing)	Mestia, Lentekhi	DMO, local NGOs, Mayor	50,000 EUR	1 year
2.4.2	Ideate other heritage trail themes to develop and promote	Mestia, Lentekhi	DMO	No Cost	Ongoing
Results	Increased tourism, preservation of cultural traditions, economic growth, enhanced visitor experiences, and a competitive edge in the tourism industry.				
SI 2.5	Revitalize historic villages and heritage sites for living history experiences		Responsible Party	Estimated Budget	Estimate Timeline
2.5.1	Organize and promote thematic performances, interpretation and storytelling experiences.	Mestia	DMO, Municipality	50,000 EUR	1 - 3 years
Results	Increased tourism, preservation of cultural traditions, economic growth, enhanced visitor experiences, and a competitive edge in the tourism industry				
SI 2.6	Connect historic communities & valleys with new equestrian, mountain biking and hiking trails		Responsible Party	Estimated Budget	Estimate Timeline
2.6.1	Conduct maintenance to reactivate historical “village to village” trails	Mestia, Lentekhi	DMO / Trekking guides	100,000 EUR	3 years
Results	Extend tourism operation zones by introducing network of the historic trails - more visitors to the remote villages				
SI 2.7	New regional trails connecting Svaneti, Samegrelo, Racha		Responsible Party	Estimated Budget	Estimate Timeline
2.7.1	Connect Upper and Lower Svaneti with 3 most scenic trails, mark trails	Mestia, Lentekhi	DMO/Donors	50,000 EUR	1 year
2.7.2	Connect historic communities & valleys with new equestrian, mountain biking and hiking trails	Mestia, Lentekhi	DMO/Investors	200,000 EUR	5 years
Results	Improved connectivity and accessibility due to the establishment of new regional trails; Increase attractiveness of the region by providing comfortable accommodation options.				
SI 2.8	Secure partners to promote concept of “guides-trails-huts-rescue”		Responsible Party	Estimated	Estimate

				Budget	Timeline
2.8.1	Create an affordable scheme to establish regional mountain emergency rescue response	Mestia, Lentekhi	DMO / 112 / GMGA	TBD	3-5 years
Results	Rescue system network, communication channels, partnership agreements to secure collective responsibility will be created.				
SI 2.9	Hospitality concept based on “Hosts and Guests” relation accompanied by the improved standards of accommodation, mountain huts, quality of food and entertainment.		Responsible Party	Estimated Budget	Estimate Timeline
2.9.1	Enhance gastronomic experiences and hospitality standards	Mestia, Lentekhi	Tetnuldi School/DMO	50,000 EUR	3 years
2.9.2	Develop a concept of "Mountain Host"	Mestia, Lentekhi	ATS/GMGA/DMO	25,000 EUR	1 year
Results	Gastronomic experiences based on the concept - research-training-delivery is created and locally promoted.				

Strategic Objective 3: Establish a workforce development and education program for mountain tourism professionals

SI 3.1	Open an Adventure Tourism School branch in Mestia	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.1.1	Manage grant funding from USAID/industry led skills program, contributor GESP, RDA	Mestia	GMGA/ATS	Funds secured	2 years
3.1.2	Complete design and construct building "West Point"	Mestia	GMGA/ATS	Funds secured	2 year
3.1.3	Create the Adventure Skills Pathway: ATS West Point's Professional Education Framework	Mestia	GMGA/ATS	Funds secured	2 year
3.1.4	Replicate adventure tourism programs in West Georgia	Mestia, Lentekhi	GMGA/ATS West Point/Skills Agency	1 million EUR	4 years
Results	Certified adventure guides meeting international standards and making the destination competitive in the adventure tourism market. Successful career-building in adventure tourism for youth from all over Svaneti - 25% p/an.				
SI 3.2	Future Guides Summer Schools and Adventure Tourism Leader Program	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.2.1	Develop a formal program "Adventure Tourism Leader" to Middle and High School pupils.	Mestia, Lentekhi	GMGA/ATS/Skils Agency, Lentekhi & Mestia Mayors Offices, College Tetnuldi	350,000 EUR	5 years
Results	Approximately 250 pupils per year trained in winter/summer in mountain sports and basics of guiding. In total up to 1000 middle and high school pupils trained over 5 years				
SI 3.3	International accreditation of qualified trainers in adventure tourism education	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.3.1	Mountain Guide Program accredited by IFMGA (International Federation of Mountain Guides Associations)	Mestia	GMGA/ATS West Point/Ministry of Education	50,000 EUR	2 years
3.3.2	Trekking Guide Program accredited by UMILA (International Union of Mountain Leaders)	Mestia	GMGA/ATS West Point/Skills Agency	30,000 EUR	2 years
Results	Up to 15 Mountain Guide Course Students graduate ATS and receive IFMGA accreditation, up to 25 Trekking Guide Course Graduate ATS and				

	receive UIMLA accreditation.				
SI 3.4	Establish a Multi-Source Financing Mechanism for Adventure Guide Training	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.4.1	Develop public-private cooperation mechanisms to generate funds from public, private and donor resources and ensure stability of financing youth education from grassroots training to graduation of TVET courses	Mestia, Lentekhi	GMGA/ATS, Skills Agency, Ministry of Education, DMO, Donors, Industry	No cost	2 years
Results	Financing mechanisms of adventure tourism workforce training diversified and stabilized, industry involvement ensured				
SI 3.5	Promote Mountain Guiding Professions through Guide Offices and Enhanced Services	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.5.1	Open an Adventure Guide's portal to select and book certified adventure guides	Mestia, Lentekhi	GMGA	Funds secured	Ongoing
Results	Promotion of certified guides. Increasing attractiveness and trust to the adventure tourism in Georgia.				
SI 3.6	Enhance Safety and Risk Management in Mountain Operations	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.6.1	Develop a training course focusing on Safety and Risk Management	Mestia, Lentekhi	GMGA/ATS & DMO	30,000 EUR	1- 5 years
3.6.2	Initiate a safety awareness-raising campaign targeting key stakeholders	Mestia, Lentekhi	GMGA/DMO	15,000 EUR	1-5 years
3.6.3	Establish an Adventure Tourism Forum	Mestia	GMGA/ATS West Point/DMO/Mountain Trails Agency, Resorts Development Agency, GNTA	125,000 EUR	5 years
Results	Overall safety level of the adventure tourism industry increased, image of Svaneti as safe adventure tourism destination established, Mestia's position as a center of adventure tourism strengthened				
SI 3.7	Support Skills Development for Local Hospitality and Transport Businesses	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.7.1	Assess of the skills gap among local hospitality providers	Mestia, Lentekhi	DMO/College Tetnuldi	TBD	1 year
3.7.2	Tailor training programs to the needs of the hospitality providers and	Mestia, Lentekhi	College Tetnuldi/Skills	60,000 EUR	2 years

	offer courses locally		Agency		
3.7.3	Offer language and interpretation courses for overland tour drivers	Mestia, Lentekhi	College Tetnuldi/Skills Agency	30,000 EUR	2 years
3.7.4	Develop authenticity-supporting vocational training program - Mountain Host and train young men and women from remote villages of Svaneti	Mestia, Lentekhi	GMGA/ATS West Point/College Tetnuldi/DMO, Skills Agency	60,000 EUR	3 years
3.7.5	Institutionalize and formalize existing spontaneous knowledge in the field of cultural heritage via developing new TVET program - Regional Cultural Guide	Mestia	College Tetnuldi/DMO, Skills Agency	60,000 EUR	4 years
Results	Up to 300 hospitality providers, overland operators/drivers, Mountain Hosts and Regional Cultural Guides trained, overall quality of service increased				
SI 3.8	Enhancing Destination and Trails Management	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
3.8.1	Design mechanisms to ensure a proper maintenance of the destination places and trails	Mestia, Lentekhi	DMO/Guides Office	TBD	1-5 years
Results	Long-term sustainable development and economic growth.				

Strategic Objective 4: Promote Svaneti in the global adventure travel market

SI 4.1	Create an Effective 1-year Marketing Plan	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.1.1	Conduct a comprehensive evaluation of previous marketing activities	Mestia, Lentekhi	DMO	No Cost	Autumn-Winter 2023
4.1.2	To optimize investment organize annual meetings with tourism professionals	Mestia, Lentekhi	DMO	5000 EUR	End of the season
4.1.3	Review and benchmark destination marketing plans from other DMOs	Mestia, Lentekhi	DMO	No Cost	Autumn-Winter 2023
4.1.4	Create partnership with other DMOs, especially with Kutaisi DMO	Mestia, Lentekhi	DMO	No Cost	Ongoing
4.1.5	Draft marketing plan and share it with the public	Mestia, Lentekhi	DMO	5000 EUR	End of the year
Results	Collaboration and joint initiatives amongst tourism and marketing stakeholders enhancing Svaneti's tourism marketing efforts. Targeting specific markets with the right messages and achieving bigger results.				
SI 4.2	Develop and Maintain the Svaneti website	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.2.1	Develop a comprehensive website with a user-friendly interface	Mestia, Lentekhi	DMO	5000 EUR	3 months
4.2.2	Provide detailed information on local businesses, accommodations, attractions, and events.	Mestia, Lentekhi	DMO	No Cost	Ongoing
4.2.3	Maintain the website with regular updates and fresh content (events calendar)	Mestia, Lentekhi	DMO	TBD	Ongoing
Results	Improved accessibility for tourists, enabling them to access essential resources and stay updated on local services and community events. Visitors have access to a wealth of information, making it easier for them to plan their trip, explore local offerings, and support local businesses. The website remains current and relevant, providing accurate and up-to-date information to residents, visitors, and potential investors. Visitors plan their trips based on the calendar.				
SI 4.3	Enhance the Online Presence of Svaneti	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.3.1	Collaborate with online travel marketplaces and OTAs (Online Travel Agency)	Mestia, Lentekhi	DMO	Varies	Ongoing

4.3.2	Utilize review networks like Tripadvisor to build credibility	Mestia, Lentekhi	DMO	No Cost	Ongoing
4.3.3	Engage with a diverse audience on social media platforms through targeted campaigns	Mestia, Lentekhi	DMO	Varies	Ongoing
4.3.4	Regularly upload high-quality videos and optimize for search visibility - create dedicated channel on Youtube and Tiktok	Mestia, Lentekhi	DMO	Varies	Ongoing
Results	Increased global reach and visibility among adventure-seeking travelers, leading to a higher number of bookings and visitors to Svaneti. Enhanced reputation and trustworthiness among potential travelers, increasing the likelihood of choosing Svaneti based on positive reviews and feedback. Increased brand presence, engagement, and community-building, leading to a larger following and potential travelers becoming advocates for Svaneti. Improved visibility in search results and increased viewership, attracting potential travelers and providing them with immersive experiences of Svaneti.				
SI 4.4	Create Svaneti Visitor Guide and Map	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.4.1	Develop a visually appealing and comprehensive visitor guide.	Mestia, Lentekhi	DMO	5000 EUR	Winter-Spring 2024
4.4.2	Design an accurate and user-friendly map of Svaneti	Mestia, Lentekhi	DMO	5000 EUR	Winter-Spring 2024
4.4.3	Distribute the visitor guide and map at strategic locations	Mestia, Lentekhi	DMO	Varies	Ongoing
4.4.4	Provide a digital version of the visitor guide, regularly update, and incorporate captivating visuals.	Mestia, Lentekhi	DMO	Varies	Ongoing
Results	Wide range of visitors have access to valuable information-highlights, landmarks, attractions, hiking trails, points of interest. Wide availability and accessibility of the visitor guide and map at the airports, train stations, hotels.				
SI 4.5	Implement a Storytelling Marketing Campaign	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.5.1	Craft compelling narratives that highlight the region's unique charm and cultural heritage	Mestia, Lentekhi	DMO	TBD	Winter-Spring 2024
4.5.2	Incorporate different stories such as the first European adventurers and mountaineers to create attractive experiences and tourism offers	Mestia, Lentekhi	DMO	5.000 EUR	Spring-Autumn 2024
4.5.3	Collaborate with local storytellers, artists, and content creators	Mestia,	DMO	TBD	Spring-Autumn

		Lentekhi			2024
Results	Engage with audience emotionally, fostering a deeper connection with Svaneti and creating a memorable impression.				
SI 4.6	Engage Content Creators and Influencers	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.6.1	Identify content creators and influencers aligned with Svaneti's brand values and target audience	Mestia, Lentekhi	DMO	No Cost	Ongoing
4.6.2	Collaborate with content creators and influencers through sponsored trips	Mestia, Lentekhi	DMO	Varies	Ongoing
4.6.3	Encourage content creators and influencers to produce stunning photography and videography	Mestia, Lentekhi	DMO	Varies	Ongoing
Results	Establish partnerships with individuals who can effectively communicate the essence of Svaneti to their followers, increasing the reach and appeal of the region. Enable these individuals to experience Svaneti firsthand, creating authentic and engaging content that showcases the region's unique offerings and drives interest among their followers. Showcase the natural beauty, cultural heritage, and adventure opportunities of Svaneti through visually captivating images, attracting the attention of potential visitors and inspiring travel to the region.				
SI 4.7	Collaborate with Tour Operators and Travel Agents	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.7.1	Forge strategic partnerships with established tour operators and travel agents	Mestia, Lentekhi	DMO	Varies	Ongoing
4.7.2	Develop and curate adventure travel itineraries with tour operators	Mestia, Lentekhi	DMO	Varies	Ongoing
4.7.3	Organize study tours and invite DMOs from Alpine countries to share experiences	Mestia, Lentekhi	DMO	TBD	Ongoing
Results	Establish collaborative relationships that leverage their expertise to develop and promote adventure packages showcasing Svaneti's unique features. Craft comprehensive travel packages. Exchange knowledge, expertise, and best practices with industry professionals, expanding Svaneti's network and promoting the region as a premier adventure travel destination.				
SI 4.8	Participate in Adventure Travel Trade Shows and Exhibitions	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.8.1	Engage with publications and media outlets in different European countries	Mestia, Lentekhi	DMO	Varies	Ongoing
4.8.2	Position Svaneti as a modern skiing and adventure destination with rich cultural heritage in Germany and Northern Europe	Mestia, Lentekhi	DMO	Varies	Ongoing
4.8.3	Participate in exhibitions such as ITB Berlin or World Travel	Mestia,	DMO	Varies	Ongoing

	Market	Lentekhi			
Results	Generate interest among European travelers by collaborating with platforms such as the Geographical Society, BBC, and Travel Channel, creating awareness of Svaneti as an exciting adventure travel destination. Capture the interest of European travelers by showcasing Svaneti's diverse offerings, combining thrilling adventure opportunities with ancient cultural experiences, drawing upon historical archives and explorers' accounts. Connect with European travel agents, influencers, media representatives, representatives of other countries.				
SI 4.9	Launch Targeted Campaigns: Mountaineering, Agritourism, Food Tourism, Extended Vacations, and Exploration	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.9.1	Launch agritourism campaigns showcasing Svaneti's rural charm and agricultural traditions.	Mestia, Lentekhi	DMO	Starting from 1000 EUR	Ongoing
4.9.2	Promote food tourism campaigns highlighting Svaneti's gastronomic offerings	Mestia, Lentekhi	DMO	Starting from 1000 EUR	Ongoing
4.9.3	Position Svaneti as an ideal destination for extended vacations	Mestia, Lentekhi	DMO	Starting from 1000 EUR	Ongoing
4.9.4	Emphasize Svaneti's unspoiled nature and off-the-beaten-path experiences	Mestia, Lentekhi	DMO	Starting from 1000 EUR	Ongoing
Results	Attract European travelers seeking authentic experiences with local culture and cuisine through farm stays, interactive encounters, farm-to-table dining, and unique culinary adventures featuring local delicacies and traditional recipes. Promote longer stays and diverse activities like hiking, skiing, cultural tours, and village experiences to foster meaningful connections and in-depth exploration. Collaborate with local restaurants, food festivals, and showcase local producers to enhance the overall appeal.				
SI 4.10	Implement Brand Guidelines	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
4.10.1	Ensure consistent use of the brand and visuals across all communication channels	Mestia, Lentekhi	DMO	No cost	Ongoing
4.10.2	Collaborate with local businesses to align their services and experiences with the Svaneti DMO brand	Mestia, Lentekhi	DMO	No cost	Ongoing
Results	Ensure brand consistency and coherence across all communication materials, presenting a unified and recognizable representation of Svaneti's brand. Strengthen the brand image through strategic partnerships with local providers who align with our brand values.				

Strategic Objective 5: Introduce Efficient Destination Management Practices

SI 5.1	Enhance the professional capacities of the DMO Staff	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
5.1.1	Enroll in professional development learning programs for DMO staff	Mestia, Lentekhi	DMO, GNTA	5.000 EUR	Autumn-Winter 2023
5.1.2	Recruit an international DMO professional volunteer to provide mentoring	Mestia, Lentekhi	DMO, GNTA	15.000 EUR	Autumn-Winter 2023
5.1.3	Attend international conferences organized for DMO professionals	Mestia, Lentekhi	DMO, GNTA	5.000 EUR	Winter-Spring 2024
Results	International quality and standardization of alpine destination management				
SI 5.2	Collect Visitor & Service Provider Data in GIS Format for Analysis	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
5.5.1	Desk research: gather, sort and analyze available tourism data and statistics of Svaneti Region	Mestia, Lentekhi	DMO, GNTA, Geostat	TBD	Autumn-Winter 2023
5.5.2	Outsource a technology / research vendor through a RFP & TOR project management process for implementing a GIS system and gathering new Svaneti specific data	Mestia, Lentekhi	DMO	10.000 EUR	Autumn-Winter 2023
5.5.3	Create a Server-Based GIS system: Develop a centralized server-based GIS system that facilitates the storage, management, and analysis of geographic data related to tourism infrastructure and facilities.	Mestia, Lentekhi	Selected Vendor	TBD	Ongoing
5.5.4	Define Components of the GIS System administrative module, Statistics Module, Map Basement, Public User Interface	Mestia, Lentekhi	Selected Vendor	TBD	Ongoing
5.5.5	Data Collection and Maintenance and train DMO staff to execute direct functions. DMO staff can regularly add new information and make necessary changes.	Mestia, Lentekhi	DMO	TBD	Ongoing
5.5.6	Cost Optimization: Opt for open-source technologies to minimize costs. Utilize PostgreSQL with the PostGIS module as a reliable database for storing spatial data, and employ QGIS for data input and manipulation.	Mestia, Lentekhi	DMO & Selected Vendor	TBD	Ongoing

Results	Improved understanding of the tourism landscape, informed decision-making, comprehensive data collection, centralized data management, enhanced data analysis and reporting, improved visitor experience, and cost optimization through the use of open-source technologies				
SI 5.3	Increase operational efficiency of DMO Svaneti	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
5.3.1	Develop a 4-year action plan	Mestia, Lentekhi	DMO	TBD	Autumn-Winter 2023
5.3.2	Define Quarterly or Biannual Goals	Mestia, Lentekhi	DMO	No Cost	Winter-Spring 2024
5.3.3	Recruit Motivated and Professional Personnel	Mestia, Lentekhi	DMO	TBD	Winter-Spring 2024
5.3.4	Expand Presence Beyond the Municipal Center	Mestia, Lentekhi	DMO	TBD	Spring-Autumn 2024
5.3.5	Foster Partnerships and Utilize Tourism Products	Mestia, Lentekhi	DMO	No cost	Summer-Autumn 2024
Results	Annual or multi-year action plans are adopted, a roadmap action plan for activities are adopted, providing a clear roadmap for the organization and help prioritize tasks effectively. Professional and motivated personnel recruited and employed. Enhancement of tourism development not only in the center but also in remote regions of Svaneti. Remote area problems are also identified and solutions applied. The DMO will maximize the utilization of local resources and promote sustainable tourism practices.				
SI 5.4	Destination Svaneti - define its positioning at national and international level	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
5.4.1	Execute brand guidelines and design clear brandbook using results of the branding assignments.	Mestia, Lentekhi	DMO, Consultant	10,000 EUR	1 year
Results	Consistent and cohesive brand identity of Svaneti.				

SI 5.5	Destination management network and partnership between public and private actors	Municipality	Responsible Party	Estimated Budget	Estimate Timeline
5.5.1	Conduct quarterly meeting with the founders and partners	Mestia, Lentekhi	DMO, Industry leaders	5000 EUR	Annual
5.5.2	Initiate and facilitate functioning of the "svaneti tourism forum" - network of public-private partners	Mestia, Lentekhi	DMO, Industry leaders	5000 EUR	Annual
Results	Improved communication, collaboration, and alignment among stakeholders.				

Key performance indicators and monitoring processes

These KPIs can help measure the progress and success of the initiatives. It is important to establish baseline data and set specific targets for each KPI to effectively monitor the impact and outcomes of the efforts. Targets can include economic goals, socio-cultural goals, and environmental goals.

KPIs for: Improve infrastructure and public services

Urban & land use planning:

- Percentage increase in the adoption and implementation of comprehensive urban and land use plans.
- Number of land use plans developed or revised to align with sustainable development principles.
- Increase in the number of mixed-use developments or compact urban forms to reduce sprawl.
- Percentage increase in the availability of green spaces and public parks per capita.

Regulated sustainable recreation infrastructure development:

- Number of sustainable recreational facilities developed or upgraded.
- Increase in the usage rate of sustainable recreation infrastructure.
- Number of visitors or participants in sustainable recreational activities.
- Percentage increase in the satisfaction rate of visitors/users of sustainable recreational facilities.

Sustainable and quality energy supply:

- Percentage increase in the use of renewable energy sources.
- Reduction in energy consumption per capita or per unit of GDP.

- Number of energy-efficient buildings or establishments.
- Percentage increase in the reliability and quality of energy supply.

Roads and regional connectivity:

- Reduction in average travel time or congestion on major roads.
- Increase in the number of well-maintained roads and bridges.
- Improvement in the road safety index or reduction in the number of accidents.
- Increase in the number of regional transportation options.

Public transportation:

- Increase in the usage rate of public transportation.
- Percentage increase in the coverage and accessibility of public transportation services.
- Reduction in public transportation waiting times.
- Improvement in the satisfaction rate of public transportation users.

National & international transportation access:

- Increase in the number of national and international flight connections.

- Reduction in travel time or cost for national and international travel.
- Improvement in the efficiency and capacity of airports.
- Increase in the number of airlines serving the destination.

Water supply & wastewater:

- Percentage increase in access to safe drinking water.
- Reduction in water leakage or non-revenue water.
- Increase in the coverage and effectiveness of wastewater treatment facilities.

- Improvement in water quality indicators, such as the reduction of pollutants or contaminants.

Solid waste management:

- Percentage increase in waste diversion or recycling rates.
- Reduction in per capita waste generation.
- Increase in the coverage and efficiency of waste collection services.
- Improvement in the satisfaction rate of residents with solid waste management services.

KPIs for: Create world-class tourism products

Promote unlimited off-piste skiing opportunities:

- Increase in the number of off-piste skiing enthusiasts visiting the destination.
- Number of off-piste skiing routes developed and maintained.
- Positive feedback and ratings from off-piste skiing visitors.
- Increase in the revenue generated from off-piste skiing activities.

- Increase in the number of participants or attendees from abroad.
- Positive media coverage and publicity generated from hosting the events.
- Economic impact of the events, such as increased tourist spending and job creation.

Develop new ski trails around existing resorts:

- Number of new ski trails developed and opened.
- Increase in the length and variety of ski trails available.
- Improvement in the ski trail infrastructure and facilities.
- Increase in skier satisfaction and positive reviews.

Develop a "heritage trail":

- Number of heritage sites included in the heritage trail.
- Increase in the number of visitors to heritage sites.
- Improvement in the interpretation and preservation of heritage sites.
- Positive feedback and ratings from visitors to the heritage trail.

Host international events, festivals, and sporting events:

- Number of international events, festivals, or sporting events hosted.

Revitalize historic villages and heritage sites:

- Number of historic villages or heritage sites revitalized.
- Increase in visitor numbers to revitalized areas.

- Increase in the number of businesses or services in revitalized areas.
- Enhancement of the overall visitor experience in historic villages or heritage sites.

Connections to new equestrian, mountain biking, and hiking trails:

- Number of new equestrian, mountain biking, and hiking trails developed.
- Increase in the length and variety of trails available.
- Increase in user satisfaction and positive feedback from trail users.
- Number of trail users or participants in related activities.

Develop new trails connecting neighboring regions:

- Number of new trails connecting neighboring regions established.
- Increase in cross-regional tourism or visitation.
- Improvement in regional collaboration and partnerships.
- Economic impact of increased tourism and visitor spending in the connected regions.

"Guides-trails-huts-rescue" promotion:

- Increase in the availability and accessibility of guides, trail maps, and information.
- Number of huts or shelters developed and maintained along the trails.
- Improvement in the safety and emergency response capabilities.
- Positive feedback and satisfaction ratings from trail users.

Improved standards of hospitality, accommodation, and services:

- Implementation of quality standards and improvement initiatives in hospitality, accommodation, and service sectors.
- Increase in customer satisfaction ratings and positive feedback regarding hospitality experiences.
- Improvement in accommodation facilities, amenities, and guest services based on customer feedback.
- Positive ratings and reviews for hospitality establishments and services in Svaneti.

KPIs for: Develop workforce training programs

Open an Adventure Tourism School branch in Mestia:

- Successful establishment and operation of the Adventure Tourism School branch.
- Number of students enrolled in adventure tourism training programs.
- Graduation rate and student satisfaction with the training programs.
- Increase in the number of trained professionals in the adventure tourism industry.

Create the Adventure Skills Pathway:

- Development of a structured pathway for acquiring adventure tourism skills.
- Number of individuals participating in the Adventure Skills Pathway.
- Increase in the completion rate and proficiency of participants.
- Positive feedback from individuals who have followed the pathway.

Future Guides Summer School and Adventure Tourism Leader Program:

- Number of participants in the Future Guides Summer School and Adventure Tourism Leader Program.
- Success rate of program graduates in obtaining employment in the adventure tourism industry.
- Increase in the number of qualified adventure tourism leaders in the destination.
- Employer satisfaction with the skills and knowledge of program graduates.

Accreditation of trainers in adventure tourism education:

- Number of trainers or educators accredited in adventure tourism education.
- Improvement in the quality and standard of adventure tourism training programs.
- Positive feedback and ratings from students or participants in accredited training programs.
- Increase in the number of accredited training institutions or organizations.

Establish Financing Mechanisms for Adventure Guide Training:

- Development and implementation of financing mechanisms for adventure guide training.
- Number of individuals accessing financial support for adventure guide training.
- Increase in the affordability and accessibility of adventure guide training programs.
- Number of trained adventure guides supported through the financing mechanisms.

Support skills development for local hospitality and transport businesses:

- Number of local hospitality and transport businesses receiving skills development support.
- Increase in the adoption of quality service standards and practices in supported businesses.
- Improvement in the skills and competencies of employees in supported businesses.

- Positive feedback and ratings from customers of supported businesses.

Enhancing destination and trails management:

- Implementation of improved destination and trail management practices.
- Reduction in visitor incidents or accidents through enhanced management and safety measures.
- Increase in the number of well-maintained and sustainable trails.
- Positive feedback and satisfaction ratings from trail users and visitors.

Promote mountain guiding professions through guide offices and enhanced services:

- Increase in the number of guide offices established or enhanced.
- Number of individuals employed as mountain guides or adventure guides.
- Improvement in the professionalism and quality of guide services.
- Positive feedback and ratings from clients or tourists who have utilized guide services.

Enhance safety and risk management in mountain operations:

- Implementation of improved safety protocols and procedures in mountain operations.

- Reduction in the number of accidents or incidents related to mountain activities.
- Increase in safety training and certifications among mountain operators and guides.
- Positive feedback and perception of enhanced safety measures by visitors and stakeholders.

Mountain Host Campaign - a tailored vocational training program:

- Launch and execution of the Mountain Host Campaign vocational training program.
- Number of individuals completing the Mountain Host training program.
- Improvement in the hospitality and customer service skills of trained Mountain Hosts.
- Positive feedback and satisfaction ratings from tourists who interacted with Mountain Hosts.

Institutionalization and formalization of existing cultural knowledge:

- Documentation and preservation of local cultural knowledge and practices.
- Establishment of formal programs or initiatives to transmit cultural knowledge to future generations.
- Increase in awareness and appreciation of local culture among visitors and residents.
- Positive feedback and recognition from the community and cultural experts for preserving cultural heritage.

KPIs for: Promote Svaneti in the global adventure market

Create an effective 1-year marketing plan:

- Development and implementation of a comprehensive marketing plan for Svaneti.
- Increase in the number of visitors attracted to Svaneti through marketing efforts.
- Improvement in brand recognition and awareness of Svaneti as an adventure destination.
- Positive feedback and ratings on the effectiveness of the marketing initiatives.

Develop and maintain the Svaneti website:

- Creation and maintenance of a user-friendly and informative website for Svaneti.
- Increase in website traffic and engagement metrics (such as page views, time spent on site, bounce rate).
- Improvement in the visibility and search engine ranking of the Svaneti website.
- Positive feedback and satisfaction ratings from website visitors.

Enhance the online presence of Svaneti:

- Increase in the number of followers and engagement on social media platforms.
- Improvement in online reviews and ratings of Svaneti as an adventure destination.
- Expansion of Svaneti's online reach through collaborations with influential online platforms.
- Positive sentiment and engagement from online communities and audiences.

Create Svaneti visitor guide and map:

- Development and distribution of a comprehensive visitor guide and map for Svaneti.
- Increase in the availability and usage of the visitor guide and map.
- Positive feedback and satisfaction ratings from visitors who have utilized the guide and map.
- Improvement in visitor knowledge and understanding of Svaneti's attractions and activities.

Implement a storytelling marketing campaign:

- Launch and execution of a captivating storytelling marketing campaign for Svaneti.
- Increase in engagement and interactions with the campaign content (such as shares, comments, likes).
- Positive sentiment and emotional connection evoked by the storytelling campaign.
- Increase in the number of travelers inspired to visit Svaneti through the campaign.

Engage content creators and influencers:

- Collaboration with influential content creators and influencers to promote Svaneti.
- Increase in the reach and exposure of Svaneti through content creator collaborations.
- Improvement in the perception and portrayal of Svaneti in content created by influencers.
- Positive feedback and audience engagement with content featuring Svaneti.

Collaborate with tour operators and travel agents:

- Establishment of partnerships and collaborations with tour operators and travel agents.
- Increase in the number of adventure tour packages or itineraries featuring Svaneti.
- Improvement in the promotion and sales of Svaneti adventure experiences by tour operators.
- Positive feedback and satisfaction ratings from tourists who have booked Svaneti tours.

Participate in adventure travel trade shows and exhibitions:

- Active participation in relevant adventure travel trade shows and exhibitions.
- Increase in leads generated and business connections made during the events.
- Improvement in brand visibility and recognition through participation in industry events.

- Positive feedback and engagement from trade show attendees and industry professionals.

Launch targeted campaigns:

- Successful execution of targeted marketing campaigns for specific adventure segments.
- Increase in the number of visitors attracted to Svaneti through targeted campaigns.
- Improvement in the awareness and interest of the target audience in Svaneti's specialized adventure offerings.
- Positive feedback and engagement from the target audience regarding the campaign content.

KPIs for: Introduce effective destination management

DMO management practices using case examples of benchmarking regions:

- Adoption and implementation of best practices in destination management based on benchmarking regions.
- Improvement in the efficiency and effectiveness of DMO management practices.
- Positive feedback and recognition from stakeholders and industry experts regarding the DMO's management approach.
- Recognition of the DMO as a leader in destination management practices.

Increase operational efficiency of DMO Svaneti:

- Streamlining of internal processes and workflows within the DMO.
- Reduction in administrative and operational costs while maintaining or improving service quality.
- Improvement in response times and effectiveness in addressing stakeholder needs.
- Positive feedback and satisfaction ratings from stakeholders regarding the DMO's efficiency.

Destination Svaneti - define its positioning at the national and international level:

- Development and implementation of a clear and distinctive positioning strategy for Svaneti.
- Adoption and adherence to brand guidelines across all marketing and promotional materials.

- Improvement in the perception and reputation of Svaneti's brand, unique selling points and competitive advantages.
- Positive feedback and recognition from target markets and industry professionals regarding Svaneti's positioning.

Destination management network between public and private actors:

- Establishment and strengthening of collaborative relationships and networks between public and private stakeholders.
- Increase in the level of cooperation and coordination among key actors in destination management.
- Successful implementation of joint initiatives and projects by public-private partnerships.
- Positive feedback and satisfaction ratings from stakeholders regarding the effectiveness of the destination management network.

Collect visitor and service provider data and visualize it in GIS format for analysis:

- Implementation of data collection mechanisms for visitor and service provider data.
- Availability of accurate and comprehensive data on visitor trends, preferences, and behavior.
- Visualization of data in GIS format for better analysis and decision-making.
- Utilization of data insights to inform destination management strategies and actions.

ANNEX

Seasonal Opportunities

The following Seasonal Opportunities were identified in the Part 1: Assessment document and are relevant to Objective 2.o.

Winter Season

Development of ski resorts in Mestia

It is proposed for the Tetnuld area to connect the village of Mulakhai and the Tetnuldi ski area, which is required for access from Mestia to the Tetnuldi area. At the moment, the used road is around 20 km long, with 8 kilometers in poor condition. The construction of a new cable car will result in the development of the Mulakhi settlement and its transformation into a ski resort (11 historical villages), with up to 5,000 beds planned, so that the areas of historic buildings will not be disturbed, creating a historical example of how a historic place can be connected to a modern resort. The municipality has designed and accepted a spatial arrangement and urban development plan for the Mulakhi community, and the cableway construction project has been prepared and is in the process of the agreement. The cable car will cut the trip time between Mestia and Tetnula in half. A cable car proposed for the next stage will connect the Tetnuldi and Hatsval cable cars, creating a large agglomeration with the capacity for 150 thousand skiers.

New ski resort project in Lentekhi

The establishment of a new mountain-ski resort Chutkharo will be a significant innovation in Lower Svaneti and Racha. The new resort, which will be built on 5,000 acres, will be the largest in the Transcaucasian region and a new tourist magnet. This resort's main advantages are its unique climatic data, duration of snow, variety of tracks, and proximity to the airports of Kutaisi and Ambrolauri. The establishment of the mountain-ski resort Chutkharo will aid in the economic development of the municipalities of Lentekhi, Oni, and Ambrolauri.

Public-Private Consortium

A good example of partnership between public and private companies is the Grand Massif Ski Area in France that involves 5 resorts, managed by Company Des Alpes (CDA). CDA participated in the planning of the Svaneti ski-areas and has MoU with the Georgian ski-resort company MTA. This collaboration has the potential to bring international best practices from France to Georgia. Assisting the

development of the Tetnuldi and Mestia ski regions. At the request of the MTA, the CDA is conducting a feasibility assessment for the establishment of a new ski resort that will be connected with the Lentekhi municipality.

The revival of Zeskho camp

In Zeskho, Lentekhi municipality, it is planned to organize and develop mountaineering camps and adventure tourist products. This camp is located beside Georgia's highest peak, Shkhara, and is a popular destination for mountaineers as well as tourists interested in active recreation and adventure tourism.

Heliskiing

The popularity of heliski and ski touring tours grows year after year. This is a high-spending segment willing to pay thousands of euros for a one-week vacation. To expand this section, a mountain rescue service, as well as a hut system that can be utilized even in winter and will greatly enhance the ski tour area, as well as incorporate very remote settlements in the travel routes, are required. The following routes and locations are particularly interesting for ski touring, freeride skiing and heliskiing: Ushguli, Becho Gorge, Laila Ridge and Pass, Chalaad Glacier, Koruldi Lakes, Tetnuld-Hadish, Banguriani, Kish Glacier, Seri Glacier, Twiber Gorge, Nakri Gorge, Gulis Pass and Kasab Glacier. Apart from the activities mentioned above, these locations are also interesting for mountaineering and hiking tours.

Caucasus Mountain Centre

The creation of this center is planned for Mount Zuruldi in Mestia, 2400 metres above sea level, in conjunction with the legendary mountaineer Reinhold Messner. The Caucasus Mountain Centre will be the first museum created with Reinhold Messner's (very famous high-altitude climber) support and in partnership with the Messner Museum Network outside of the Italian Alps. It is critical that the Caucasus Mountain Centre be the region's first and most recognizable museum of alpinism, mountain culture, and history, increasing Georgia's popularity in the world of alpinism and laying the groundwork for the development of the Svaneti's mountain culture and mountain tourism.

Summer Season

Trail Development and Maintenance

With the support of the GNTA, a network of trails has been established, some of which are marked, some of which are being researched, and some of which are deemed promising. Trails are necessary for attracting guests interested in hiking tourism, which creates economic

activity centers along them, such as accommodations. There are only a few official routes that are more or less well-known in the municipality of Lentekhi. Latfar Pass and Mount Golda are two examples. As of now, Kvemo Svaneti is hardly known as a tourist destination. It is a priority to open at least three hiking paths connecting Upper and Lower Svaneti during the summer season. Other travel services, such as housing (homestays-hotels), equestrian support, transportation to and from the route entry points, local guiding, and others, should begin to operate along the proposed three hiking trails. The Kala-Ushguli-Lentekh connecting route is an excellent choice for individuals interested in cycling and horseback riding tours, as well as "off-road" activities.

Festivals

Hosting festivals is an excellent way for Svaneti to attract international visitors and promote its rich cultural heritage. Festivals can create interpretive experiences that highlight local traditions, providing visitors with a deeper appreciation of the region's history and customs. For instance, the "Lamproba" festival, which is unique to Svaneti, is one of the most beautiful holidays celebrated in the pre-spring period for good weather and harvest. This festival is characterized by wooden lamps that are used during rituals before people gather around the fire to sing, dance, wrestle, and engage in other cultural activities. Svaneti could benefit significantly from promoting this type of event on an international level, allowing visitors to immerse themselves in local traditions and gain a deeper understanding of the region's cultural heritage. By capitalizing on festivals like Lamproba, Svaneti can attract more visitors and create new economic opportunities for locals, which could help to sustainably develop the region's tourism industry. In addition, Svaneti could work on offering live historical events to visitors. This can diversify its tourism industry beyond just outdoor activities such as hiking and skiing. This can attract a wider range of visitors, including those who are interested in cultural tourism.

Restoration of Cultural Complexes

Cultural excursions and the restoration of Svaneti's distinctive complexes, such as the Kaldan-Naverian complex in Mulakh, Charkviani in Latal, and Khergiani and Chartolani in Mestia, which include underground architecture and would lengthen tour duration, are also extremely important tourism development opportunities. Many significant cultural monuments may be found in Lentekhi. For example, the Holy See Cathedral, the famous Chukul Church, and the little temple of Okondabish with its unique frescoes. In the settlement of Makha, we come across Svan-style houses, towers, and large-hall Svan mansions. Because most of the settlements have been fully or partially depopulated, many monuments are in disrepair. In this setting, many historic rituals and holidays are also in danger of extinction. Limurqvalam, Haul-Maul, Mambgu, Sami Eklesiob (three churches), and others are examples. Since all these holidays look quite interesting and spectacular, restoring them and turning them into tourist packages will also make a significant contribution to the development of this region. Historical communities may obtain the ability to receive and entertain tourists; however, at the current time, these villages need urban environment changes. Lakham is one of these, as are a number of renovated towers that no longer serve their traditional use and have yet to be repurposed, such as Margiani Machubi and towers in Mestia, Lentekhi Castle and the museum there.

Sporting Competitions

Hosting sports and adventure competitions can be an effective way for Svaneti to attract top athletes and increase visibility of the region. For example, hosting events such as Freeride World Tour qualifier events and Highlander competitions can not only showcase the natural beauty of Svaneti, but also highlight the region's potential as a destination for outdoor enthusiasts. These events can attract participants and spectators from all over the world, which can provide a boost to the local economy during the low season.

Alpinism

Svaneti could benefit greatly from becoming a popular destination for alpinism, both for beginners and professionals. For beginners, Svaneti's beautiful mountains and stunning natural scenery can provide an excellent introduction to the sport, while experienced climbers can be drawn to the more challenging peaks and routes that the region has to offer such as Ushba, Shkhara, Ailama and other famous summits with extremely difficult climbing routes. By promoting itself as an alpinism destination, Svaneti can attract a wider range of visitors who are interested in outdoor sports and adventure. This can provide a boost to the local economy, particularly during the low season when other forms of tourism may be less popular.

Equestrian Tourism

Svaneti has great potential for developing equestrian tourism on the same routes that are popular among ski tourists during the winter and spring. From the first snowfall of the season until spring, the same trails, guesthouses, and huts can be used to host equestrian tourists. This approach offers convenience for tour planners and a viable small business opportunity for the local population. By offering equestrian tourism in this way, Svaneti can diversify its tourism offerings and attract a wider range of visitors. Additionally, equestrian tourism can be an excellent way to showcase the region's natural beauty and cultural heritage, while providing visitors with an opportunity to connect with local traditions and customs.

Community-based Ecotourism and Agritourism

Svaneti has great potential for developing community-based ecotourism. Special programs for children can be organized to teach them about the local ecosystem, domestic animals, and traditional ways of life, including cheese making and bread baking. Parents can also participate in these activities and learn to cook local dishes, spin wool, and make traditional Svan hats. Marked walking paths can be created that cater to all age groups and fitness levels, offering a safe and enjoyable way to explore the region's natural beauty. Svaneti's long season and abundant seasonal forest products, such as mushrooms and berries, make it an ideal destination for agritourism. By

focusing on the interests and requirements of all visitors, Svaneti can strengthen its community-based cultural offerings in a unique and rewarding experience for tourists.

Wellness Tourism

Svaneti's natural beauty and peaceful atmosphere make it an ideal destination for wellness tourism. With the growing popularity of yoga, meditation, and fitness, Svaneti can attract visitors who seek to unwind and rejuvenate in a tranquil setting. The region could offer various wellness programs and retreats that incorporate local traditions and practices. For example, visitors could participate in yoga and meditation sessions amidst the stunning mountain scenery, practice traditional Svanetian dance as a form of exercise, or receive healing treatments using local herbs and natural remedies. Svaneti could also establish wellness centers and spas that cater to the needs of visitors seeking relaxation and rejuvenation. By promoting wellness tourism, Svaneti can attract a new segment of visitors and promote the region as a place of holistic healing and wellness.

River Adventures

Tskhenistkali River's highly-diverse rafting offerings and fishing season makes Kvemo Svaneti an especially appealing tourist location for the multi-day river rafting and kayaking lovers. The development of river journeys necessitates the construction of well-maintained roads and camping areas at the river's entry and exit locations, the training of qualified, certified guides, and the acquisition of necessary equipment (life jacket, helmet, paddle, neoprene clothing and shoes). The availability of rescue services, access to medical facilities, and activity coordination are all critical. It is critical to have continual connection with river tourism operators and engineering facility operator-companies where there are artificial reservoirs and hydro-power facilities.

Potential New Market Opportunities

The following New Market Opportunities were identified in the Part 1: Assessment document and are relevant to Object 4.0.

Domestic Markets

As mentioned before, the Svaneti region already has a significant share of domestic travelers, but most of them are interested in cultural tours. To tap into a new market opportunity, businesses could create more adventure tourism opportunities that appeal to younger visitors who are interested in outdoor activities such as hiking, skiing, and paragliding. In addition, music festivals in unique historical environments could be a popular attraction for young visitors living in larger cities.

Promoting wellness tourism activities such as yoga retreats and meditation could attract a different type of city visitor who is looking for a more holistic travel experience. Agritourism offerings can be promoted effectively to families. Lower Svaneti, where currently only relatives of local residents tend to visit, could be transformed into an attractive destination by improving the quality of tourism services and developing new attractions for all ages.

International Markets

Based on GNTA's National Tourism Strategy, the target audience and goal is to double the number of visitors from higher spending markets of Western Europe, Asia, and North America. The National Tourism Administration and Svaneti DMO participate in various exhibitions abroad, including when Georgia hosted the large-scale ITB Berlin exhibition and the positioning of the Svaneti brand was center-stage in the promotion campaign of the country.

Other marketing partnerships and international association collaborations, like with the Adventure Travel and Trade Association, can offer creative and out-of-the-box opportunities to reach the target audience: the socially conscious, experiential traveler and adventure connoisseur from Western Europe or North America with money to spend on luxury or high-end offerings.

Bringing Svaneti to its target international audiences via experiential marketing campaigns, like a familiarization trip in reverse, can be a particularly successful tool. This could look like a Svaneti mini-fest with singing and food carts sponsored by Lufthansa at Munich's Central Station offering discounted prices to Svaneti tour packages.

Niche and Affinity Group Markets

By improving heliski and ski touring operations, developing mountain huts, and enhancing rescue services, Svaneti has the potential to

attract niche winter tourists who seek extreme outdoor adventures and are willing to pay high prices for exclusive tours. Other niche markets also discussed as summer season opportunities included Wellness tourism, Ecotourism, and Agritourism, particularly targeting families with children.

Looking at these opportunities by visitor profile opens up new considerations. The Scientific-Academic-Volunteer-Education (SAVE) market is particularly key for both longer stays or larger groups, when considering research field assignments, university class trips or adult-education group tours. Just as festival-goers spend high prices for a long weekend and longer to see headlining DJs or specialty music acts in exclusive destinations, so do “foodies” for a celebrity chef-led master class and gastro-tourism experience. Combine food, wine, and wellness with the safety of Georgia and you have the perfect product for a solo-female or ladies-only group trip.

Desk Research Documents

1. GRETA documents and information including, but not limited to:
 - a. Branding Strategy for the destination Svaneti
 - b. Baseline Study
 - c. GRETA third annual report
 - d. Svaneti DMO Professional Capacity Needs Assessment ARC Report
 - e. Report of the Tbilisi Workshop of all Georgian DMOs dedicated to collecting DMO feedback for the draft tourism law
 - f. Stakeholders meetings (4 meetings) - minutes, summaries, participants lists, notes and illustrations (screen-shots) of the online meetings with the experts and stakeholders
 - g. Technical Reports provided by the specific experts (3 reports)
 - h. Thematic Maps in GIS formats: hiking trails, priority climbing zones with ski-touring lines and ski-lifts zones, selected cultural heritage monuments of high touristic values, historic communities and valleys, main roads and infrastructure, positioning of Georgia and its potential tourism source countries.
2. Literature/ Document/ Data at **regional level**, including, but not limited to:
 - a. Upper Svaneti Local Development Strategy (2022-2027)
 - b. Mestia Municipality 2022-2027 Local Development strategy
 - c. Strategy on Development of the Mountainous Regions of Georgia for 2019-2023
 - d. [Political-Economic Transition in Georgia and its implications for tourism in Svaneti](#), Georgia; FHGR (previously HTW)
3. Literature/ Document/ Data at **national level**, including, but not limited to:
 - a. COVID-19 Tourism Recovery Strategy for Georgia: Regenerating Tourism' New Potential 2021–2030
 - b. Georgian Tourism Development Strategy 2025
 - c. Agriculture and Rural Development Strategy of Georgia 2021-2027
 - d. Georgia Regional Development Program (2018-2021)
 - e. Georgia Mountain Settlements Development Strategy (2019-2023) and Action Plan (2019-2020);
 - f. Development Strategy for the Samegrelo-Zemo Svaneti Region (2014-2021)
 - g. Law of Georgia on the Development of Mountainous Regions (2015)

Hiking Routes

#	Route Name	Season	start_el ev	high _elev	marshut_t ype_eng	track_type _eng	circular_t ype_eng	difficulty_eng
1	Mestia - Hatsval - Zuruld-Heshkil	1 June - 30 October	1450	2262	Hiking trail	Unpaved road,path	oneway, circular	intermediate
2	Mestia - Chilaadi glacier	15 July - 15 October	1450	1950	Hiking trail	Unpaved road,path	oneway	intermediate
3	Mestia-ckhakvzagar- Korulda lakes - Mestia	1 June - 10 November	1400	2730	Hiking, Horse riding	Unpaved road,path	oneway	intermediate
4	Mestia - Gul pass - Bechvi (bagvdanar, mazeer)	1 June - 30 October	1400	2740	Hiking, Horse riding	Unpaved road,path	draught	Ver.1 intermediate ver.2 advanced
5	Mestia - Mulakh (Majvdier, Chvabian, Tsadldash, Zhaabesh)	1 June - 30 October	1397	1950	Hiking, Horse riding	Unpaved road,path	draught	easy
6	Lenjaar (lemsia) - Heshkil	1 June - 30 October	1424	1870	Hiking, Horse riding	Unpaved road,path	oneway, draught	easy
7	Lenjaar (Heshkil) - M.Zuruldi	1 June - 30 October	1870	2348	Hiking, Horse riding	Unpaved road,path	draught	intermediate
8	Lenjaar (Heshkil) - Ieli - Tsvirmi	1 June - 30 October	1870	1950	Hiking, Horse riding	Unpaved road,path	draught	easy
9	Lenjaar(Heshkil) - Latli (Lakhudsh)	1 June - 30 October	1870	1962	Hiking, Horse riding	Unpaved road,path	draught	easy
10	Lenjaar (Lemsia) - M.Tebdiash - Lenjaar(Sol)	1 June - 30 October	1424	2553	Hiking, Horse riding	Unpaved road,path	circular	unmarkable, intermediate
11	Latli (Lakhudsh) - Mkheer - Latli (Matskhvarish)	1 June - 30 October	1350	2490	Hiking, Horse riding	Unpaved road,path	circular	intermediate
12	Latli (Matskhvarish) - Mkher- Lentekh	1 June - 30 October	1300	3590	Hiking trail	Unpaved road,path	draught	advanced
13	Mulakh - Sgimzagar - Iphar (Hadiish) . Mulakh - Sgimzagar - Tsvirmi.	1 June - 30 October	1613	2475	Hiking, Horse riding	Unpaved road,path	draught	intermediate
14	Tsvirmi - Iphar (Bogresh, Nakiphar , Zegan) - Lasil pass - Lentekh (Mutsvdi, Tvib, Tekal, Sakdar)	1 July - 30 October	1910	3086	Hiking trail	Unpaved trail,rocks	draught	advanced
15	Latli (Matskhvarish) - Ipkh - Bechvi (Dol)	1 May - 30 October	1300	1700	Hiking, Horse riding	Unpaved road,path	oneway, draught	easy

16	Mulakh (Lakhir - Zhaamush - Cholash) - Tvibeer glacier - Mulakh (Zhaabesh)	1 June - 30 October	1700	2800	Hiking trail	Unpaved road,path	circular, draught	advanced
17	Iphaar (Hadiish) - Chkhurnier pass - Kaal (Iphrall, Lalkhor, Davber)	1 June - 30 October	1953	2722	Hiking, Horse riding	Path	draught	intermediate
18	Kaal (Davber) - Latphar - Cholur (Chvelph)	1 June - 30 October	1780	2830	Hiking, Horse riding	Unpaved road,path	draught	intermediate
19	Kaal (Iphral, Lalkhor, Davber) - Ushgul (Murkmel, Chaazhash, Zhvibiani, Lamhurish)	1 May - 30 November	1741	2160	Hiking, Horse riding	Unpaved road,path	draught	easy
20	Lentekhi - M.Goldash - Sakdar	1 June - 30 October	730	2869	Hiking, Horse riding	Unpaved road,path	oneway	intermediate
21	Ushgul - Latphar pass - Cholur (Mam)	15 July - 15 October	2100	2830	Hiking, Horse riding	Path, bridle path	oneway	intermediate
22	Ushgul (Murkmel, Chazhash, Chvibian, Zhibian, Lomjurish) - Shkhara glacier	1 June - 30 October	2081	2520	Hiking, Horse riding	Unpaved road,path	oneway	easy
23	Chikharesh (Mged) - Kelida pass - Racha (Likher, Urav)	1 June - 30 October	833	3036	Hiking, Horse riding	Path	draught	intermediate
24	Tsaan (Zaskhv) - Neshka pass - Vatsistsveri pass-Brili	1 June - 30 October	1835	2909	Hiking, Horse riding	Path	oneway	intermediate
25	Etser - Par- Par (gheshder)	1 June - 30 October	1450	1965	Hiking, Horse riding	Unpaved trail	draught	easy
26	Nakra - Kichkhuldash - M.Kva; 2.2 Tavrar - M.Kva;2.3 Tsaler - M.Tsva	1 June - 30 October	1600	2890	Hiking, Horse riding	Path	circular	intermediate
27	Par (Gheshder) - Nakra (Nak)	1 June - 30 October	1410	1700	Hiking, Horse riding	Unpaved road,path	draught	intermediate
28	Etser (Lantel) - Tskhumar (Svip)	1 May- 30 November	1390	1390	Hiking, Horse riding	Path, bridle path	draught	easy
29	Nakra - Leiraki Waterfall - Tavrani	1 June - 30 October	1648	2104	Hiking, Horse riding	Path	oneway	easy
30	Bechvi (Mazer) - M.Mezir - Etser (Chelir)	1 June - 30 October	1700	2557	Hiking, Horse riding	Path	oneway, draught	easy
31	Chuber (Laroka) - Memuli lake	1 June - 30 October	1235	2758	Hiking, Horse riding	Unpaved road,path	oneway	intermediate
32	Tschuber (Chube kar) - Khark lake	1 June - 30 October	930	2698	Hiking, Horse riding	Unpaved road,path	oneway	easy

33	Nakra (Nak) - Utvir pass - Chuber (Chube margh)	1 June - 30 October	779	2714	Hiking, Horse riding	Path	draught	intermediate
34	Bechvi (Dol) - M.Mezir	1 June - 30 October	1264	2285	Hiking, Horse riding		oneway, draught	intermediate
35	Bechvi(Ushkhvanar) - Ipkh - Latli (Matskvarish)	15 May - 30 October	1700	1550	Hiking, Horse riding	Unpaved trail	oneway	intermediate
36	Bechvi(Mazer) - Shdugvra waterfall - Ushba glacier	1 July - 15 October	1700	2575	Hiking trail	Unpaved trail	oneway	intermediate
37	Tskhumar - Chizhdi pass - Kheled (Mamanur)	1 June - 30 October	1125	3388	Hiking trail	Path	draught	advanced
38	Khaishd - Zhibe ved - Lake Toba	1 July - 30 October	1000	2823	Hiking trail	Path	draught	intermediate
39	Khaishd (Chubeved) - Laghamurashi range	1 June - 30 October	835	2978	Hiking trail	Path	oneway	advanced
40	Khaishd (Chube ved) - Lakamurashi range	1 June - 30 October	1127	2574	Hiking trail	Unpaved road,path	oneway	advanced

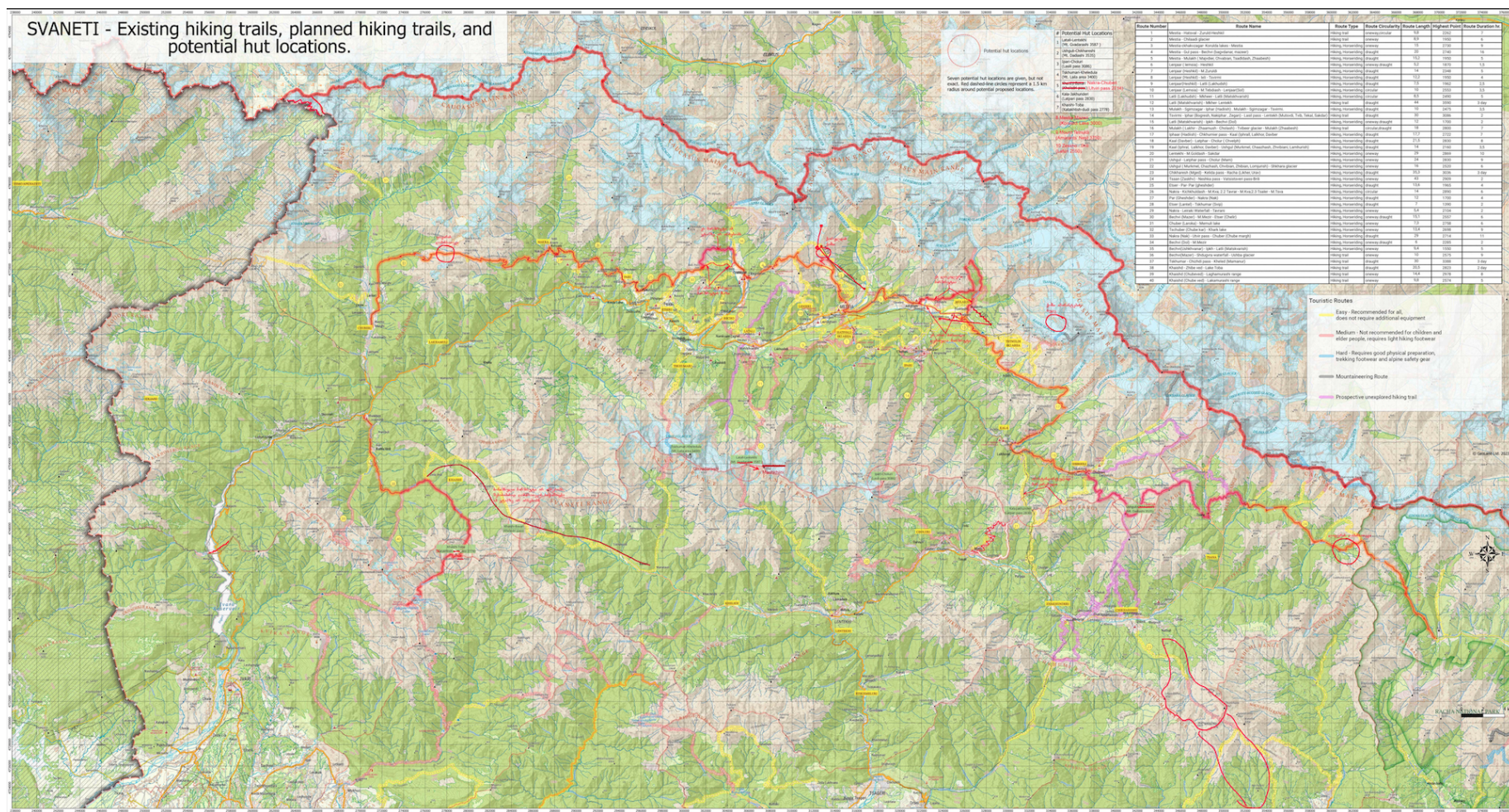
Maps

[Map List](#)

#	Map Name/File name	Print size sm	Map Scale	Notes
1	Location of Svaneti/ Svaneti A5 3000K General .jpg	21X15sm	1:3000000	Location of Svaneti on the map of Georgia
2	Major Tourist Attractions and Infrastructure of Svaneti / Major Tourist Attractions and Infrastructure of Svaneti.jpg	26X15sm	1:500000	Map based on 1:500 000 scale general map. Highlighted community names and major tourist attraction places.
3	Existing and planned Hiking Trails/ SVANETI 100k - Existing and planned Hiking Trails.jpg	140X74.5sm	1:100 000	Most detailed map, based on 1:100 000 scale topographic charts, with all available and planned Hiking Network Segments. Hiking network segments are given in different colors according to the hardness. Separately with the red line are highlighted segments. Those segments cross all the Svaneti. We call it the Axial Trans Svaneti Route. In the supplementary table are given recommended routes with all necessary information for travelers.
4	Representative network and tourism zoning			The territory of Svaneti includes 2 municipalities and around 30 historic communities spread over several high mountain ranges. The Tourism Strategy team is recommending introducing a representative network of the DMO Svaneti based on the territorial approach focused on the tourism development needs, network of the trails and local geographic characteristics. DMOs Representatives from specific tourism zones (areas) will insure

				<p>permanent and effective communication between DMO Svaneti (based in Mestia and Lentekhi) and its local representatives in the specific valleys/zones, will be responsible to connect DMOs activities to the local needs, facilitate creation of the new tourism hot-spots and activities/experiences, collect local statistics and travelers feedback and communicate it with the DMO at regional level.</p>
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Map 3: Svaneti existing and planned hiking trails with potential hut locations



Map 4: Representative network and tourism zoning

