

Training Center of Justice of Georgia

Strategy Implementation Action Plan

Strategy planning is continuing, dynamic cycle, which requires institution periodical evaluation of progress, information analysis, priorities revision, new priorities identification and controlling implementation process of strategic objectives.

Two issues have been taken into consideration during the strategy planning process of the Training Center of Justice of Georgia: Institutional evaluation and revealing of medium-term priorities.

The goal of the institutional evaluation was studying and analyzing Training Center of Justice of Georgia's issues, factors and problems which have impact on the fulfillment effectiveness of the center's institutional functions and objectives.

Institutional evaluation was conducted via studying previous years' experience and reports and mainly via communication with colleagues. Consequently, designation of the center, activity directions, achieved success and existing challenges were emphasized.

6 strategic goals were outlined during the workshop. Strategic objectives are defined under the each strategic goal. These tasks further specify training center's action priorities and give general guidelines for the action plan.

One-year **action plan** consists of concrete activities and initiations. With accomplishing these activities and initiations it is important for the center to achieve strategic goals and objectives and to take into consideration existing situation (evaluation of 2013 year), evaluation and analysis (see appendix 1,2).

Appendix # 1

Evaluation and Analysis of Existing Situation

Goals:	Existing Situation:
<p>Goal #1: Support of implementation of legislative changes prepared by the Ministry of Justice of Georgia.</p>	<ul style="list-style-type: none"> • We have information regarding the legislative initiation prepared by the ministry; • Center is participating in the interagency work group via legal expert; • Center is participating in the formation of legislative changes packet;
<p>Goal #2: Support of development and effective work of Central Apparatus of Ministry of Justice, its LEPLs and interagency departments.</p>	<p>Regarding the trainings we are cooperating with 4 LEPL: Public Service Hall, Public Service Development Agency, Public Registry, Data Exchange Agency, Center For Crime Prevention;</p> <ul style="list-style-type: none"> • Labor Law (apparatus and LEPL); • Spelling Training (apparatus); • Media speaker Training (apparatus); • Foreign language courses (English, French) service delivery for all LEPL and apparatus departments; • Public lectures program service delivery for the all LEPL and apparatus departments; <p>Regarding the testing we are cooperating with 8 LEPL and apparatus: National Archives of Georgia, National Bureau of Enforcement, Public Service Development Agency, Public Service Hall, Georgian Notary Chamber, Center For Crime Prevention, Smart Logic, Legislative Herald of Georgia.</p>

<p>Goal #3: Support of effective management and customer-oriented service standard improvement in public and private legal entities.</p>	<ul style="list-style-type: none"> • Working experience with different legal entities reactively – according to responses. • <u>Testing:</u> Agriculture and the Ministry of Defense of Georgia. • <u>Trainings:</u> Prosecutor’s Office of Georgia, students, Finance Police, the Ministry of Defense of Georgia.
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<p>Goal #4: Improvement of knowledge and qualification of the Training Center of Justice of Georgia’s employees</p>	<ul style="list-style-type: none"> • We have budget plan; • We have identified partners; • We have to meet high standards;
<p>Goal #5: Improvement of infrastructure of the Training Center of Justice of Georgia</p>	<ul style="list-style-type: none"> • The center is located in the premise of Prosecutor’s Office of Georgia, (Gorgasali str. # 24), Tbilisi. This working area is not enough and is uncomfortable for the center’s corresponded activities. Therefore, the center is often forced to conduct planned events in different additional premises. • On the balance of the center exists three-floored building, which needs rehabilitation and the process of reconstruction and restoration has begun in 2013 year. • The center is planning to move in new office (on Jikia Street) for summer, 2014 year. Significant resources are needed from the center for these whole

	<p>processes: restoration, rehabilitation, moving in new premise.</p> <ul style="list-style-type: none">• The center's branch "Kvareli" needs to improve construction gaps. This process also requires significant resources from the center as the dispute issues must be settled with construction companies.• Improvement of "Kvareli" branch's construction gaps with repair works is planned for the 2014 year.
<p>Goal #6: Achievement of financial sustainability and self-sufficiency</p>	<ul style="list-style-type: none">• On the current stage, taking into consideration financial analysis of Training Center of Justice of Georgia, costs exceed incomes;• The center's activity mostly depends on budget.

Appendix # 2

Strategy Implementation Action Plan

Strategic Goal #1

Narrative Description	Indicators	Measurement Tools	Assumption
<p>Goal #1: Support of implementation of legislative changes prepared by the Ministry of Justice of Georgia</p>	<ul style="list-style-type: none"> • The center’s direct involvement in the implementation process of the legislative changes; • Center’s partners involvement in the changes implementation process. 	<ul style="list-style-type: none"> • The number of corresponded trainings. • The number of involved organizations. 	
<p>Objectives:</p> <ul style="list-style-type: none"> • Support of informing target group regarding the legislative changes. • Support of implementing and strengthening of legislative changes. 	<ul style="list-style-type: none"> • Information level regarding the legislative changes in the target group; • Knowledge level regarding the legislative changes in the target group. 	<ul style="list-style-type: none"> • The number of media and international organizations participating in the processes; • The number of claims and complaints of citizens in 	<p>Insufficient resource for data collection.</p>

		judicial and administrative authorities.	
<p>Results:</p> <ul style="list-style-type: none"> • Prepared target group in accordance with concrete legislative change; • Proven training module; • Prepared trainers for the corresponded module; • Legal authorities who made legislative changes serve people regarding these changes. 	<ul style="list-style-type: none"> • Conducted trainings (agenda, curriculum); • Feedbacks made during the trainings; • Citizens use the results of legislative reforms. 	<ul style="list-style-type: none"> • The number of conducted trainings and prepared participants; • Percentage indicator of positive assessments during the feedback; • The number of citizens, who have benefit from the changes. 	<ul style="list-style-type: none"> • Inappropriate module regarding adopted legislative changes; • Insufficient level of knowledge in the target group. • Supply does not meet requirements.
<p>Activities:</p> <ul style="list-style-type: none"> • Determination of the target group; • Creating of module; • Revealing/preparing of trainers group; • Determination/bud 	<ul style="list-style-type: none"> • Revealed target groups; • Prepared training modules; • Determined training module; 	<ul style="list-style-type: none"> • The number of revealed target groups; • Module flexibility; • The number of planned 	<ul style="list-style-type: none"> • Parliament did not approved the change; • Target group was not able to involve in the trainings.

<p>getting of training cycle;</p> <ul style="list-style-type: none"> • Analysis of training needs; 	<ul style="list-style-type: none"> • Training needs analysis results; 	<p>trainings;</p>	
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Strategic goal #2

Narrative Description	Indicators	Measurement Tools	Assumption
<p>Goal #2: Support of development and effective work of Central Apparatus of Ministry of Justice, its LEPLs and interagency departments</p>	<p>Conducted projects with stakeholders (Apparatus of Ministry of Justice, 10 LEPL).</p>	<ul style="list-style-type: none"> • The number of administered tests, trainings and other types of projects as a result of cooperating with stakeholders; • The number of programs, projects and tests participants. 	
<p>Objectives:</p> <ul style="list-style-type: none"> • Strengthening cooperation with stakeholders; • Increasing involvement and 	<ul style="list-style-type: none"> • Informing of stakeholders regarding the training center's 	<ul style="list-style-type: none"> • The number of stakeholders; • The number of projects 	<p>Problem of the center's resource distribution.</p>

<p>interest of new stakeholders (see the analysis of stakeholders in the appendix);</p> <ul style="list-style-type: none"> To deliver the following products taking into consideration needs of stakeholders and the center's resources: <ol style="list-style-type: none"> 1. Planning and conducting trainings for increasing working effectiveness of organization's employees. 2. Organizing and implementing personal objective and transparent selection/attestation competition testing procedures; <ul style="list-style-type: none"> Support of social projects planned and implemented by the Central Apparatus of Ministry of Justice, its LEPLs and interagency departments for social equality. 	<p>products taking into consideration stakeholder's needs.</p> <ul style="list-style-type: none"> Delivered products for the stakeholders; Training Center is involved in the social responsibility projects. 	<p>conducted with stakeholders.</p> <ul style="list-style-type: none"> The number of social responsibility projects conducted with center participation. 	
<p>Results:</p> <ul style="list-style-type: none"> Trainings plan 2014 year: <ol style="list-style-type: none"> a) With existing stakeholders, b) With new stakeholders; 	<p>Training and testing plans 2014 fulfillment</p>	<p>Plans fulfillment's Percentage indicators</p>	<ul style="list-style-type: none"> Changes in the calendar plans of trainings and testing;

<ul style="list-style-type: none"> • Testing plan 2014 year: a) With existing stakeholders, b) With new stakeholders; 			<ul style="list-style-type: none"> • Staff or organization changes; • Revealing of new needs and priorities changes.
<p>Activities:</p> <ul style="list-style-type: none"> • Coordinative meeting with new and existing stakeholders, revealing of training needs for 2014 year; • Elaborating annual training plan – schedule determining for new and existing stakeholders for 2014 year; • Coordinative meeting with new and existing stakeholders, revealing of testing needs for 2014 year; • Elaborating annual testing plan – schedule determining for new and existing stakeholders for 2014 year; 	<ul style="list-style-type: none"> • Meeting; • Elaborating testing and training plans for 2014 year. 	<ul style="list-style-type: none"> • The number of participants at the meeting. • The number of mid-level and top managers involved in the process of defining training needs. • The number of activities defined by the training plan schedule (the number of participants). 	<ul style="list-style-type: none"> • Meeting termination or incomplete attendance; • Parties non-motivation, lack of interest; • Insufficient resources during the increased demand.

Strategic Goal #3:

Narrative Description	Indicators	Measurement Tools	Assumption
<p>Goal # 3: Support of effective management and customer-oriented service standard improvement in public and private legal entities.</p>	<p>Communication and cooperation with stakeholders regarding the trainings and testing.</p>	<ul style="list-style-type: none"> • The number of conducted projects in frame of cooperation with stakeholders. • The number of training participants defined by the project. 	
<p>Objectives:</p> <ul style="list-style-type: none"> • Cooperation strengthening with existing stakeholders; • Attracting new stakeholders, increasing their interest and involvement; • Delivering products to the stakeholders taking into 	<p>Informing stakeholders regarding the training center’s products.</p>	<ul style="list-style-type: none"> • The number of stakeholders; • The number of planned projects. 	<ul style="list-style-type: none"> • Lack of needs; • Resources distributing problem.

<p>consideration their interests and center's resources.</p> <ul style="list-style-type: none"> • Analysis and evaluation of organization's needs in order to improve service quality. Also, training planning and implementing. • Testing administering for evaluation. 			
<p>Results:</p> <p>Fulfillment of 2014 year scheduled trainings and testing in order to improve management and service quality.</p>	<p>Aptness of conducted trainings and testing according to the calendar plan.</p>	<p>Percentage indicator of plan fulfillment.</p>	<ul style="list-style-type: none"> • Changes in the calendar plan of trainings and testing; • Staff or organizational changes; • Revealing of new needs and priority changes.
<p>Activities:</p> <ul style="list-style-type: none"> • Coordinative meeting with existing 	<ul style="list-style-type: none"> • Meetings with new and existing stakeholders; • Calendar scheduled 	<ul style="list-style-type: none"> • The number of meetings; • The number of activities, projects 	<ul style="list-style-type: none"> • Meeting termination or incomplete attendance;

<p>stakeholders.</p> <ul style="list-style-type: none"> • Defining training and testing needs to the existing stakeholders and their calendar scheduling; • Communication with new stakeholders and making offers to them; • Defining training and testing needs to the new stakeholders and their calendar scheduling; 	<p>plan of trainings and testing.</p>	<p>and programs scheduled by the calendar plan and participants of these activities.</p>	<ul style="list-style-type: none"> • Parties non-motivation, lack of interest; • Nonsufficient resources during the increased demand. • Lack of products needed according to the demand.
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Strategic Goal # 4:

Narrative Description	Indicators	Measurement Tools	Assumption
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<p>Goal #4: Improvement of knowledge and qualification of Training Center of Justice of Georgia's employees.</p>	<ul style="list-style-type: none"> • Variety and quality of center activity; 	<ul style="list-style-type: none"> • The number of added and updated projects 	<p>.</p>
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<p>Objectives:</p> <ul style="list-style-type: none"> • Coincidence of center and employee needs regarding the qualification improvement issue; • Keeping center activity continuity simultaneously with qualification improvement courses. 	<ul style="list-style-type: none"> • Aptness of center strategy action plan to the preparation plan; • Calendar of the planned activities. 	<ul style="list-style-type: none"> • The number of center' implemented projects, where employee's gained knowledge is used. • New products; • The quantity and tightness of planned projects in the calendar. 	<ul style="list-style-type: none"> • New product was not implemented/it was implemented wrongly; • Termination of the activity, project implementation with mistakes
<p>Results:</p> <ul style="list-style-type: none"> • Motivated and qualified employees; • Increasing of stakeholders satisfaction; • Increasing of center activity effectiveness. 	<ul style="list-style-type: none"> • Stakeholders feedback; • Variety of center projects and programs; • Increased indicators with own funds. 	<ul style="list-style-type: none"> • High percent of program participation in the target groups; • The number of conducted projects and programs; • Increasing of center's funds. 	<p>Increased demand of the center activity.</p>
<p>Activities:</p> <ul style="list-style-type: none"> • Revealing of employees qualification needs research; 	<ul style="list-style-type: none"> • Qualification needs are revealed; • Employees' needs are satisfied via plan according to 	<ul style="list-style-type: none"> • 3 sphere are summarized; • The number of employees in the plan according to 	<ul style="list-style-type: none"> • Revealed needs are not priority for the center; • The plan is not implemented;

<ul style="list-style-type: none"> • Suiting annual qualification improvement program for the employees; • Implementing of planned activities; • Elaborating of qualitative feedback system (low managerial link= medium managerial link = top managerial link); • Elaborating archive system for the electronic documents; • Implementing of civil defense and evacuation practice teaching. 	<p>the spheres;</p> <ul style="list-style-type: none"> • The employees are trained; • System is developed; • communication is bilateral; • Electronic documents archive is created; • Training form is elaborated. 	<p>the spheres;</p> <ul style="list-style-type: none"> • Budget funds according to the number of employees; • The number of notifications; • The number of electronic documents in the archive; • Training is conducted twice a year. 	<ul style="list-style-type: none"> • Employee turnover; • If the evaluation is not done periodically, feedback process is going incorrectly; • Previous years electronic documents are not available; • All the employees were not able to participate simultaneously.
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Strategic Goal # 5

Narrative Description	Indicators	Measurement Tools	Assumption
<p>Goal #5: Improvement of infrastructure of the Training Center of Justice of Georgia</p>	<p>It is appropriated and helpful for center activity.</p>	<ul style="list-style-type: none"> • The number of implemented programs in frame of center activity; • New orders; • Budget data. 	
<p>Objectives: Implementation of planned constructive and rehabilitation works parallel to center functioning continuity.</p>	<p>Center activity is not stopped.</p>	<p>The number of programs before moving in new premise and after.</p>	<ul style="list-style-type: none"> • Long adaptive period for accustoming to the new address for the center employees and customers.
<p>Results:</p> <ul style="list-style-type: none"> • General problems are resolved in Kvareli; • Tbilisi center is moved at new address. 	<ul style="list-style-type: none"> • Kvareli center is working without delays; • Customers are served in the new premise of the center. 	<ul style="list-style-type: none"> • Budget data; • The number of programs and participants. 	<ul style="list-style-type: none"> • Terms mismatch.

<p>Activities:</p> <ul style="list-style-type: none"> • Conducting a tender for the Tbilisi new office activities; • Conducting a tender for the Kvareli office activities; • Conducting works for kitchen arrangement for the Tbilisi center. • Conducting works for kitchen arrangement for the Kvareli center. • Conducting a tender for purchasing furniture and technologies (for Tbilisi and Kvareli); • 2014 year works for moving to the new premise of the center; • Organizing an official event for the opening of new office. 	<ul style="list-style-type: none"> • The winner of the tender is revealed; • Works for arranging kitchen in Tbilisi and in Kvareli are done; • Opening date is announced. 	<ul style="list-style-type: none"> • Product is delivered; • Financial expenses for the opening. 	<ul style="list-style-type: none"> • Terms were not meet; • New office is not enough for the growing program needs.
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Strategic Goal #6

Narrative Description	Indicators	Measurement Tools	Assumption
<p>Goal #6: Achievement of financial sustainability and self-sufficiency.</p>	<p>Increasing own funds.</p>	<p>Increased income and independence from the budget.</p>	
<p>Objectives:</p> <ul style="list-style-type: none"> • Financial planning, forecasting and defining priorities on the financial analysis bases. • Implementing relationship strategy with stakeholders (see strategic document). 	<ul style="list-style-type: none"> • Quarterly plans are elaborated; • Strategic plan of relationship with stakeholders is elaborated. 	<p>Budget data</p>	<p>Resource distributing difficulties</p>
<p>Results:</p> <p>Increasing profit.</p>	<p>Surplus funds.</p>	<p>Budget data</p>	<p>Unforeseen financial expenses</p>
<p>Activities:</p> <ul style="list-style-type: none"> • Arranging monthly reports and analysis; • Improving 	<ul style="list-style-type: none"> • Monthly financial analysis are prepared; • Profitable quarterly plan is 	<ul style="list-style-type: none"> • 12 financial reports; • Percentage indicator of quarterly 	<p>Financial year of the donors do not consider center support as priority.</p>

<p>planning via quarterly financial forecasts and recommendations;</p> <ul style="list-style-type: none">• Mobilizing recourses of donor organizations.	<p>implemented;</p> <ul style="list-style-type: none">• Diversity of the donors is increased.	<p>profits comparison;</p> <ul style="list-style-type: none">• The number of financed projects.	
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