



High School of Justice Strategic Plan 2014-2018

**In the framework of the Council of Europe Project “Developing the Capacity of the
High School of Justice of Georgia”
(Directorate General of Human Rights and Rule of Law)**

2014

I. Introduction

The High School of Justice (HSoJ) established in 2006 is a legal entity of public law. It is responsible for implementing the initial judicial training of judicial candidates, as well as in-service training for judges. In addition, the HSoJ conducts in-service training for judges' assistants and other court staff.

The Council of Europe (CoE), acting on a request from the HSoJ senior management team, is providing assistance to strengthen and modernize the institution in order to enable it to better meet the needs of current and future judges and other court staff in the process of initial and in-service training.

In order to achieve this objective, the CoE in conjunction with the HSoJ carried out a comprehensive needs assessment to determine the strengths and weaknesses of the HSoJ and to draw up short- and long-term strategies and plans to address any gaps and shortcomings.

The needs assessment has been developed through the following directions:

Structural and procedural gap analysis

- Assessment of the correspondence of the HSoJ regulations vis-à-vis European standards;
- Structure and organization of HSoJ; the institutional framework;
- Management practices and needs related to the management capacity;
- Resources; staffing and trainers, budget and premises;
- Coordination mechanisms; HSoJ and the High Council of Justice, HSoJ and its beneficiaries;
- Research capacity; and
- Cooperation; judicial cooperation, cooperation with other judicial training institutions and donors;

Training assessment (initial and in-service training courses)

- Training requirements and structure;
- Training needs assessment, curriculum development and evaluation;
- Content of training programs;
- Training methods and implementation;
- Trainers and their evaluations; and
- Use of information and communication technologies in the training process.

Analysis of HSoJ communication processes

- Internal communication;
- Flow of information related to the initial and in-service trainings for judges and communication between the judiciary, law faculties, Bar Association, professional organisations, civil society and the HSoJ.
- Using evaluation process and internal survey findings;

- Communication between the stakeholders and beneficiaries; and
- The use of ICT and the informational networks.

This work has been undertaken by three teams of experts:

- **Structural and procedural gap analysis**
- Dragomir Yordanov (Bulgaria, the CoE expert)
- Khatuna Nachkebia (Georgia, national expert)
- Ketevan Kharatiani (Georgia, national expert)

- **Training assessment**
- Marina Naumovska-Milevska (“The former Yugoslav Republic of Macedonia”, the CoE expert)

- **Communications assessment**
- Michael Rory Wicksteed (United Kingdom, the CoE expert)
- Marina Imerlishvili (Georgia, national expert)

This document represents a Strategic Plan of the HSoJ. The purpose of the Strategic Plan is to define priorities and strategic directions that will guide the HSoJ over the coming four years (2014-2018). The document has been produced within the framework of the CoE Project “Developing the Capacity of the High School of Justice of Georgia” (Directorate General of Human Rights and Rule of Law) supported by the Ministry of Foreign Trade and Development Cooperation of the Kingdom of the Netherlands.

About the Process of Strategic Planning

The needs assessment was followed by a series of working meetings aiming to define a development strategy and action plan for the HSoJ based on the results of the needs assessment mission. The process of strategic planning involved Georgian and European experts and the senior management team of the HSoJ. The working meetings was conducted during the period from 24 March through April 2014. The process of work also involved an overview of the government’s strategic documents and reports.

II. Vision, Mission and Values of the High School of Justice

Vision of the High School of Justice:

The High School of Justice is an efficient, result-oriented and highly reputable educational institution providing high quality professional trainings for judicial candidates, sitting judges, judge's assistants and other court staff.

Mission of the High School of Justice

The mission of the High School of Justice is to ensure the judicial system with highly qualified staff.

Values

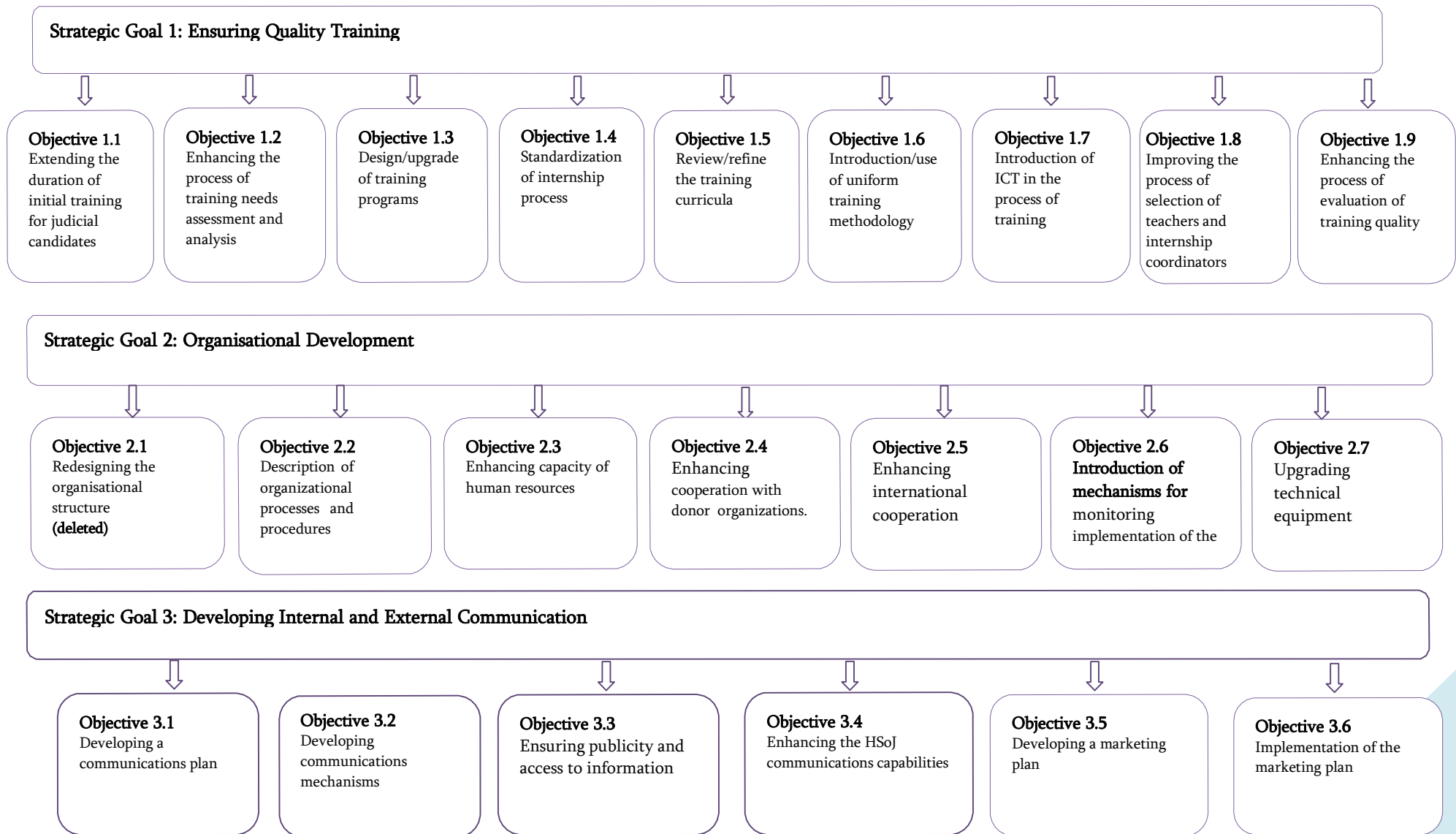
- Protection of Human Rights and Rule of law
- Independence and impartiality
- Professionalism
- Dedication and commitment

Guiding principles

- Transparency and accountability
- Inclusiveness/ collegiality, team spirit
- Continuous concern for training quality
- Result-oriented work
- Dedication to ethical principles

III. Strategic Framework

Mission: Ensure the judicial system with highly qualified staff



Strategic Goal 1. Ensuring Quality Trainings

Teaching/training is the HSoJ core organizational process; hence, upgrading of the organisational structure and improvement of auxiliary working processes shall serve the purpose of ensuring high quality training.

Objective 1.1 Extending the duration of initial training

- 1.1.1 Promote the process of initiating a package of legislative amendments towards extending the duration of training¹
- 1.1.2 Modify respective internal regulations related to extension of the duration of training.

Objective 1.2 Enhancing the process of training needs assessment and analysis (TNA)

- 1.2.1 Refine the existing mechanism of training needs assessment for in-service training of judges and court staff
- 1.2.2 Ensure the continuity of the TNA process

Objective 1.3 Design/upgrade of training programs

- 1.3.1 Develop new training programs
- 1.3.2 Redesign/upgrade existing training programs
- 1.3.3 Introduce new and redesigned/upgraded training programs

Objective 1.4 Strengthening internship process

- 1.4.1 Extend the duration of the internship period
- 1.4.2 Develop unified internship-related standards
- 1.4.3 Introduce unified internship-related standards

Objective 1.5 Review/refine the training curricula

- 1.5.1 Develop a mechanism for refining the training curricula
- 1.5.2 Review/develop the curricula
- 1.5.3 Review/develop training materials
- 1.5.4 Develop special training manuals for trainers
- 1.5.5 Publish training materials in the electronic format
- 1.5.6 Address the issue of ownership (copyright) of training programs /curricula /training materials

Objective 1.6 Introduction/use of uniform training methodology

- 1.6.1 Introduce adult learning methodology.
- 1.6.2 Train the Trainers in adult learning methodology
- 1.6.3 Train the mentors on internship issues.

Objective 1.7 Introduction of ICT in the process of training

- 1.7.1 Introduce a distance learning program
- 1.7.2 Using the web portal in the process of training
- 1.7.3 Prepare an electronic on-line catalogue of the HSoJ library

¹The HSoJ has drafted a package of legal amendments that alongside with other changes envision the extension of the duration of initial training of judicial candidates to 15 months. The package of draft legal amendments shall be considered by the High Council of Justice that will further initiate it with respective authorities.

Objective 1.8 Improving the process of selection of teachers and internship coordinators

- 1.8.1 Review the criteria for selection of trainers and streamline the selection process
- 1.8.2 Develop the criteria for selection of mentors and streamline the selection process

Objective 1.9 Enhancing the process of evaluation of training quality

- 1.9.1 Designing a mechanism for evaluating the training quality and ensuring permanency of evaluation process.
- 1.9.2 Further development of training evaluation tools for judicial candidates
- 1.9.3 Refining the tools for evaluating in-service trainings for court staff
- 1.9.4 Introduce assessment instruments of other training courses

Strategic Coal 2. Organisational Development

Establishing a structure fully compatible with the HSoJ mission and objectives, continuous development of its human and material-technical resources are vital to ensuring efficiency of the HSoJ activities.

Objective 2.1 Redesigning the organisational structure (Deleted)

Objective 2.2 Description of organisational procedures and working processes

- 2.2.1 Describe the training process as the core organizational process – the process of training needs assessment (TNA), enhancement of curricula/training programs, e-learning process, introduction of adult learning methodology, the process of developing training materials, the process of assessment of teaching quality, managing the Library/ Documentation Centre materials
- 2.2.2 Describe auxiliary working processes (recruitment, procurement, budgeting, document management, etc.)
- 2.2.3 Describe standards for organising training activities.

Objective 2.3 Enhancing human resources capacity

- 2.3.1 Design/refine position profiles and job descriptions
- 2.3.2 Develop a recruitment policy, recruitment process description and implementation
- 2.3.3 Draw up a plan for HR development
- 2.3.4 Develop and introduce a staff motivation scheme
- 2.3.5 Develop and introduce a performance evaluation system

Objective 2.4 Enhancing cooperation with donor organizations

- 2.4.1 Deepen relations with partner organisations
- 2.4.2 Explore potential new sources of financing
- 2.4.3 Attract new donor organisations

Objective 2.5 Enhancing international cooperation

- 2.5.1 Joining international organisations
- 2.5.2 Explore forms and possibilities of cooperation with judicial training centres in other countries, cooperation with foreign judicial training centres.

Objective 2.6 Monitoring implementation of the Action Plan

- 2.6.1 Describe the procedure of monitoring implementation of the Action Plan
- 2.6.2 Monitor implementation of the Action Plan

Objective 2.7 Upgrading technical equipment

- 2.7.1 Assess the needs of HSoJ offices/premises in terms of technical equipment (from the perspective of current and planned activities of the HSoJ)
- 2.7.2 Equip the central office/premises (in Tbilisi)
- 2.7.3 Equip the regional training centre premises (in Batumi and Tskaltubo)
- 2.7.4 Introduce up-to-date ICT and software (upgrading the website, web portal, etc.)
- 2.7.5 Set up/equip a computer classroom

Strategic Goal 3. Enhancement of Internal and External Communications

The main purpose of the HSoJ Communications Strategy is to build its reputation, which apart from delivery of high-quality training will largely be based on effective communication – both internal and external.

Objective 3.1 Developing a communications plan

- 3.1.1 Identify effective communication channels with internal and external audience groups
- 3.1.2 Define adequate content and format of information for external target groups (stakeholders)
- 3.1.3 Develop a communications plan document

Objective 3.2. Developing communication mechanisms

- 3.2.1 Create a corporate style guide to govern all HSoJ documents and correspondence (e-mail, presentation documents, training materials; refine the use of terminology in the English versions of the documents).
- 3.2.2 Promote corporate loyalty among internal audience groups:
 - Introduce an induction manual/guide for new staff, teachers, internship coordinators (mentor judges), new members of the Independent Board
 - Organise staff retreats

Objective 3.3 Ensuring publicity and access to information

- 3.3.1 ICT use/development (social networks, website/web portal, etc.)
- 3.3.2 Develop and implement a media communication plan
- 3.3.3 Ensure access to information for interested members of the public and stakeholders
- 3.3.4 Develop information and communication policy for vulnerable groups²

²Ethnic minorities and persons with disabilities

(Ensuring availability of communication products through alternative formats; application of electronic communications and international guidelines on web accessibility corresponding the needs of vulnerable groups.)

Objective 3.4 Enhancing the HSoJ communications capabilities

- 3.4.1 Ensure proper staffing of the PR and marketing unit
- 3.4.2 Develop a mechanism to evaluate communications efficiency and carry out evaluation
- 3.4.3 Enhance technical and technological capacity of the PR and marketing unit.

Objective 3.5 Developing a marketing plan

- 3.5.1. Develop a marketing plan

Objective 3.6 Implementation of the marketing plan

- 3.6.1. Identify/update new target groups
- 3.6.2. Identify/update training needs of new target groups
- 3.6.3. Design/update training programmes matching the needs of new target groups
- 3.6.4. Prepare/update offers for new target groups
- 3.6.5. Market new services

IV. Monitoring the Process of Implementation of the Plan, Evaluation Indicators

Through monitoring, at the stage of implementation of activities defined in the Strategic Plan, should be assessed how workable and efficient the plan is, whether the expected outcomes are achieved, and what changes may need to be made. Based on the results obtained in the course of evaluation of the performance of the plan, the Strategic Plan should be reviewed and adjusted if needed.

For each activity envisaged by the Strategic Plan there is an assigned person responsible for its implementation. It is not necessary that the responsible person be involved in the implementation of the respective activity, though the overall responsibility for proper implementation (in case funding is allocated) shall be with the person concerned.

In order to secure effective monitoring and evaluation of the implementation of the Strategic Plan, it is necessary to assign a person within the institution who, once every 3 months or twice a year, will procure information on the progress achieved from the persons responsible for implementation of each of the planned activities. The responsible persons for their part shall provide information in a timely fashion to the person in charge of the monitoring and evaluation. The director of HSoJ shall define the rule of execution of monitoring and evaluation of the implementation of the Strategic Plan

Twice a year the person in charge will prepare a brief report on the results of the monitoring and present it to the head/management of HSoJ. Each year the management team will discuss the results of the past year and, if necessary, make decisions regarding making amendments to the Plan.

V. Action Plan

(Strategic Directions/Objectives/Activities)

Strategic Directions		Outcome/output	Indicator/verification means	Time-frame
Strategic Goal 1 - Quality Training Delivery				
Objective 1.1 Extending the duration of initial training				
	1.1.1 Promote the process of initiating a package of legislative amendments towards extending the duration of initial training	Meetings conducted with relevant agencies/stakeholders	Brief reports on meeting results	2014, earlier half of 2015
	1.1.2 Modifying respective internal regulations related to extension of the duration of training	Internal regulations concerning extension of the duration of training drafted	Internal regulations	2018 (tentatively)
		Drafted amendments submitted for consideration to the Independent Board	Minutes of Board meetings	2018 (tentatively)
Objective 1.2 Enhancing the process of training needs assessment and analysis (TNA)				
Activities	1.2.1 Refining the existing mechanism of training needs assessment for in-service training of judges and court staff	<ul style="list-style-type: none"> Web portal launched Mechanisms of training needs assessment modified 	Needs assessment document/web portal	2015
	1.2.2 Ensuring the continuity of the TNA process	TNA mechanism introduced	TNA document	2015-2018 (annually)
Objective 1.3 Design/upgrade of training programs				

Activities	1.3.1 Develop new training programs/redesign existing training programs	Initial training programs for judicial candidates developed/redesigned	Initial training programs for judicial candidates	2016
		Initial training programs for court staff developed/redesigned	Initial training programs for court staff	2015
		In-service training programs for judges and court staff developed/redesigned	In-service training programs for judges and court staff	2014 - 2018 (annually)
	1.3.2 Introduce new and redesigned/upgraded training programs	Training programs for judicial candidates introduced	Training programs	2017
		Training programs for court staff introduced (aspirants)	Training programs	2015
		In-service training programs for judges and court staff introduced	Training programs	2015 - 2018 (annually)
Objective 1.4 Strengthening internship				
Activities	1.4.1 Extend the duration of the internship period.	Internal regulations concerning extension of the duration of training drafted	Internal regulations	2018 (tentatively)
		1.4.2 Develop unified internship-related standards	Internship process standardised	Internship standards
	Criteria of intern evaluation by mentors developed	Intern evaluation criteria	2015	
	Criteria of mentor evaluation by interns developed	Mentor evaluation criteria	2015	
	1.4.3 Introduce unified internship-related standards	Unified standards of internship introduced	Changes in internal regulations of the HSoJ; evaluations, reports	2015

Objective 1.5 Review/refine the training curricula

Activities	1.5.1	Develop a mechanism for refining the training curricula	A mechanism for refining the training curricula developed	Curriculum design mechanism	2015
	1.5.2	Review/develop the curricula	Curricula reviewed/developed	Curricula	2015-2018
	1.5.3	Review/develop training materials	Training materials reviewed/developed	Training materials	2015-2018
	1.5.4	Develop special training manuals for teachers/trainers	Training manuals developed	Special training manuals	2017
	1.5.5	Publish training materials in the electronic format	Training materials published	Published materials	2015-2018
	1.5.6	Address the issue of ownership (copyright) of training programs /curricula / training materials	Agreements established with authors of training materials	Agreements	2016-2018

Objective 1.6 Introduction/use of uniform training methodology

Activities	1.6.1	Introduce adult learning methodology	Adult learning methodology introduced	Adult learning methodology document	2017
	1.6.2	Training of trainers in adult learning methodology	Trainers trained in adult learning methodology	<ul style="list-style-type: none"> • Photos/visibility materials from trainings • Training participants' registration sheet 	2016 - 2017
	1.6.3	Training of mentors on internship issues	Mentors trained on internship issues	<ul style="list-style-type: none"> • Photos/visibility materials from trainings • Training participants' registration sheet 	2015

Objective 1.7 Introduction of ICT in the process of training

Activities	1.7.1	Introduce a distance learning programme	Distance learning programme introduced	Distance learning programme	2018
	1.7.2	Using the web portal in the process of training	Users of the web portal trained	<ul style="list-style-type: none"> • Photos/visibility materials from trainings • Training participants' registration sheet 	2015
			Web portal use in the process of training	Electronic training materials Electronic evaluations	2015
	1.7.3	Compile an electronic on-line catalogue of the HSoJ library	On-line catalogue compiled	On-line library catalogue	2015
Objective 1.8 Improving the process of selection of teachers and internship coordinators					
Activities	1.8.1	Upgrading the criteria for selection of teachers and streamline the selection process	Criteria for selection of teachers reviewed and approved by the relevant legal act	Legal act regulating the selection criteria for teachers	2018
	1.8.2	Develop the criteria for selection of internship coordinators and streamline the selection process	Criteria for selection of internship coordinators reviewed and approved by the relevant legal act	Legal act regulating the selection criteria for internship coordinators	2015
Objective 1.9 Enhancing the process of evaluation of training quality					
Activities	1.9.1	Designing a mechanism for evaluating the training quality and ensuring permanency of the evaluation process	Mechanisms for evaluating the training quality designed	Legal act regulating the evaluation mechanism	2015
			Training quality evaluation performed	Training quality evaluation reports	2015 - 2018 (continuously)
	1.9.2	Further development of training evaluation tools for judicial candidates	Tools for evaluating the quality of training for judicial candidates developed (questionnaire)	Legal act regulating the evaluation mechanism Evaluation tool (questionnaire)	2015
	1.9.3	Refining the tools for evaluating in-service trainings for court staff	Mechanisms for evaluating the training quality for court staff developed	Legal act regulating the evaluation mechanism	2015

Strategic Directions	Outcome/output	Indicator/verification means	Time-frame
Strategic Goal 2 - Organisational Development			
Objective 2.1 Redesigning the organisational structure (Deleted; Protocol N13 of 29 Dec. 2016)			
Objective 2.2 Description of core activities and working processes			

Activities	2.2.1 Describe the training processes	Training processes described:		
		• Training needs assessment (TNA)	Process mapping	2015
		• Curricula/training programs and training materials designed/enhanced	Process mapping	2015
		• E-learning process	Process mapping	2018
		• Introduction of adult learning methodology	Process mapping	2017
		• Assessment of teaching quality	Process mapping	2016
		• <i>Deleted</i> (Decision N01/60-17 of 27 Dec. 2017)		
		• Managing the library/ Documentation center materials	Process mapping	2015
2.2.2 Describe auxiliary working processes	HSoJ auxiliary working processes described (recruitment, procurement, budgeting, document management)	Process mapping	2015 - 2016	
2.2.3 Describe standards for organising training activities	Standards for organising training activities described: (recruitment procedure; provision of training materials; fitting classes with technical means/equipment; catering quality; accommodating participants)	Document on standards for organisation of training activities	2015	
Objective 2.3 Enhancing human resources capacity				
Activities	2.3.1 Design/refine position profiles and job descriptions	<ul style="list-style-type: none"> • Position profiles for existing and new positions designed • Existing job descriptions refined • Job descriptions matching a new organisational structure designed 	<ul style="list-style-type: none"> • Position profiles • Job descriptions 	2015

	2.3.2	Develop a recruitment policy, recruitment process description and implementation	<ul style="list-style-type: none"> Recruitment policy developed Recruitment process described 	Recruitment policy document	2015 - 2016
			Selection of staff in line with recruitment policy and recruitment process description	Job competitions conducted	2015 (as required)
	2.3.3	Draw up a plan for HR development	<ul style="list-style-type: none"> Professional development needs identified HR/professional development plan drawn up 	Needs assessment document HR/professional development plan	2015-2018 (annually)
	2.3.4	Develop and introduce a staff motivation scheme	<ul style="list-style-type: none"> Staff motivation schemes developed Staff motivation schemes introduced 	Staff motivation schemes	2015 - 2016
	2.3.5	Develop and implement a performance evaluation system	Performance evaluation system developed	Description of performance evaluation methodology	2015
Performance evaluated at specified periods of time			Performance evaluation results	2015-2018 (annually)	
Objective 2.4 Enhancing cooperation with donor organisations					
Activities	2.4.1	Deepen relations with partner donor organisations	Current projects successfully completed	<ul style="list-style-type: none"> Report on completed projects 	2014, I Half of 2015
			Coordination meetings with donors convened (at least one meeting per year)	<ul style="list-style-type: none"> Reports on donor coordination meetings 	2015-2018 (annually)
	2.4.2	Explore potential new sources of financing	Policies of potential donors examined	Examination results	2015-2018 (annually)
	2.4.3	Attract new donor organisations	<ul style="list-style-type: none"> Coordination meetings with potential donors held (at least, one meeting per year) Agreements on future cooperation 	Internal reports	2015-2018 (annually)

Objective 2.5 Enhancing international cooperation					
Activities	2.5.1	Joining international organisations	Membership in international organisations	Membership documents	2014-2015
	2.5.2	Explore forms and possibilities of cooperation with judicial training centers in other countries, cooperation with foreign judicial training centers	<ul style="list-style-type: none"> Information sought on judicial training institutions in other countries Forms of cooperation identified Contacts established 	Reports on the work performed	2014-2015
Objective 2.6 Monitoring the implementation of the Action Plan					
Activities	2.6.1	Describe the procedure of monitoring the implementation of the Action Plan	Procedure of monitoring the implementation of the Action Plan described	Document on the procedure of monitoring	2014, I half of 2015
	2.6.2	Monitor implementation of the Action Plan	<ul style="list-style-type: none"> Monitoring of Action Plan implementation carried out Monitoring reports drawn up 	Monitoring reports	2015-2018 (annually)
Objective 2.7 Upgrading technical equipment					
Activities	2.7.1	Assess the needs of HSoJ offices/premises in terms of technical equipment (from the perspective of current and planned activities of the HSoJ)	Technical equipment related needs assessment carried out	Results of analysis of technical equipment related needs	2014, I half of 2015
	2.7.2	Equip the central office/premises (in Tbilisi)	Premises of central offices in Tbilisi equipped	Procured technical equipment and accessories	2015
	2.7.3	Equip the premises of regional training centers (in Batumi and Tskaltubo)	Premises of regional offices equipped	Procured technical equipment	2016-2018

	2.7.4 Introduce up-to-date ICT and software (upgrading the website, web portal, etc.)	ICT and software introduced	Website Web portal ICT and Software	2015-2016
	2.7.5 Set up/equip a computer classroom	Computer classroom set up	Technical equipment/accessories procured	2015

Strategic Directions		Outcome/output	Indicator/verification means	Time-frame
Strategic Goal 3: Enhancement of External and Internal Communications				
Objective 3.1 Developing a communications plan				
3.1.1	Identify effective communication channels with internal and external audience groups	Effective communication channels with internal and external audience groups identified	Research results	2014, I half of 2015
3.1.2	Define adequate content and format of information for external target groups	System of messages for different target groups developed	Research results	2014, I half of 2015
3.1.3	Develop a communications plan document	Communications plan developed	Relevant document	2016
Objective 3.2. Developing communication mechanisms				
3.2.1	Develop a corporate style handbook (Guide)	Corporate style handbook (Guide) developed	Relevant document	2016
3.2.2	Promote corporate loyalty among internal audience groups:	Loyalty among internal audience groups raised	Staff evaluation results	2016 (continuously)
Objective 3.3 Ensuring publicity and access to information				

3.3.1	ICT use/development (social networks, website/web portal, etc.)	Modern ICT introduced	<ul style="list-style-type: none"> • Functioning social page • Functioning new website • Functioning web portal 	2014, I half of 2015
3.3.2	Develop and implement a media communication plan	Media communication plan developed	Media communications plan document	2014, I half of 2015
		Media communication plan modified and implemented	Reports on media-related activities	2014-2018 (annually)
3.3.3	Ensure access to information for interested members of the public and stakeholders	<ul style="list-style-type: none"> • Website continuously updated • Web portal contains necessary information • Information on HSoJ social media page continuously updated 	Information posted on web portal Information posted in social media	2014 - 2018 (continuously)
		<ul style="list-style-type: none"> • Website has an internal search tool • A tool to send e-mail messages from the webpage exists 	Content and structure of the website	2014, I half of 2015
3.3.4	Develop information and communication policy for vulnerable groups ³	Information and communication policy for vulnerable groups developed	Information and communication policy document for vulnerable groups	2018
Objective 3.4 Enhancing the HSoJ communications capabilities				
3.4.1	Elaboration of communications efficiency assessment mechanism and implementation of evaluation	A mechanism to assess the efficiency of HSoJ communication designed	Methodological document for assessing communications efficiency	2016
		Communications efficiency assessed	Assessment report	2016-2018 (continuously)
3.4.2	Enhance technical and technological capacity of the PR and marketing unit	<ul style="list-style-type: none"> • Technical equipment procured • Relevant software procured 	<ul style="list-style-type: none"> • Procured equipment • Procured and introduced software 	2015

³Ethnic minorities and persons with disabilities

Objective 3.5 Developing a marketing plan

3.5.1	Develop a marketing plan	Marketing plan developed	Marketing Plan	2017
-------	--------------------------	--------------------------	----------------	------

Objective 3.6 Implementation of the marketing plan

3.6.1	Identify/update new target groups	Potential target groups identified	List of potential target groups	2017-2018
3.6.2	Identify/update training needs of new target groups	Training needs of new target groups identified	Report on assessment/analysis of training needs of new target groups	2017-2018
3.6.3	Design/update training programs matching the needs of new target groups	Training programs matching the needs of new target groups designed	Training programmed designed for new target groups	2017-2018
3.6.4	Prepare/update offers for new target groups	Presentation versions of offers designed	Presentation versions of offers	2017-2018
		Presentations launched	Brief reports on presentations	2017-2018
3.6.5	Market new services	Trainings conducted for new target groups	Signed contracts	2017-2018