



# Ministry of Justice of Georgia

## Communications Strategy

Developed by the MOJ PR Team

Tbilisi  
August 7, 2009

# Table of Contents

<b>Table of Contents</b> .....	<b>2</b>
<b>Executive Summary</b> .....	<b>3</b>
<b>Minister’s Address</b> .....	<b>5</b>
<b>Process description</b> .....	<b>6</b>
<b>Legislative Framework</b> .....	<b>8</b>
<b>Description of the PR and Communications units</b> .....	<b>9</b>
<b>Assessment of current PR activities</b> .....	<b>13</b>
<b>SWOT Analysis</b> .....	<b>15</b>
<b>Values</b> .....	<b>19</b>
<b>Vision</b> .....	<b>20</b>
<b>Mission</b> .....	<b>20</b>
<b>Mission</b> .....	<b>21</b>
<b>Communication Framework</b> .....	<b>22</b>
<b>Communication Sub-objectives</b> .....	<b>23</b>
<b>Recommendations concerning organizational structure</b> .....	<b>27</b>
<b>Recommendations for the improvement of internal Communication</b> .....	<b>28</b>
<b>Action Plans and Evaluation Mechanisms</b> .....	<b>32</b>
<b>Evaluation Reporting Procedure</b> .....	<b>34</b>
<b>Appendix 1: Contact Information of PR units’ staff</b> .....	<b>36</b>
<b>Appendix 2: Excerpts from the regulations governing the structure and functions of PR units</b> .....	<b>39</b>
<b>Appendix 3: Acknowledgements</b> .....	<b>42</b>
<b>Appendix 4: Action Plans (Ministry and sub-agencies)</b> .....	<b>43</b>

## Executive Summary

The present document is the draft Communications Strategy of the MOJ of Georgia and it is based on the MOJ 2009-2011 Strategic Plan and the general strategic and communication goals and objectives set forth in the strategic plan.

Communications Strategy development was commenced due to the MOJ wish to increase the effectiveness of the Ministry and its Communications units and make the public relations as efficient as possible over the coming three years. The main objective of strategy development is the leading of broad dialogue with the public. And this can be achieved through two-way, continuous communication with the citizens and the provision of information the different parts of the society require and need.

Communications Strategy is a necessary mechanism for the institutionalization of the process of relations with public and the formation of systemic approaches. The document combines various means, channels and tools of communication that are necessary for meeting the needs of different target audiences.

The PR team comprised of the representatives of the communications units of the MOJ, Prosecutor's office, Legal Entities of Public Law (LLPL) will be responsible for Strategy implementation and coordination. The team was formed in the process of Strategy development and it played a decisive role in the development of the Communications Strategy.

During the Strategic Plan development process Ministry and its sub-agencies communication activities were assessed and analyzed in order to determine the conformity with established objectives, identify strengths and weaknesses and necessary structural and functional changes.

Due to active involvement of full composition of MOJ, Prosecutor's Office and LLPL PR units staff in the process of plan development we were able to obtain comprehensive information about current communications practices that was necessary for the development of the plan as well as for the revision of communications practices in the desired direction. Additionally, active involvement of the Ministry and its sub-agencies' PR staff helped form their perception of the communication strategy as of a document developed based on their needs and vision.

The foundation of this Communications Strategy is in the Public Relations Mission of the MOJ, namely "Be a qualified link between the public and the Ministry, increase the institution's transparency and the accessibility of services, facilitate the involvement of the citizens in decision-making".

Following this fundamental mission statement, the Ministry wide Public Relations team worked with Senior-and Mid-level managers from throughout the MOJ and LEPL's to determining a set of strategic objectives that will guide public outreach activities:

Strategic Objective #1: Ministry Activities are Transparent and Citizens have Access to Ministry Information

Strategic Objective #2: Citizens are Involved in Ministry Decision-Making

Strategic Objective #3: Citizens Have Access to Improved Ministry Services

Strategic Objective #4: Public Relations Units Fully Meet the Needs of Citizens and Ministry Leadership

Based on these Strategic Objectives, the MOJ Public Relations teams mapped out a plan of activities for the coming three-year period, broken down into three one-year “Action Plans”. Monitoring and Evaluation tools have been developed to track the impact of Public Relations activities by quarter, and provide the Ministry with information necessary for this Communications Strategy to be altered based on efficiency, new external developments and internal changes within the Ministry and LEPL’s.

The latest version of the plan reflects recommendations and comments from the leadership of the MOJ, its departments and sub-agencies.

## Minister's Address

Without efficient communications with the public, the Ministry of Justice will hardly ever be able to successfully accomplish its most important mission of providing services to citizens, developing policies, implementing reforms, protecting state interests at national and international courts and tribunals.

The mission of the public relations unit is to promote the core values of the Ministry, and to that end, the communications strategy is an instrument that will contribute to enhanced efficiency of the Ministry's PR team and systematize the Ministry's PR activities overall.

The strategic plan thoroughly examines the functions that should be undertaken by the Ministry's PR team in the three years to come. By introducing new technologies and new approaches, the PR team will become a strong conduit between the Ministry and the public and will facilitate an open dialog with the public.

I think that the communications strategy will turn into a guideline for the Ministry and its implementation will underlie success of the PR team in a three years' time.

I commend the work undertaken by the Ministry of Justice in this regard and believe that the success can only be made possible through joint efforts.

Zurab Adeishvili  
Minister of Justice of Georgia

## Process description

MOJ Communication Strategy development commenced in June 2009. The activities were implemented in the following stages:

### *Documents review*

---

At the first stage of the Communications Strategy development MOJ 2009-2011 Strategic plan was studied to establish general objectives of the Ministry and main directions for the PR component.

### *Interviews*

---

Interviews with MOJ and its sub-agencies representatives were held during June 3-8. PR unit staff as well as the staff responsible for communications was interviewed. The interviews focused on the following issues:

- Structure of the Communications departments, number of staff, experience, functions
- Regulation and coordination of activities
- Material-technical base
- Process of planning and implementation of communication activities
- Means of communication used during operations
- Legislative base

### *Evaluation of activities*

---

On the basis of the interviews evaluation report was developed in which the above issues were reviewed and strengths and weaknesses, opportunities and threats were assessed.

### *Workshop on General Communications*

---

After the interviews were completed the workshop was held in which all individuals in charge of communications took part. The workshop was held during 16-18 June. Mainly the following issues were discussed at the workshop:

- What activities do the Ministry and its sub-agencies PR units perform?
- How is mission and messages formed?
- What is the role and how the PR unit organizes the public meetings?
- What is important in the relations with mass media?
- How to manage organizational image and reputation
- Advantages of new media and modern internet communication

### *Meetings*

---

Simultaneously with the workshops and interviews the experts involved in project implementation were conducting meetings the leadership of the Ministry and its sub-agencies. The goals of the meetings were

coordination of activities of Communications Strategy development, determining expectations and obtaining recommendations.

### *Workshop on the Strategic Plan development*

---

Workshop on strategic plan development was held between 30 June-2 July with the PR units' staff of the Ministry and its sub-agencies.

On 2 July the workshop was held with the Ministry and Sub-agencies leadership; they took active participation in the review of the components established during the workshop. Final stage of the workshop was held on 8 July.

Core elements of the communication strategy were established at the above workshops:

- Values
- Vision
- Mission
- SWOT analysis
- Communications Framework
- Communications goals and objectives
- Tools of internal communication
- Organizational Structure
- Communications Matrix

### *Development of the Communications Strategy*

---

On the basis of the workshops the Communications Strategy was developed and on 6 July it was initially distributed to all members of the PR team for review and comments. Individual Public Relations teams met with senior-and mid-level managers within their respective Agencies to receive management feedback on the content and language of the Strategy, and later to develop Action Plans that detailed outreach activities by year for the coming three-year period. Throughout this process the PR units made presentations to MoJ and LEPL leaders to guarantee involvement and support for the development of the Communications Strategy.

## Legislative Framework

MOJ basic functions can be divided in 5 general directions:

- a) Citizen services
- b) Policy development and implementation
- c) Harmonization of legislation
- d) Representational function
- e) Administrative/organizational support

Communications Strategy was developed jointly with the Ministry and the following sub-agencies:

- **Ministry of Justice**
- **General Prosecutor's office**
- **Civil Registry Agency (CRA):** Performs the registration of the civil acts and the getting of the citizenship of Georgia. Issues IDs and passports. From 2009 the International Private Law Department Legalization and Apostille division citizen service function was transferred to the CRA.
- **National Agency for Public Registry (NAPR):** Performs registration of immovable and movable property rights.
- **Notary Chamber:** Membership-based bureau that regulates notary activity
- **National Archives:** Ensures the access to the National Archive fund documents within the law-prescribed scope, as well as the development and replenishment of the National Archive Fund.
- **National Enforcement Bureau:** Carries out the enforcement of enforceable judicial and other administrative-legal acts through territorial bodies – enforcement bureaus.

Legal status and activities of PR units is governed by legislative acts approved under the orders of the Minister and the heads of relevant sub-agencies. The excerpts from the regulations that are directly related to the PR units' functions are provided in **Appendix # 2**.

### Organizational Structure

---

There are 2-5 staff members in each PR unit. The organizational system of the PR unit subordination at Ministry and each of its sub-agencies is different. According to the PR team members, frequently the status prescribed by the regulations and by-laws does not correspond to the actual situation, which, in turn, gives rise to many obscurities. In terms of subordination certain gaps can be identified in the contents of the regulations, where the PR unit is subordinated to the Administration while it reports to the head of the institution.

Despite structural changes and delegation of additional functions the functions of PR unit, activities and the number of staff did not change. For performing efficient, evaluation-based monitoring of PR units it will be necessary to define and unify and systemize the rights and responsibilities and functions of the staff of these units. The development of the Ministry Communications Strategy and the action plans of its sub-agencies will further and more clearly manifest the need for the establishment of such documents.

## Description of the PR and Communications units

MOJ leadership sees PR management as an important and high priority direction. This is demonstrated by the MOJ strategic plan where three from the four expected outcomes are directed at increased effectiveness of public relations:

- 1) *Collaborative relations will be established between the MOJ and civil society and media. MOJ recognizes the important role of the civil society and media in activity monitoring, communication of the citizens' concerns and the coverage of the reforms. Pursuant to the planned Communications Strategy that will be elaborated in addition to the strategic plan the MOJ will establish strong and mutually beneficial relations with the civil society and mass media.*
- 2) *Coordination of cross-cutting functions (PR, HR, IT, budget planning) among the departments and the sub-agencies. A closer coordination in the fields of PR, HR, IT and budget planning will ensure increased efficiency. Duplicated functions will be eliminated.*
- 3) *Improvement of public perception of the Ministry (image). The communication plan is related to the above-mentioned directions; the plan will establish PR standards and means, as well as the means of increasing of efficiency of internal communication.*

During the assessment of the Ministry and its sub-agencies PR units' strengths and opportunities of the PR units and the team in general were identified, which will enable the Ministry to lead more effective communications.

### *Structural units and their titles*

---

During the assessment it appeared that the MOJ and large majority of its sub-agencies have a designated structural unit that is responsible for internal and external communication. Moreover, due to specificity of different agencies the title of the PR units is different, the title "Public Relations" being the most frequent. In some cases this title is expanded and includes "relations with international organizations" and in some cases "marketing", "mass-media relations", and in a specific case: declarations analysis.

Only one of the assessed agencies did not have a designated structural unit oriented at communications under its title and functions. Still, in the mentioned agency too, there was a designated staff member in charge of public relations. During the workshop on the organizational structure the PR team members frequently expressed opinion with regard to the inexpediency of the merging of the PR unit with other, even if related structural unit. The majority of PR team members think that the structurally independent PR unit will be more efficient.

Overall, the outline of the optimal organizational structure is formulated in the recommendations and vision of the PR team.

### *Accountability*

---

Despite different approaches, MOJ and sub-agencies' PR structural units and their representatives are directly accountable to the leadership and receive tasks/guidance from top management, save certain exceptions. There are cases when officially PR units are subordinated to other units (e.g.: administrative department), while in reality they receive daily guidance from other high management.

This is especially noticeable at the MOJ. Although, to a different degree, in the sub-agencies too, the decision-making is done by the leadership who, often, directly provide news and information to the PR representatives in an ad-hoc manner. Communication structural units are responsible for performing specific tasks, including the planning and implementation of the mentioned tasks.

Budget formulation process and involvement in it, and later the evaluation of the process is not the function of PR units, since it is regarded an immediate duty of the leadership.

There are no regulations of PR units in place, save an exception. The process of PR staff evaluation by their supervisors is subjective. And the reporting is performed through ad-hoc conversations, without pre-established procedures.

In a number of cases the general results of communication activities are positive, target audience identification, selection of messages and channels are selected properly (although, here too there are no quantitative data and the evaluation of effectiveness based on the obtained result and expenditures is absent), but these successes are mainly owing to the personal skills and correct decisions of the leadership and PR staff and not due to the prescribed procedures that would always be the necessary insurance against communication risks.

The problem is also the non-centralized system of the procurement of services and goods by PR units. While, through the joint budgets of PR units it would be possible take advantage of large discounts and decrease operational and administrative costs.

## PR units' staff

PR units' staff has higher education, although none of them have graduated PR or communication fields and/or majority of them have not taken relevant trainings.<sup>1</sup> Mostly, their professions are: journalism, psychology and economics. Majority of the staff mainly, especially the heads of the structural units have superior journalism experience.

#	Institution	Name	Structural Unit	Position
1.	Ministry Administration	Khatuna Iosava	PR Division	Head
2.		Tatuli Makharashvili		Advisor
3.		Shorena Anjaparidze		Advisor
4.		Nino Korkelia		Advisor
5.		Elene Melikishvili		Advisor
6.		Eka Chichua		Advisor
7.	National Enforcement Bureau	Shorena Gigauri	Department of the Relations with International Organizations and Public Administration	Head
8.		Maia Abramishvili		Advisor
9.		Ketevan Kvinikadze	Administration	Head
10.	Civil Registry Agency	Eka Mamaladze	Public and Mass Media Relations Unit	Head
11.	Public Registry Agency	Eka Ergemlidze	Public Relations and Marketing Unit	Deputy Head
12.		Tsira Pataraiia		Advisor
13.		David Asatiani		Advisor
14.	Chamber of Notary	Maia Tkebuchava	Research-Methodological Unit	Director
15.	Property and Financial Status Declarations Bureau	Meri Tsulukidze	Declarations Analysis and PR Department	Lead Specialist
16.	National Archives	Natalia Gladchenko	Public and International Organizations Relations Department	Head
17.		Sophio Jobava		Senior Specialist
18.		Tea Kimeridze		Chief Specialist

## Staff functions

The functions of the PR unit staff include:

- Relations with mass-media (development of information briefs, distribution of press-releases, organize interviews, press-conferences and media-briefings, etc.)
- Media monitoring (general analysis of news media, development and dissemination of press-digests, archival of media coverage)
- Informing staff members (dissemination of media monitoring results within the institution's network)
- Planning and organizing events and campaigns

<sup>1</sup> Public Registry is an exception.

- Advertisement and promo material development
- Management of advertisement campaigns
- Public opinion and customer needs survey (in rare cases)

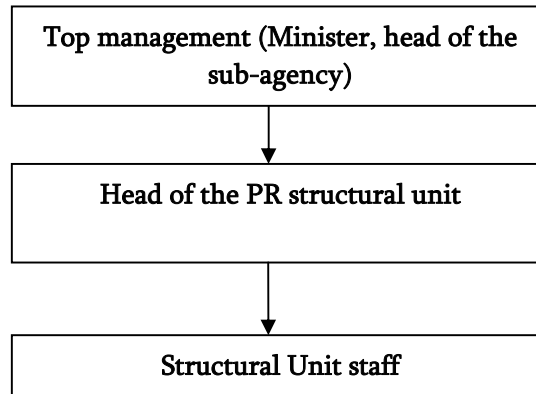
Although the functions are partially and not clearly documented and reflected and spelled out in a job description, each staff member clearly knows his function and the obligations based on the verbal agreement with immediate supervisor.<sup>2</sup>

---

<sup>2</sup> NAPR and National Archive represent exception; in these institutions they have job descriptions in place.

## Assessment of current PR activities

In terms of staff and processes management communication PR activity is regulated vertically. The tasks are flowing from the top are distributed under the following principle:



The reporting on the process of PR activities is done similarly, from bottom up. Although the reporting is performed through primarily ad hoc verbal communication with supervisors, and not according to some established written format or any prescribed frequency.

### *Coordination between the Ministry and Sub-agencies' PR units*

---

Similarly, there are no prescribed rules for the relations of the Ministry and its Sub-agencies' communication units with other structural units and the relations are based on the personal connections of the head of the PR structural unit and the authority of the head of the agency who is directly coordinating the PR unit. PR staff has never held a meeting aimed at discussing current situation, future plans and strategies (except for several meetings as part of the Communications Strategy development).

Main tools of evaluation of the PR units are the processing of media monitoring documents that include press-digests prepared at own forces and the outsourced media monitoring reports that.

Along with the absence of the internal or external surveys for the evaluation of communication processes the gaps can be identified in current activities as well<sup>3</sup>:

- Duplication of activities, since the reports prepared by different agencies often overlaps, or contains outsourced media monitoring reports
- After the dissemination of media-digest the preparation of which consumes substantial human resources and time, there is no control mechanism in place for monitoring of how the staff use received digest for the improvement of own operations, or how this system helps the PR units in the process of planning.

As for the relations of PR units with other agencies and with each other, here too, a vivid interrelationship system exists which is directly owing to the Minister and this is the demonstration of the new position in general, that the Ministry should be a whole structure in which the Central apparatus will have some kind

---

<sup>3</sup> Public registry is an exception. From 2007 through active use of the interns 7 small scale surveys were conducted and their results have been posted to the web-site. One of the staff members took special courses on survey development and performance.

of a coordinator's role. In the future PR Division of the MOJ Administration Department will coordinate daily activities of relevant structures of Ministry Sub-agencies, as follows:

- Prior agreement of plan of activities with the head of the Division that will mostly be of informing nature, rather than the obtaining permission;
- Delivery of Ministry top management decisions and wishes to the PR units of sub-agencies, by the PR Division
- In case of joint projects, the PR Division will be in charge of such projects
- PR Division will support Sub-agencies' PR units with media relations
- Mutual technical assistance (e.g.: lending camera, video camera, computer and other equipment)

Although, this system is not prescribed and is informal.

The relationships between PR unit heads and staff are mostly based on the following principles:

- The head establishes the tasks and then oversees their adequate implementation;
- Reporting and information sharing is performed verbally<sup>4</sup> (unsystematic);
- Staff initiatives are mostly represented in terms of efficient realization of the already existing task.

Notably, the Ministry and Sub-agencies' PR units they have good experience of team-work and specific tasks are implemented on the basis of (1) mutual understanding, (2) mutual support and (3) mutual assurance.

---

<sup>4</sup> The results of such communication became evident in Telavi during the opening of the House of Justice, when due to the lack of communication it appeared that the PR staff of several sub-agencies did not hold information and were unprepared and the opening of the site was postponed;

## SWOT Analysis

In the process of the analysis of specific directions of MOJ and its sub-agencies communication processes a general picture was identified as well; it is important to focus on and describe the following mechanisms analyzed through the SWOT analysis method.

Notably, during the elaboration of the MOJ strategic document, namely, during the SWOT analysis the participants of the process touched upon the issue of effectiveness of communication. They listed inefficient means of communication as one of the weaknesses:

**Communication is mainly informal; hence, information dissemination is performed unequally and non-simultaneously. This leads to uncertainty among departments and staff.**

The participants of the Communications Strategy workshop – PR team members analyzed strengths and weaknesses, opportunities and threats of the Ministry PR activities and identified gaps.

### Strengths

---

In the PR field, the MOJ and its sub-agencies identified the presence of a targeted communication process, including:

- 1) **Experience of the implementation of information-PR campaigns aimed at behavior change and reform support**  
PR units are mostly staffed with high professionals, who received practical experience through project implementation.
- 2) **Close relations with electronic and print media representatives**  
Majority of PR team members came to PR units from mass media and they know media well.
- 3) **Strategic plan sharing and understanding**  
PR team members have a good understanding of the reforms underway in the Ministry and the system as a whole and regard themselves part of the ongoing processes. Their efforts are directed at the delivery of reforms and innovations to the public.
- 4) **Top management support**  
Leadership understands the importance of the PR and fully supports the PR team initiatives and undertakings.

Many successes can be identified from the projects performed by the Ministry and its sub-agencies. The following elements of strategic approach were clearly demonstrated during these projects: 1) Target audience was selected properly; 2) Messages were established; 3) The right communication channels were identified; and 4) Project management was planned and targeted.

– **Campaign of the Prosecutor General's office in the schools and orphanages**

The mentioned campaign is aimed at correcting the negative attitude towards prosecutors among the public and it envisages regular meetings with the students of various schools and orphanages. During the meeting the adolescents are delivered the messages against juvenile delinquency and drug addiction.

– **Interactive web-pages of Civil and Public Registries**

Increased satisfaction of population is regarded as the strength of the project. The establishment of the web-page allowed for providing information support to Agency services and ensured the provision of comfortable services to the citizens, leading to significant streamlining of the search and obtaining of needed information, reduction of the lines at various sub-agencies of the Ministry.

– **Civil Registry ID cards Campaign in Schools**

For the necessity of the holding of ID cards and streamlined procedures of their issuance with the support of the Ministry of Education and Science the CRA held informational meeting cards at all public schools dedicated to the importance and procedures of the obtaining of ID cards.

– **Information-advertising campaigns by the Public Registry about new types of services**

To inform target audiences about innovative service products of the Public Registry various informational TV PSA's were developed, their concurrent dissemination in mass media increased news effect.

– **National Enforcement Bureau Campaign on the Accreditation of the Enforcement Officers**

The necessity of implementation of this campaign was due to the presence of the specific target audience. National Enforcement Bureau used a different means of communication and channel to deliver effectively information to the lawyers and the staff of law firms willing to participate in accreditation.

The use of alternative means of communication ensured the success of these projects and the reaching of specific goals: the use of 1) public meetings; 2) modern internet-technologies and 3) dissemination of information materials in the projects can be regarded strengths of the MOJ and its sub-agencies.

## Weaknesses

---

As part of the SWOT analysis the identification of weaknesses is important as well. It is important to list the obstacles that were identified during the interviews of PR officers.

From barriers we focused on several significant issues.

The following can be regarded as the weaknesses of the MOJ:

**1) Inefficient organizational structure**

In terms of functional subordination and reporting the actual situation often does not coincide with that prescribed by regulations, resulting in certain misunderstanding and inefficiency of PR unit activities.

**2) Negative (closed) image of the MOJ and the Prosecutor General's Office**

Unfortunately, a large number of populations do not have an adequate opinion about the Ministry, and incorrect delivery of information to the public can be the main cause for this. Therefore, this aspect can be regarded as one of the obstacles to the successful functioning of the Ministry.

**3) Limited knowledge of PR team members of the Ministry strategic development plan**

Due to limited coordination internally as well as between PR units not all unit representatives have such information.

**4) Less involvement of the PR unit staff in budget formulation<sup>5</sup>**

The process in one-way, the costs necessary for communication needs are not fully considered. This was aggravated by the absence of the process of action plan development and implementation process in the Justice system (other than an exception).

**5) Spontaneous nature of projects and activities planning**

At the Ministry and the majority of its sub-agencies they use up to one-week advance plans the development of which is mostly performed pursuant to leadership instructions. It is recommended to form annual plans, goals and the expected results, and a relevant budget be developed at the end of the year.

**6) The Ministry has a web-page, still, it is not extensively used in the communications process**

When listing the strengths we regarded the instructiveness of CRA and NAPR web-pages as the Ministry priority. Other sub-agencies run their official internet web-sites; still they are less used in the communication process. Prompt update of information, restructuring, etc. of web-sites is not performed.

Although other sub-agencies have internet resources as well, the majority of the mechanisms of correcting the obstacles and weaknesses of the communication process will be included in the process of strategic planning and action plan development, which, in turn will support the increased efficiency of communication process.

## *Threats*

---

**1) Unstable political and social environment**

External and internal factors of instability that facilitate certain delays. As a result of the 2008 war tens of thousands of our citizens became displaced.

**2) Global economic Crisis**

Global financial and economic crisis hampers the attraction of investments to the country and the implementation of new infrastructure projects. The problem is aggravated by the decrease of budget revenues in conjunction with the crisis.

---

<sup>5</sup> The Public registry is an exception. Budget is developed at the end of the year; all departments are distributed requisition form. PR unit staff provide information about estimated expenditures, attend discussion and their budget justification is made. After they received refusal for the funding one of the advertising campaigns they independently obtained funding from donors.

## *Opportunities*

---

**1) Strategic plan development**

Strategic plan will clearly identify the specific plan, strategy and functional directions of the system, as well as specific staff members. Decision-making will become systemic and institutionalized. Staff performance evaluation will be performed based on the quality of performed activities.

**2) Establishing modern IT**

The establishment of modern IT will increase the quality of message delivery to target audiences. The integrated use of communications will facilitate refinement of feedback mechanisms and methods.

**3) Staff Professional Development**

The application of trainings and other training interactive methods will enable staff to improve their skills and knowledge and become more actively involved in Ministry system activities.

## Values

The formation of the MOJ as of a strong and open democratic institution is to a high degree dependent on the PR team representatives. Since they are responsible for internal and external communication.

MOJ PR team is committed to the established values and performs its activities on the basis of these values. The values of the PR team were formed on this basis.

- We are **communicative** – we realize that the exchange of information is a determining factor for the success of the MOJ
- We are **professionals** – organized and well-informed about Ministry policy and activities, strive towards supporting efficient and competent fulfillment of the Ministry mission
- We are **innovators** – develop new approaches to communication, objectively and critically judge our activities to ensure improvement
- We are **results oriented** – realize that the goals can be achieved only through successful performance
- We are **proactive** – take advantage of leadership support for the realization of our initiatives.
- We are **customer oriented** – establish trust-based relations with target groups, are attentive to their needs, facilitate to efficient communication activities in the Ministry and provide effective services to the citizens.

## Vision

During the workshop with MOJ and its sub-agencies PR staff in the process of the Communications Strategy development MOJ PR team vision was formed; the vision describes how the PR unit, PR team will look in three year's time.

The vision demonstrates that the PR team views the implementation of its basic function in the Ministry that is “public administration accountable towards society” and will do its best to support the Ministry in the realization of these objectives.

*With the support of the PR team in 2012 MOJ  
will be an absolutely transparent democratic  
institute having citizen's confidence and open  
dialogue with the public*

## Mission

MOJ PR team Mission was established on the basis of their values.

The mission clearly formulates MOJ PR team role and the functions this team is to perform over the next three years.

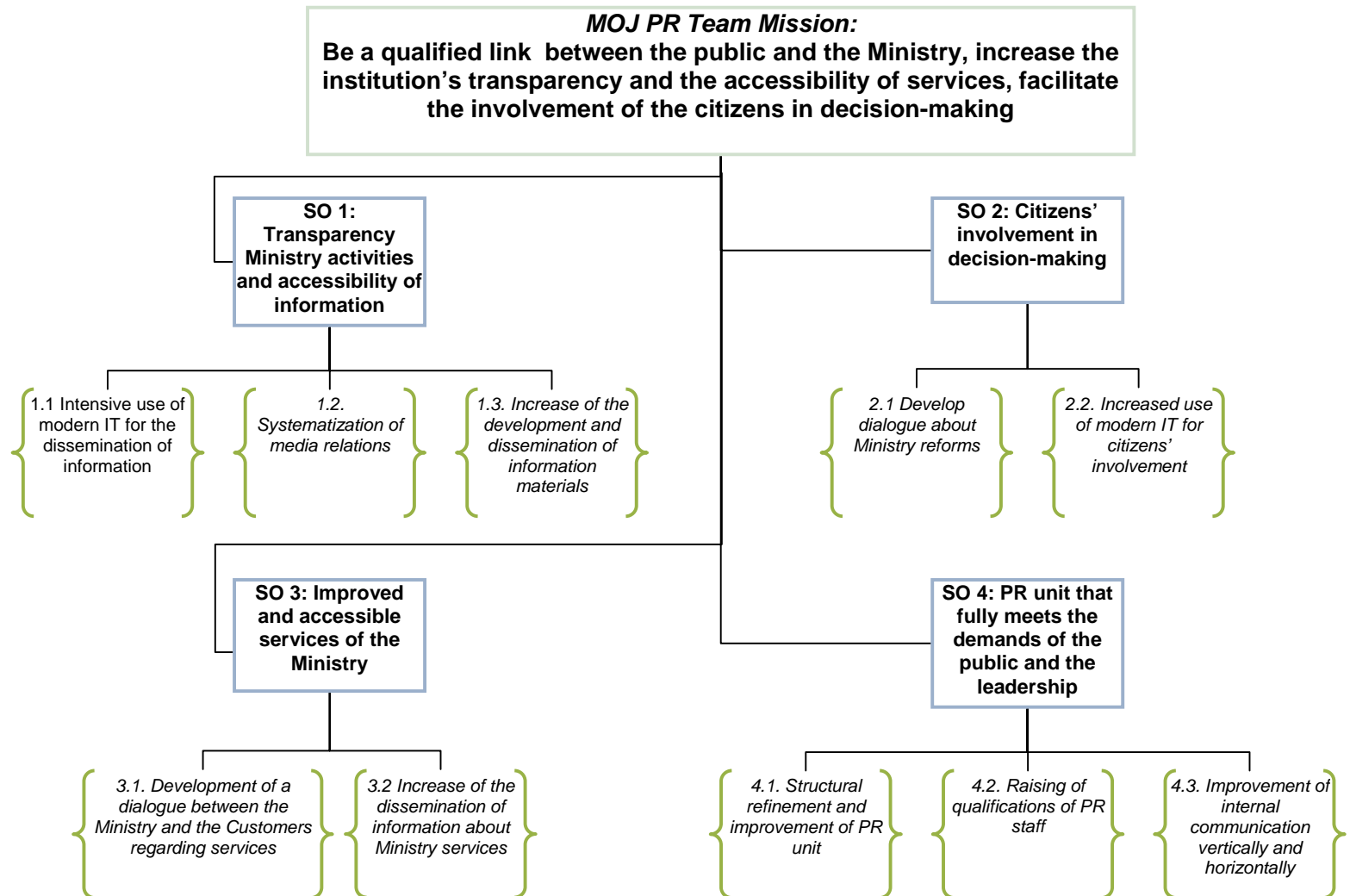
The mission also highlights a new vector of development – through the establishment of modern technologies, new approaches to take on the role of the intermediary between the public and the Ministry.

### *The Mission of the MOJ PR Team is:*

**Be a qualified link between the public and the Ministry,  
increase the institution's transparency and the  
accessibility of services, facilitate the involvement of the  
citizens in decision-making**

For the implementation of the mission PR team will elaborate and introduce new approaches of information exchange based on the needs of the citizens.

# Communication Framework



## Communication Sub-objectives

After conducting the assessment of the MOJ communication process the identification of strategic objectives became necessary. Team responsible for the development of Communication Strategy and the foreign expert developed 4 main objectives for the Ministry.

- 1. Transparency of Ministry activity and the access to information**
- 2. Citizens' involvement in decision-making**
- 3. Improved and accessible services of the Ministry**
- 4. PR unit that fully meets public and institution demands.**

Under the SWOT analysis we mentioned that one of the obstacles for Ministry activities is the negative, closed image of some of the public agencies. If Ministry activities become transparent and information becomes accessible this will result in the change of such attitude. Hence, we deem it important for MOJ to identify transparency and access to information as one of the communication goals. Additionally, it is important to involve citizens in decision-making, this, in turn, implies customer-orientation. The formation of such image will help the Ministry in reaching the increased level of trust among public. As for improved and accessible, these are significant factors for reaching increased level of public satisfaction. All of the above can be realized through the qualified and professional PR unit. The fourth objective emanates from the above there objectives: PR unit that fully meets public and leadership demands.

### Goals and Anticipated Outcomes

Following the formation of strategic objectives communication goals and intermediate results were elaborated.

We are following the following sequence: objective – goal – anticipated outcome

## SO # 1 – First Objective

---

**Transparency of Ministry activity and access to information** can be achieved through the implementation of three goals.

**Goal one** – Extensive use of modern IT for the dissemination of information

MOJ and its Sub-agencies' PR team linked the implementation of the above goal with the following expected results.

- **Dissemination of information through news agencies<sup>6</sup>**
- **Daily update of justice.gov.ge**  
The development of a new site of the Ministry justice.gov.ge the main advantage of which would be daily update of information
- **Introduce a new topic at forum.ge about the Ministry on a weekly basis**

As you are aware, forum.ge is one of the prestigious forums in Georgia. The opening of a new topic weekly about the Ministry will increase the citizens' awareness of the Ministry activity.

**Second goal** towards the achievement of Ministry objective is **systemization of media relations**

Expected results of this goal are:

- **Holding weekly official briefing under the leadership of Ministry and its sub-agencies**
- **Official annual brief for media with Minister's participation**
- **Organizing a biannual 3-day field seminar for journalists**

Mass media support information dissemination, therefore continuous contact with media will increase the transparency of Ministry activity and access to information. Considering all of the above, Ministry PR team regards the holding of weekly official briefings, preparation of annual report and the organizing of the biannual 3-day field seminar important activities.

**Goal three** is the **increase of development and dissemination of information materials**

Unfortunately, at present information about Ministry activities is not delivered equally to all regions of Georgia. Considering this barrier PR team set the following expected result:

- **Quarterly dissemination of information booklets about Ministry activity Georgia-wide**

Since TV product is more accessible to all and through TV information is delivered not only in a written, but visual manner. Therefore, the following should be prepared

- **Weekly 15-minute TV program "Law at your service"**

---

<sup>6</sup> All examples brought here and hereinafter are illustrative. They will be detailed in action plans.

## SO 2

---

**Citizens' involvement in decision-making** can be reached through 2 goals.

**Goal one** is the development of dialogue about Ministry reforms

Raising public awareness about reforms, obtaining and reflecting citizen's feedback will be achieved through the following expected results:

- **Weekly public meetings about reforms with the participation of Ministry representatives**
- **justice.gov.ge /reforms**
- **reforms@justice.gov.ge**

At the new site of the Ministry justice.gov.ge in addition to the organization's activity information about reforms should be posted, and using the e-mail [reforms@justice.gov.ge](mailto:reforms@justice.gov.ge) the public should have the possibility to get involved in the elaboration of reforms by sending to this e-mail their ideas about various issues.

**The second important goal** is the increased use of IT for citizens' involvement

This means:

- **Dissemination of monthly newsletters**

Ministry stakeholders will receive SMS to their personal number weekly, and monthly newsletters to e-mail that will provide them comprehensive information about the activities of the mentioned public institution and its staff.

## SO # 3

---

The third strategic objective is **improved and accessible services of the Ministry**. This objective can be reached through the following two goals:

**First goal** is the development of dialogue between the Ministry and customers about services

This will be achieved through

- **Ministry information-telephone center**
- **justice.gov.ge /service**
- **services@justice.gov.ge**
- **FAQ daily updates**
- **Monthly town hall meetings**

The realization of each of the above will play a significant role in the increased access to services. The service must be clear for anybody, but if it isn't, the Ministry is obliged to answer his question. The above-listed activities will significantly facilitate to the development of dialogue between the Ministry and its customers.

**The second goal is: increased dissemination of information about Ministry services**

In Georgia there are minorities, who, due to certain reasons are unable to receive complete information about Ministry and its services. Therefore the following should be done:

- **Weekly dissemination of booklets about services in the languages of the minorities**
- **Monthly programs for regional TV and radios**

## SO # 4

---

The fourth SO is **PR unit that fully meets public and institution's demands**. The objective will be achieved through three goals

**First: structural refinement and improvement of the PR units**

Structural refinement and improvement of the PR units is one of the important preconditions for Ministry success. Therefore, the following is important:

- **Direct subordination of PR structures to leadership**
- **Job descriptions of PR staff**
- **Weekly meetings between heads of agencies and PR staff**

**Second goal is the increase of qualifications of PR staff**

Majority of the MOJ PR unit's staff are willing to receive training for professional development. Expected results for this goal are:

- **trainings will be provided to PR units staff during 1 year in the following fields:**
  - PR technologies and anti-crisis PR
  - Planning communication campaigns
  - Event management
  - Design and planning surveys
  - Website administration
  - Photo and video shooting
  - Editing/digital
- **Monthly meetings of PR working groups aimed at experience sharing**

**Third goal is the improvement of internal communication vertically and horizontally**

During the workshop with MOJ and its various sub-agencies PR units it became clear that the activities and frequent meetings of various PR units will make the achievement of common objectives easier, hence the following is important:

- **Unified Ministry internal site (Intranet)**
- **Corporate event in which all staff will be involved**

## Recommendations concerning organizational structure

MOJ PR team workshop which was dedicated to the issues of the development and refinement of organizational structure a common approach was formed and a joint recommendation was developed for all the units under the MOJ system.

Notably, each member of the PR team realizes the responsibility these changes may lead to (revising budget, modifications in the regulations, change in the salary, etc.)

Ultimately, the PR team approach was formed as follows:

*PR unit must be separated as a separate unit and be subordinated directly to the top manager*

The se changes are aimed at the refinement of organizational structure and bringing of the normative base into conformity with the actual condition.

Further, the mentioned changes will help the PR unit staff take more active participation in:

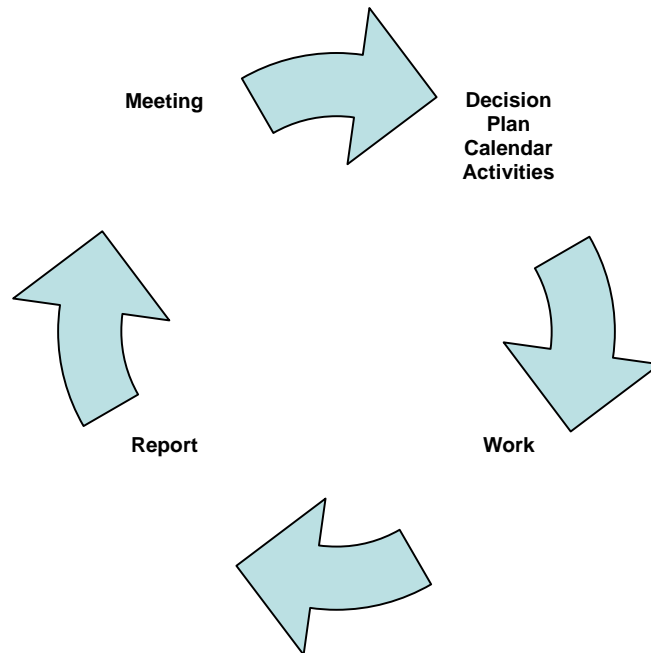
- Decision-making (budget, communication and other campaigns)
- Process of the implementation of tasks
- Correctly setting the tasks of PR
- Effective reporting

## Recommendations for the improvement of internal Communication

At the PR team workshop where the issues of the improvement of internal communication (internal PR) and, among them, the improvement of coordination between PR units was covered, these main target audiences were identified:

- Staff (within the organization)
- Leadership (within the organization)
- Staff of other agencies
- Leadership of other agencies
- PR units

For the improvement of internal communication activities will be performed following a joint principle and procedures, which will be of a cyclical nature and is provided in the diagram below:



Members of the PR team realize that the efficient implementation of internal communication is linked to the firm compliance with the certain formalized procedures. Due to the essence of the procedures it is advisable to agree on documents turnover and other general rules that will be set out as the guidelines.

For forming and development of internal communication with target audience several important instruments were established. Time, participants, format, goal and expected results were established.

### *Meeting of the PR unit Staff*

---

**Time:** Monday – 10:00 am

**Participants:** All staff of the Unit

**Location:** Meeting at work

**Additional activity:** Daily – information will be placed in a folder and will be disseminated through intranet, written report, and electronic report – 10:30 am

**Goal:** Equal involvement, correct distribution of work, accountability (summarizing the past week, planning for the coming week)

**Result:** involvement and making revisions in the future plans

### *Meeting with the Leadership*

---

- Weekly – **Friday** 19:00
- Top Manager, Minister, deputies, department heads
- Meeting with the top manager, conversation, verbal and/or written report, statement, statistical data
- Systematic relation aimed at information exchange to be established within the agency

**Analysis of the past and planning for the coming period**

### *Meeting between Ministry PR unit heads*

---

- Once a month, first Monday, at 18:00
- Heads of agency units – division head
- Meeting at the MOJ, written report, exchange of statistical data

**Coordination of PR units' activity, increase of efficiency and accountability**

### *Relations with the heads of other agencies*

---

- Quarterly, last Tuesday, at 18:00
- Heads of agencies, heads of PR units
- Common folder, intranet, written report

**Increased involvement of the heads of various agencies and increased awareness**

### *Relations with the staff of other agencies*

---

- Daily, at 11:00 am
- All staff of agencies' PR units
- Joint folder, statement, statistical data+forum

**Coordination, timely response, awareness raising**

### *Development of events time table*

---

- Friday every – 17:00
- PR units managers
- Online – meeting (written report)

**Coordination, exchange of ideas, efficient planning of activities, analysis, elimination of overlap of activities**

### *Summarizing journal – Annual report*

---

- Annually, at the beginning of the new year
- Staff of PR units

**Transparency, accountability towards public**

### *Internal survey*

---

- Biannually
- PR units staff
- Questionnaire

**Increased effectiveness of PR units, analysis of current situation, recommendations**

### *Regional meetings*

---

- Quarterly
  - Meetings by regions
  - PR team and regional heads

**Information dissemination, forming relations, refining and forming feedback mechanisms**

### *Corporate meetings*

---

- Working meeting – team cohesion

## Action Plans and Evaluation Mechanisms<sup>7</sup>

As part of the elaboration of the Ministry of Justice (MOJ) Communications Strategy Action Plans that cover the three-year period of September 2009 – December 2012, focus was made on (1) the relation with Strategic Objectives and goals, (2) estimation of quantitative outcomes, and (3) the identification of the specific accountable persons and the period, which is demonstrated below through the example of one specific program result:

Strategic Objective 1: Transparency of Ministry activity and Accessibility of Information					
Goal 1.1: Extensive Use of Modern IT					
Program-level result	Activity	Output	Priority	Accountable official	Period
		Outcomes			
<i>Expected results, some of which are part of the strategy</i>	<i>Specific activity that comprises “measurable” activities</i>	<i>Specific, measurable outputs obtained as a result of implementation of the activity</i>	<i>A, B and C categories according to the priority. A means the highest priority</i>	<i>Specific position (mostly from the PR unit), the incumbent of which will be held responsible for the implementation of the relevant activity</i>	<i>Activity start and end dates</i>
Updated webpage	New design and software	1 new design and 1 new software	A	Head of the Division	10.2009
	Daily update of news	3 new stories every day	A	Advisor	12.2012
	Establish the RSS Feed system to provide news to the stakeholders	1 new system	A	Advisor	10.2009

During the elaboration of the Action Plan and evaluation mechanisms such important parameters were taken into account as follows: (1) Performance indicator for a specific activity and relevant verification means, (2) Potential obstacles and (3) Specific frequency or the period of verification that is provided in the table below through the example of program activities:

<sup>7</sup> Detailed Action Plans and Evaluation and Monitoring tools by all sub-agencies are provided in Appendix # 4

Strategic Objective 1: Transparency of Ministry activity and Accessibility of Information				
Goal 1.1: Extensive Use of Modern IT				
Activity	Indicator	Verification means	Threats	Frequency and/or periods
<i>Specific activity that includes "measurable" actions</i>	<i>Outcome of the activity: e.g.: produce, create, elaborate, etc.</i>	<i>Means of the verification of the achievement of the indicator</i>	<i>Potential threats and obstacles that will hamper the performance of the given activity</i>	<i>Specific period or frequency for the verification of the activity</i>
New design and new software	Develop design and software	Entering justice.gov.ge	Technical faults and the provider fails to fulfill obligation	11.2009
Daily update of news	News texts at Website main page and in news section	Entering website: justice.gov.ge	Technical faults and the provider fails to fulfill obligation	Last working day of each month
Establish the RSS Feed system to provide news to the stakeholders	System is posted on the webpage. Its mark is displayed at the main page	Entering webpage: justice.gov.ge	Technical faults and the provider fails to fulfill obligation	11.2009

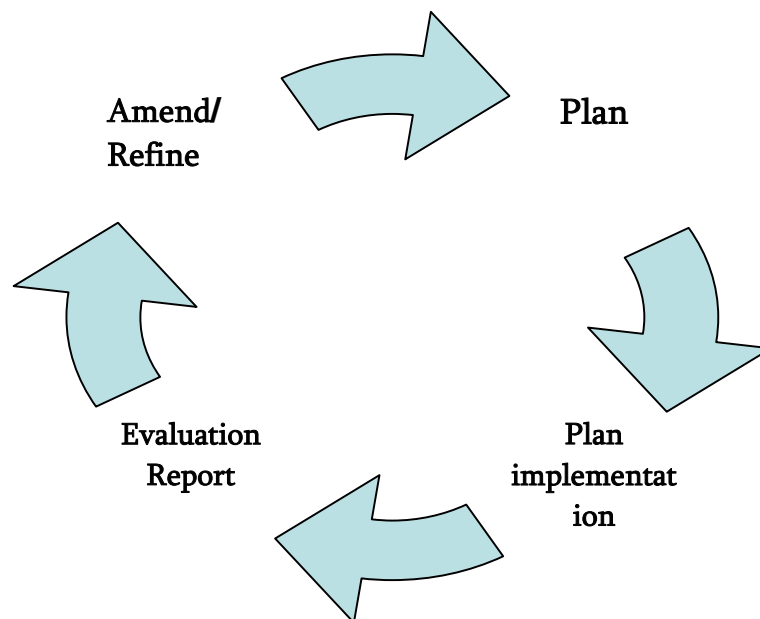
## Evaluation Reporting Procedure

The monitoring and evaluation of the implementation of the communications action plans of the MOJ and its sub-agencies, which mechanisms are provided in the previous chapter will be carried out under the strictly prescribed procedure. Notably, neither strategic nor the activities part of the given document is the final principle of the MOJ PR activities; it only represents the vision of the present team. Respectively, it is also important to have the procedures of continuous modifications and refinement in place.

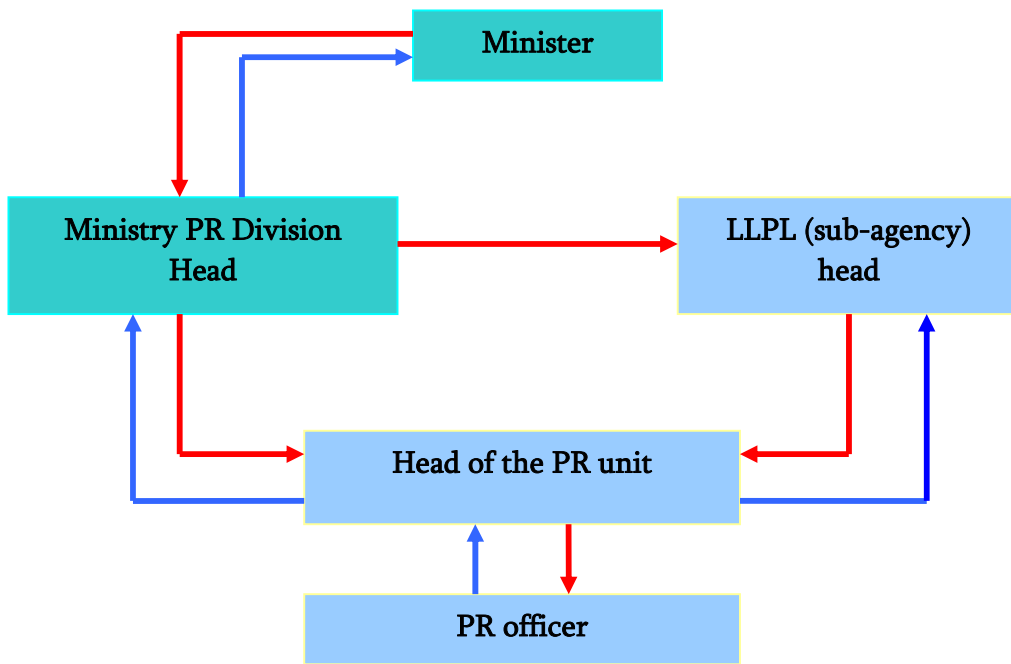
This requires continuous monitoring of and reporting on the communication process by the MOJ and its sub-agencies' PR staff. In four months (by January 2010) at the first stage, and once every 6 months later on the PR units should prepare a detailed report of the action plan implementation to be comprised of the following information:

- Planned activities for the period
- Performed activities and how they were performed during the given period
- What could not be implemented and why
- Recommendations about the changes that are to be made in order to adequately implement the plan and neutralize the obstacles
- What modification is to be made to the plan considering the new reality

The process of the development and dissemination of MOJ communications plan implementation should have an implication on the refining of the plan and the strategy in general, using the scheme below:



Moreover, it is important to establish the reporting directions, since in the evaluation and refinement process should include as many units as possible, from the PR officers to the key decision makers. Information exchange and improvement procedure should be performed under the following diagram:



## Appendix 1: Contact Information of PR units' staff

Khatuna Iosava

Agency: Ministry of Justice

Position: Head of the PR Division

Telephone – Mob.: 877 21 12 15 Work: 40 17 97

E-mail – [kiosava@justice.gov.ge](mailto:kiosava@justice.gov.ge); [khiosava@gmail.com](mailto:khiosava@gmail.com)

Eka Chichua

Agency: Prosecutor General's Office of Georgia

Position: Advisor, Apparatus of the Prosecutor General's Office

Telephone: Mob: 899 21 91 01 Work 40 51 65

E-mail: [echichua@justice.gov.ge](mailto:echichua@justice.gov.ge)

Shorena Anjaparidze

Agency: Ministry of Justice

Position: Advisor, PR Division

Mobile: 877 99 02 84 Work phone: 40 51 65 ext. 11 65

E-mail: [shanjaparidze@justice.gov.ge](mailto:shanjaparidze@justice.gov.ge)

Tatuli Makharashvili

Agency: Ministry of Justice

Position: Advisor, PR Division

Mobile: 877 11 18 41 Work phone: 40 52 02

E-mail: [tmakharashvili@justice.gov.ge](mailto:tmakharashvili@justice.gov.ge)

Nino Korkelia

Agency: Ministry of Justice

Position: Advisor, PR Division

Mobile: 877 11 18 40 Work phone: 40 52 02

E-mail: [press-center@justice.gov.ge](mailto:press-center@justice.gov.ge)

Elene Melikishvili

Agency: Ministry of Justice

Position: Advisor, PR Division

Mobile: 899 658919 Work phone: 40 52 02

E-mail: [e\\_melikishvili@justice.gov.ge](mailto:e_melikishvili@justice.gov.ge)

Shorena Gigauri

Agency: National Enforcement Bureau

Position: Department Head

Mobile: 899 28 88 20, 877 111 428,

E-mail: [gigauri@nbe.gov.ge](mailto:gigauri@nbe.gov.ge)

Maia Abramishvili  
Agency: National Enforcement Bureau  
Position: Advisor  
Mobile: 877 11 12 42  
E-mail: [press@nbe.gov.ge](mailto:press@nbe.gov.ge); [maom@mail.ru](mailto:maom@mail.ru)

Eka Mamaladze  
Agency: Civil Registry  
Position: Head, Public and Mass Media Relations Unit  
Mobile: 895 58 20 22 Work phone: 35 79 25  
E-mail: [emamaladze@cra.gov.ge](mailto:emamaladze@cra.gov.ge)

Tea Kimeridze  
Agency: National Archives  
Position: Chief Specialist, Public and International Organizations Relations Department  
Mobile: 899 92 32 09  
E-mail: [tkimeridze@archives.gov.ge](mailto:tkimeridze@archives.gov.ge)

Eka Ergemlidze  
Agency: Public Registry  
Position – Deputy Chief of Marketing and PR Division  
Mobile: 895 22 08 97  
E-mail: [eergemlidze@napr.gov.ge](mailto:eergemlidze@napr.gov.ge)

Tsira Pataraiia  
Agency: Public Registry  
Position: Assistant  
Mobile: 895 22 30 50  
E-mail: [tsira@napr.gov.ge](mailto:tsira@napr.gov.ge)

David Asatiani  
Agency: Public Registry  
Position: Assistant  
Mobile: 877 76 99 53  
E-mail: [asatiani@napr.gov.ge](mailto:asatiani@napr.gov.ge)

Tea Abramidze  
Agency: Notary Chamber  
Position: Executive Director  
Mobile: 893 31 02 00  
E-mail: [contact@notary.ge](mailto:contact@notary.ge)

Maka Tkebuchava  
Agency: Notary Chamber  
Position: Head of the Scientific-methodological Unit  
Mobile: 899 38 08 00  
E-mail: [makatkebuchava@yahoo.com](mailto:makatkebuchava@yahoo.com)

Meri Tsulukidze  
Agency: Property and Financial Status Declarations Bureau

Position: Person responsible for the disclosure of public information

Mobile: 877 41 10 40 Work phone: 25 35 06

E-mail: [merytsulukidze@yahoo.com](mailto:merytsulukidze@yahoo.com)

Natalya Gladchenko

Agency: National Archives

Position: Head, Public and International Organizations Relations Department

Mobile: 895 90 96 91

E-mail: [natalia.gladchenko@gmail.com](mailto:natalia.gladchenko@gmail.com)

Sopo Jobava

Agency: National Archives

Position: Senior Specialist, Public and International Organizations Relations Department

Mobile: 899 94 75 59

Work phone: 10-59-16

E-mail: [sophio.jobava@gmail.com](mailto:sophio.jobava@gmail.com)

## Appendix 2: Excerpts from the regulations governing the structure and functions of PR units

### ***N 541 PRESIDENT OF GEORGIA DECREE # 541***

---

Tbilisi, 7 November, 2008

#### **On the approval of the Regulations of the Ministry of Justice of Georgia**

Article 14

Main goals of the Administration are:

....

c) Relations with mass media, informing public about the implementation of the activities falling under the authority of the Ministry.

### ***Minister of Justice of Georgia order # 70***

---

Tbilisi, 17 March, 2008

#### **On the Approval of the regulations of the Ministry of Justice Administration (department)**

##### **Article 7 (20.02.2009 N 44)**

Functions of the Administration are:

...

o) Establish relations with mass media, prepare a daily press digest, within the scope of his competence development and dissemination of press releases about the events within the MOJ system;

p) Organize the holding of press conferences and briefings, as well as other official events in the building of the Ministry central apparatus, ensure the establishment of photo and video footages archive of the Ministry.

##### **Article 9 (25.02.2009 N49)**

2. PR division shall realize the powers relevant to the functions set forth under sub-paragraphs (o) and (p), as well as the performance of other goals prescribed by legislation and the specific tasks assigned by the Minister and relevant Deputy Minister.

### ***MINISTER OF JUSTICE OF GEORGIA ORDER N 71***

---

Tbilisi 12 March, 2007

#### **On the approval of the Regulation of the LLPL – National Archive of Georgia**

##### **Article 6. The structure of the National Archive**

1. The structure of the National Archives is comprised of the structural units and territorial bodies through which the National Archive ensures implementation of its authorities.

2. The following represent the structural units of the National Archive:

- ...  
e) Department of Relations with the Public and International Organizations;

### ***Minister of Justice of Georgia Order N810***

---

**Tbilisi 14 July, 2004**

#### **On the approval of the Regulation of the LLPL – Public Officials’ Property and Financial Status Information Bureau**

Article 4

Structural units of the bureau are:

- ....  
b) Declarations Analysis and Public Relations Department;

### ***Minister of Justice of Georgia Order N252***

---

**Tbilisi, 7 November, 2008**

#### **On the Approval of the Regulations of the General prosecutor’s office of Georgia**

##### **Article 6. Objectives of the Structural Units of the Prosecutor General’s Office**

1. The objectives of the apparatus of the Prosecutor General’s Office are: perform organizational and analytical activity for the Prosecutor General; organize record management and keep the archive; Analysis and control of the Minister’s orders, prosecutor General’s orders, directions, decrees on the issues assigned under the General Prosecutor’s structural units and subordinated prosecutor’s offices, of correspondence from natural and legal entities, as well as the performance of tasks; Lead and coordinate the organizational-analytical and chancellery work in the prosecutor’s system; Coordination and organizational support to the admitting of the citizens, drafting the prosecutor general’s speeches, public addresses and reports; support to the formation of objective public opinion about the activities of persecutor’s organs; through mass media ensure the public access to the information about transparency of prosecutor’s office activity, basic directions and priorities; at the general prosecutor’s concurrence or at his instruction organizing of the briefings, press conferences, meetings with the representatives of the public; Elaboration of the Prosecutor General’s office budget policy; coordination and administration of Prosecutor’s office economic and financial activity within the scope of the allocations approved under the annual Budget Law; ensure the receipt, acceptance, recording, storage, issuance and stock-taking of non-financial assets; organize communal-utility services necessary for the functioning of the Prosecutor’s office (27.11.2008 N 278)

## **Minister of Justice of Georgia order N 320**

---

Tbilisi, 29 August, 2001

On the approval of the Statute of the Chamber of Notary of Georgia  
**Minister of Justice of Georgia Order N835**

---

Tbilisi, 19 July 2004

On the approval of the Regulation of the LLPL – National Agency of Public Registry

6. The structural sub-units of the Agency are (6.03.2009 N 57)

...

e) Public Relations and Marketing unit;

## **Minister of Justice of GEORGIA ORDER N 17**

---

Tbilisi, 8 January 2001

On the Approval of Regulations of the Book of Laws of Georgia and Sakanonmdeblo Matsne

Article 2. Description of the Sakanonmdeblo Matsne (4.06.2007 N159)

Sakanonmdeblo Matsne of Georgia is published in 4 sections:

4. Section 4 – Informational part (Licenses and permits, judgments by the Constitutional Court of Georgia, Rehabilitation, publication of publicistic articles, works on public and legislative issues, other information envisaged by legislation).

## **Minister of Justice of Georgia order N213**

---

Tbilisi, 30 January, 2006

On the Approval of the Regulation of the Generic Regulations of the LLPL Civil Registry Agency Territorial Unit and the establishment of Territorial Scope of Operations

## **Minister of Justice of Georgia order N220**

---

Tbilisi, 30 September 2008

Article 7. Functions of the Structural units of the National Enforcement Bureau:

1. Administration shall:

- f) Coordinate relations of the National Enforcement Bureau system and its chair with mass media, civic organizations;
- g) Provide information to the public about the activities of and news about the National Enforcement Bureau.

## Appendix 3: Acknowledgements

Additionally, the following invited international expert and project implementation team was involved in the development of the MOJ Communications Strategy:

1. Sinclair Cornell – USAID international expert
2. Salome Shelia – Director of IMG
3. Ioseb Galumashvili - Director of Gepra
4. Konstantine Magradze – Consultant of Gepra
5. Giorgi Kharebava – Consultant of Gepra
6. Inga Kurtskhalia – Consultant of Gepra

## Appendix 4: Action Plans (Ministry and sub-agencies)

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation				
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period	
<b>Strategic Objective 1. Transparency of Ministry Activities and Accessibility of Information</b>										
<b>Goal 1.1: Extensive use of modern IT for the dissemination of information</b>										
1. Ministry of Justice webpage constantly updated	1. Develop the TOR	TOR with substantive and technical aspects for 1 webpage	A	Advisors	20.08.2009	TOR agreed with the Minister, Division head and IT and other departments, comments and recommendations	Written report to the head of the Division	Various divisions within the Ministry fail to reach agreement	20.08.2009	
	2. Update webpage design	1 updated webpage	A	Advisors	20.09.2009	Tender announcement, specifications of the web-page are in conformity with the TOR	Detailed plan of the implementation of the TOR	Selection of a company and its responsibility with regard to the delivery deadlines	20.08.2009 – 20.09.2009	
	3. Posting news on the webpage (Justice, prosecutor's office)	3 news a week	A	Advisors	12.31.2010	3 news per week published	Division head controls the web-page	Technical gaps	Weekly	
	4. Posting audio and video press releases on the webpage (Justice, prosecutor's office)	3 press releases a week	A	Advisors	12.31.2010	3 press releases a week published	Control of the web-page	Technical gaps	Weekly	
	5. Establishment of the RSS system	1 software	A	Advisors	20.09.2009	RSS system established, number of subscribers is over 500	Control of the web-page	Low level of awareness of the target audience about new technologies	Quarterly	
	6. Publishing of the audio and presentation materials about the amendments to the law (or other important changes)	1 presentation a week	A	Advisors	15.10.200—31.12.2010	Is published, weekly number of downloads of presentations is over 30	Number of the use of information that is in news materials, analytical articles and forums in presentations	Technical gaps	Once a month	
	7. Update the Q&A page	Adding 3 Q&A	A	Advisors	20.09.2009 – 31.12.2010	Q&A page updated	Report to the head of the Division	Technical gaps	Once a month	
	8. Publishing Ministry leadership photos and Ministry identification materials on the webpage	1 webpage	A	Advisors	20.09.2009 – 31.12.2011	Minister's order on the approval of corporate identification materials	Identification materials prepared	Technical gaps	30.11.2009	
	9. Publication of the monthly electronic summary newsletter on the webpage	1 newsletter a month	A	Advisors	31.10.2009 – 31.12.2010	Develop standard for the newsletter, agree about the contents and materials of the newsletter with the head of the Division	Web control, report to the head of the Division	Technical gaps	Once a month	

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
	10. Publishing interactive surveys on the webpage	2 surveys a month	A	Advisors	31.10.2009 – 31.12.2011	Contents of the survey approved by the head of the Division	Web control, report to the head of the Division, analysis of obtained results and forwarding to relevant departments for further action.	Technical gaps	Once a month
2. Dissemination of Ministry news through e-mail	1. Gathering e-mail addresses	At least 300 e-mail addresses	A	Advisors	30.09.2009	At least 300 e-mail addresses gathered and verified	Survey of each specific addressee	Frequent change of e-mail	Once a month
	2. Sending information to e-mail addresses	Sending the news to at least 300 e-mails	A	Advisors	12.31.2010	Return e-mail, increased level of addressing the web-page	Survey of individual addressees	a) Changing the e-mail, b) Feedback mechanism needs improvement	Quarterly
	3. Sending the news to the media by e-mail	Dissemination of news to 40 e-mail addresses	A	Advisors	12.31.2010	Materials published in media, increased level of addressing the web-page	Number of materials published in the media	Technical faults	Once a month
	4. Sending newsletters to media by e-mail	Sending the newsletter to 40 e-mail addresses	A	Advisors	15.10.2009 – 12.31.2010	Materials published in media, increased level of addressing the web-page	Number of materials published in the media	Technical faults	Once a month
	5. Development of unified e-mail standards	1 standard form	A	Advisors	25.09.2009	Standard approved by the Minister	Minister's decree	Standard is disregarded	25.09.2009
3. Dissemination of audio and video press releases to media	1. Sending the links to audio and video press releases to relevant media	1 audio and video press release a week	A	Advisors	1.10.2009 – 31.12.2010	Use of the provided materials by media	Measuring intensity through media monitoring, feedback from media	Incompatibility of formats	
<b>Goal 1.2: Systemization of relations with media</b>									
	1. Annual summarizing meeting with journalists		A	გვანაძის	25.12.2009, 25.12.2010	Meeting was held, report is provided to the Minister	All departments provided information; on the basis of this information presentation, media monitoring and analysis of past information is produced	Factual and essential errors in past materials	Once a year

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
1. Initiate the coverage of news in the media	2. Holding press conference and briefings	1 press conference every 2 weeks	A	Advisors	1.10.2009 - 31.12.2010	a) Detailed plan of press conference, b) prepare speakers -- develop Q&A for speakers, c) Inform media adequately and timely -- send announcement, develop press releases, plan for the one-to-one interview, registration, d)	Follow the number of materials published in media through media-monitoring	Factual and essential errors in published materials	Once a month
	3. Participation in TV and radio debates	Twice a month	A	Head of the Division	1.09.2009 - 31.12.2011	Detailed implementation plan approved	Follow the number of materials published in media through media-monitoring	Change in the schedule	Once a month
	4. Develop a standard for a press release	1 standard form	A	Head of the Division (Khatuna Iosava)	25.09.2009	Standard approved by the Minister	Minister's decree	Standard is disregarded	25.09.2009
2. Legal education of journalists	1. Field workshops	2 workshops	A	Head of the Division, Advisors (Tatuli Makharashvili, Elene Melikishvili, Nino Korkelia, Eka Chichua, Shorena Anjaparidze, Khatuna Iosava)	Biannually	Detailed plan and contents of the workshop established and agreed with the speakers and the media	Number of the gaps in the materials published in media -- through monitoring		Monthly
3. Improved relations with the journalists operating in the regions	1. Holding the regional briefings	Once a quarter	A	Head of the Division (Khatuna Iosava)	1.10.2009 - 31.12.2010	a) Detailed plan of press conference, b) prepare speakers -- develop Q&A for speakers, c) Inform media adequately and timely -- send announcement, develop press releases, plan for the one-to-one interview, registration, d)	Number of materials published in media, through media-monitoring	Factual and essential errors in the published material	Once a month
	2. Sending information to regional journalists through e-mail	Forwarding information to 40 e-mails	A	Advisor (Nino Korkelia)	1.10.2009 - 31.12.2011		Number of materials published in media	Technical problems	Once a month
	3. Participation in regional TV and radio talk shows	Once a quarter in each region	A	Head of the Division (Khatuna Iosava)	1.10.2009 - 31.12.2012	Detailed plan of implementation	Number of materials published in media	Change in the schedule	Once a quarter in each region

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation				
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period	
<b>Goal 1.3: Increase of the development of information materials and their dissemination</b>										
1. Journal	1. Journal summarizing annual activities	1 journal a year	A	Advisors/Head of the Division (Khatuna Iosava, Nino Korkelia, T. Makharashvili, Sh. Anjaparidze, E. Chichua, E. Melikishvili)	31.12.2012	Content and design format of the journal agreed with the Head of the Division	Agreement with Printing company	Failure to allocate additional funds from the budget	Once a year	
2. Development of printed materials	1. Produce and disseminate writing pads about the reforms and news	2000 writing pads	B	Advisors/Head of the Division (Khatuna Iosava, Nino Korkelia, T. Makharashvili)	01.02.2010	Detailed plan of task implementation	Agreement with the printing company, dissemination feedback form	Failure to allocate additional funds from the budget	Monthly	
	2. Produce and disseminate booklets about services	100 000 booklets	A	Advisors/Head of the Division	2010	Detailed plan of task implementation	Agreement with the printing company, control on the spot	Failure to allocate additional funds from the budget	Monthly	
	3. Dissemination of the journals and leaflets printed in national minority languages through territorial offices	10 000 journals	A	Advisors (Nino Korkelia, E. Melikishvili, E. Chichua)	2010	Detailed plan of task implementation	Agreement with the printing company, control on the locations	Failure to allocate additional funds from the budget	Monthly	
<b>Strategic Objective 2. Citizens' involvement in decision-making</b>										
<b>Goal 2.1: Develop dialogue about Ministry reforms</b>										
1. Roundtables with stakeholders	1. Summer school	Once a year	A	Advisors	15_06_2010	Minister's order, detailed plan	Report to the head of the Division	Failure to allocate additional funds from the budget	20.06.2010	
	2. NGO, experts, students/youth	Once a quarter		Advisors	1.101.2009 - 31.12.2010	Minister's order, detailed plan	Report to the head of the Division	Failure to allocate additional funds from the budget	Once a quarter	
2. Public meetings with population	Heads of sub-agencies visit the regions, hold informational-explanatory meetings with the population	Once every three months		Advisors	10.10.09 - 20.01.10 - 15.04.10	President's initiative, meetings with population	Report to the Minister	Failure to allocate additional funds from the budget	Once a quarter	

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation				
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period	
<b>Goal 2.2. Increased use of modern IT for citizens' involvement</b>										
1. Take part in law development	1. Informational support of a special block on the website for citizens reforms.justice.gov.ge, where they will be able to post their amendments to draft laws	2 newspaper articles, 2 spots a month	A	Advisors (Nino Korkelia, Elene Melikishvili)	01.10.2009 - 31.12.2010	Minister of Justice order on the publication of draft laws, agreement reached with regard to the plan of publication of draft laws	Report to the head of the Division	Technical failure	Weekly	
	2. Coverage of activity of a group of moderators made up of well-known lawyers provide	2 spots a month	A	Head of the Division (Khatuna Iosava)	01.10.2009 - 31.12.2010	Decree on the establishment of a team	Report to the head of the Division, media monitoring	Technical failure	Weekly	
2. Dialogue about reforms in social media	1. Initiate new topics on popular forum websites and social networks	Once a week forum.ge, facebook.com, twittercom	A	Advisors (Nino Korkelia, Elene Melikishvili)	01.10.2009 - 31.12.2010	The list of topic is approved by the Head of the Division	Report to the head of the Division, monitoring on web-sites	Technical failure	Weekly	
	2. Development of a special page on youtube.com, where video materials from press conferences and briefings will be published	Once a week	A	Advisors, Head of the Division	01.10.2009 - 31.12.2010	Implementation of a detailed plan	Report to the head of the Division, monitoring on web-sites	Technical failure	Weekly	
<b>Strategic Objective 3. Improved and accessible services of the Ministry</b>										
<b>Goal 3.1 Enhance the dialogue between the Ministry and customers about services</b>										
	1. Informational support of the three-digit hotline	1 PSA, sending e-mails to 300 addresses, 4 articles, 4 TV spots	A	Advisors (Nino Korkelia)	01.02.2010 - 31.12.2010	Minister's decree on the launching of the hotline	Agreement with telephone company, training of operators, agreeing on the detailed plan, report to the head of the Division	Failure to allocate additional funds from the budget	Monthly	

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
1. Increased involvement of citizens in the improvement of Ministry services	2. Informational support of public reception	1 PSA, e-mails to 300 addresses, 4 article, 4 TV spots	A	Advisors (Nino Korkelia)	01.11.2009 – 31.12.2010	Minister's order on the launching of public reception	Agreeing of the detailed plan, report to the head of the Division, media monitoring	Failure to allocate additional funds from the budget	Monthly
	3. Informational support to the open door events	Sending e-mails to 300 addresses, 20 articles, 20 TV spots	A	Advisors (Nino Korkelia)	01.10.2009 - 31.12.2010	Assignment from the Minister	Agreeing of the detailed plan, report to the head of the Division, media monitoring	Change in the schedule	Monthly
	4. Regional and district open door events	30 TV spots, in TV, radio companies	A	Head of the Division, Advisors (Khatuna Iosava, Nino Korkelia, Elene	01.10.2009 - 31.12.2011	Assignment from the Minister	Agreeing of the detailed plan, report to the head of the Division, media monitoring	Change in the schedule	Monthly
<b>Goal 3.2 Increased dissemination of information about Ministry activities</b>									
1. Informational campaigns	1. Promotion of new service centers	5 TV and 3 radio spots	A	Head of the Division	2009–2012	Minister's order on the opening of service centers is issued	Media monitoring	Change in the schedule	Quarterly
	2. Opening of the houses of justice	6 TV and 3 radio spots	A	Advisors	2009–2012	Minister's order on the opening of the houses of justice is issued	Media monitoring	Change in the schedule	Quarterly
	3. Consolidation of databases in the integrated center of data exchange (sub-agency). Development of the personal information protection mechanisms.	4 TV and 3 radio spots	A	Advisor	7.3.1905	Minister's order on the establishment of the LEPL (sub-agency) is issued	Media monitoring	Change in the schedule	Once a year
	Public Prosecutor's office	50 TV spots, 2 PSA's during one month, 4 radio programs, 14 newspaper articles in 2 months	A	Head of the Division, Advisor	Jun 2010	Minister's order on the establishment of Public Prosecutor's office is issued	Media monitoring	Change in the schedule	Once a month
	Development of the electronic (integrated) system of criminal case management	4 TV and 3 radio spots	A	Advisors	Aug 2010	Minister's order on the establishment of the system issued	Media monitoring	Change in the schedule	Once a month
	Amendments to the Criminal Code - against cyber crime	12 TV spots, 3 newspaper articles	A	Advisors	May, 2010	Minister's order on the establishment of the system issued	Media monitoring	Parliament does not approve the law	May 2010
	Officially published laws and normative acts are accessible through internet	10 banners on popular websites during one month once a year	A	Advisors	ᄡᄡ3, 2010	Minister's order on the establishment of the system issued	Media monitoring	Technical gaps	Dec. 2010

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
	People with disabilities are employed at the Ministry of Justice	3 TV spots	A	Advisors	2009–2012	Minister's order on the establishment of the system issued	Media monitoring	Terms of operation are not organized	Twice a year
<b>Strategic Objective 4. PR Unit that fully meets the demands of the public and the leadership</b>									
<b>Goal 4.1. Structural refinement and improvement of the PR unit</b>									
1. Updated structure and rights and obligations	1. Amendment to the Regulation	1 modification in the regulations of the Ministry and Division, 1 amendment in the structure	A	Head of the Division	December 2009	Presidential order	Minister's decree on the amendment of regulations		01.01.2010
	2. Develop job description	Division of functions, once a year	A	Head of the Division	Sept. 2009	Job descriptions approved	Monitoring of performed work		Sept. 2009
	3. Adding new staff members	1 new staff member	A	Head of the Division	Sept. 2009	Minister's decree on the appointment or hiring under contract	Modification to the staffing schedule	Failure to allocate additional funds from the budget	Sept. 2009
	4. Hiring an operator for photo and video shootings, for establishing an archive	1 operator	A	Head of the Division	Sept. 2009	Minister's decree on the appointment or hiring under contract	Modification to the staffing schedule	Failure to allocate additional funds from the budget	Sept. 2009
<b>Goal 4.2 Professional development of the PR staff</b>									
1. Trainings	1. PR technologies and anti-crisis PR	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	2. Site administration and the update of the content	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	3. Planning and implementation of PR campaigns	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	4. Events management	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	5. Organize surveys	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	6. Photo and video editing	2 staff members a year	A	бс	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
	7. Study tours of Division staff for the learning experience of other countries	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	8. Ministry PR team members meetings for info sharing	2 staff members a year	A	Head of the Division	01.09.2009 – 31.12.2010	Number of the staff members who took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
<b>Goal 4.3. Increased internal communication vertically and horizontally</b>									
	Development of intranet for the PR team	1 software-network	A	Advisors	1.10.2009 - 31.12.2009	Minister's decree on the development of the network	Demo-version, smooth functioning of the network	Wrong time management	10.10.2010
	1. Meeting within the Division	1 meeting a week	A	Advisors	1.09.2009 - 31.12.2010	Division guidelines are developed	Meeting minutes, detailed listing of the tasks for the week, report to the head of the Division	Lack of time	Weekly
	2 Meeting with leadership	1 meeting a week	A	Advisors	1.09.2009 - 31.12.2010	Ministry guidelines are developed	Minutes, detailed listing of the tasks for the week	Leadership does not like the demo version	Weekly
	3. Meeting with the PR units' representatives	1 meeting a month	A	Advisors	1.09.2009 - 31.12.2010	Memorandum of cooperation executed	Minutes, detailed listing of joint activities	Change in the schedule	Monthly
	4. Communication with the leadership and employees of other agencies	1 online contact on a quarterly basis	A	Advisors	1.12.2009 - 31.12.2010	Intranet installed in all computers	Feedback, comments and recommendations	Technical failure	Quarterly
	5. Relations with the staff of other agency	1 contact daily at 11:00 am	A	Advisors	1.09.2009 - 31.12.2010	Intranet installed in all computers	Feedback, comments and recommendations	Busy schedule of staff	Weekly

## MOJ Central Apparatus and the Prosecutor General's Office

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
1. Development and introduction of a new system of internal communication	6. Development of events calendar	1 online calendar	A	Advisors	30.10.2009 - 31.12.2010	Cooperation memorandum executed, all members of PR team have access to intranet, calendar software is developed	Joint meeting, demonstration of the beta version, reaching agreement on the use of the calendar	Failure to allocate additional funds from the budget	Daily
	7. Holding internal survey	2 surveys a year	A	Advisors	15.02.2010	Minister's order on the support to the Division	Questionnaire developed and agreed with the head of the Division	Busy schedule of staff	1.03.2010
	8. Corporate meetings	Once a year	A	Advisors	1.09.2009 - 31.12.2010	Minister's order on the support to the Division	Detailed plan of the event approved at the Head of the Administration	Failure to allocate additional funds from the budget	Once a year
	9. Branding and the unification of identification marks	Development of 1 brand book and 1 branch book	A	Advisors	03.03.2010	1 branch book and 1 brand book developed	Minister's order is issued	Failure to allocate additional funds from the budget	Jan. 2010

## Chamber of Notary

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<b>Strategic Objective 1. Transparency of Ministry Activities and Accessibility of Information</b>									
<b>Goal 1.1: Extensive use of modern IT for the dissemination of information</b>									
1. Website with a modern design developed and made operational	1. 1. Regular updates of the news section of the Webpage www.notary.ge	3 news once every two weeks	A	Head of the Scientific-methodological Unit	Dec. 2012	News posted to the webpage	Entering the official address notary.ge	Low budget	Once a month
	1.2. Update the FAQ	3 new questions once every 2 weeks	A	Head of the Scientific methodological Unit	Dec. 2012	New Q&A placed in the section	Entering the official address notary.ge	Low budget	Once a month
	1. 3. Establish the RSS system	One new web software	B	Head of the Scientific methodological Unit	Oct. 2009	The RSS system well-functioning and its relevant mark is place on the web-page	Entering the official address notary.ge	Low budget	Oct. 2009
<b>Goal 1.2: Systemization of relations with media</b>									
1. Regular media events	1. 1. Summarizing annual meeting	Once meeting a year	A	Head of the Scientific methodological Unit	Dec. 2012	The event was held, journalists attended and the coverage took place	Registration of journalists, media monitoring	Low budget	Once a year
	1. 2.b Media workshops for the journalists interested in the field	1 workshop a year	A	Head of the Scientific methodological Unit	Dec. 2012	The event was held, journalists attended	Survey of participants	Low budget	Once a year
	1.3. Send to the media announcements of the news underway in the system, press releases and information	2 announcements and press release a month	A	Head of the Scientific methodological Unit	Dec. 2012	Information sent to all mass media organizations	Media monitoring	Technical failure	Once a quarter
<b>Goal 1.3: Increase of the development of information materials and their dissemination</b>									
1. Development of printed informational materials	1. 1. Booklet about the Chamber of Notary and the annual report	Bilingual publication, 1,000 copies, once a year	A	Head of the Scientific methodological Unit	Dec. 2012	Booklet of a relevant design and contents printed	Agreement and the acceptance and delivery act with the printing house	Low budget	Once a year
<b>Strategic Objective 2. Citizens' involvement in decision-making</b>									
<b>Goal 2.1: Develop dialogue about Ministry reforms</b>									
1. Public meetings	1. 1. Meeting with business sector representatives	Once every 6 months	A	Head of the Scientific methodological Unit	Dec. 2012	The meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget, busy schedule/non-availability of leadership	Once a year
	1. 2. Meeting with non-governmental organizations	Once every 6 months	A	Head of the Scientific methodological Unit	Dec. 2012	The meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget, busy schedule/non-availability of leadership	Once a year
	1. 3. Meeting with advocates and lawyers	Once every 6 months	A	Head of the Scientific methodological Unit	Dec. 2012	The meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget, busy schedule/non-availability of leadership	Once a year

## Chamber of Notary

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<b>Goal 2.2. Increased use of modern IT for citizens' involvement</b>									
1. <i>Opening topics about the news in the system</i>	1. 1. Initiate discussions about the Bureau on popular forum websites. www.forum.ge;	One new topic a month	A	Head of the Scientific methodological Unit	Dec. 2012	Topic posted	Entering the websites	Technical failure	Once a month
<b>Strategic Objective 3. Improved and accessible services of the Ministry</b>									
<b>Goal 3.1 Enhance the dialogue between the Ministry and customers about services</b>									
1. <i>Dialogue using modern technologies</i>	1. 1. Feedback about the services through e-mail. Development of a special address/window	One new page	A	Head of the Scientific methodological Unit	Dec. 2009	Page developed and published on the website	Entering the website	Technical failure	Jan. 2010
	1.2. Establish a hotline	1 new system and 3 operators	A	Head of the Scientific methodological Unit	Dec. 2010	System well-functioning, a new three-digit number taken, operators retrained	Making a call on the number	Low budget and technical failure	Jan 2010 and later once a quarter
<b>Goal 3.2 Increased dissemination of information about Ministry activities</b>									
1. <i>Media campaigns about new services</i>	1. 1. Campaign about the introduction of e-registry	A 6-month campaign, 10 TV spots, 20 newspaper and internet articles	A	Head of the Scientific methodological Unit	Dec. 2010	Campaign designed and implemented	Media monitoring	Low budget	Jan. 2011
	1. 2. Campaign about mobile services	A 6-month campaign, 10 TV spots, 20 newspaper and internet articles	A	Head of the Scientific methodological Unit	Dec. 2011	Campaign designed and implemented	Media monitoring	Low budget	Jan. 2012
<b>Strategic Objective 4. PR Unit that fully meets the demands of the public and the leadership</b>									
<b>Goal 4.1. Structural refinement and improvement of the PR unit</b>									
1. <i>Structural change</i>	1. 1. Job descriptions for the staff of the unit	Responsibilities distributed correctly and accurately	A	Chairman of the Chamber Board	Dec. 2009	Job descriptions elaborated	Job descriptions approved by the HR Department	Changes in leadership	Jan. 2010
	1. 2. Amendment to the regulations/appointment of a person in charge of PR	1 new position	A	Chairman of the Chamber Board	Dec. 2009	Amendment made to the Regulations	Chamber of Notary Regulations	Changes in leadership	Jan. 2010
<b>Goal 4.2 Professional development of the PR staff</b>									
1. <i>Trainings</i>	1.1. Training in PR technologies and anti-crisis PR	1 training for 2 staff members	A	Head of the Scientific methodological Unit	Dec. 2009	Training held; participants received certificates	Survey of participants and the agreement with the training provider	Low budget	Jan. 2011
	1.2. Training in the design of PR campaigns	1 training for 2 staff members	A	Head of the Scientific methodological Unit	Dec. 2010	Training held; participants received certificates	Survey of participants and the agreement with training provider	Low budget	Jan. 2010
2. <i>Workshops</i>	2. 1. Ministry PR team workshop	2 workshops a year	A	Head of the Scientific methodological Unit	Dec. 2012	Meeting was held and information sharing took place	Meeting report	Other Sub-agencies do not attend	Once a year
<b>Goal 4.3. Increased internal communication vertically and horizontally</b>									
1. <i>Internal information exchange system</i>	1. 1. Survey of notaries about their communication needs	1 survey every 6 months	A	Head of the Scientific methodological Unit	Dec. 2012	Survey was held and a relevant analysis was produced	Check the survey report	Technical problems	Once every 6 months
	1. 2. Dissemination of press digests to staff members nation-wide	1 meeting a week	A	Head of the Scientific methodological Unit	Dec. 2012	Meeting was held, information sharing took place	Meeting report	Busy schedule/non-availability of leadership	Once a month

## National Archives of Georgia

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation				
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period	
<b>Strategic Objective 1. Transparency of Ministry Activities and Accessibility of Information</b>										
<b>Goal 1.1: Extensive use of modern IT for the dissemination of information</b>										
1. Updated webpage of the National Archives	1. Web-page development	Web-page with a new design and a plan	A	Chief Specialist	Oct. 2009	The internet with a new design and structure is posted to the internet	Entering official address: archive.gov.ge	The internet provider and web-copmay fail to fulfill the task	Nov. 2009	
	2. Presentation of the webpage	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	Oct. 2009	Presentation was held, journalists attended, media coverage was provided	Registration of journalists, monitoring of news media	The day loaded with news	Oct. 2009	
	3. Regular updates of the web-page	10 pieces of news per month	A	Chief Specialist	Dec. 2012	Updated news posted to web-page	Entering official web-site: archive.gov.ge	The absence of news	Oct. 2009	
	4. Improve the Q & A section	Relevant section of the Q&A	A	Chief Specialist/Senior Specialists	Sept. 2009	The section is included in the web-site with at least 15 Q&A's	Entering the official web-site: archive.gov.ge	Problems related to the software and internet supply	Once a month	
	5. Enhancement of webpage capabilities, adding search catalogues	1 Search engine	A	Chief/Senior Specialist	Nov. 2009	Search engine is well-functioning and its sign is placed on the web-page	Entering the official web-site: archive.gov.ge	Problems related to the software and internet supply	Once a month	
	6. Introduce RSS System	Forwarding 10 information links per month	C	Chief Specialist	Dec. 2012	RSS system is well-functioning and its relevant sign is posted to the web-page	Entering the official web-site: archive.gov.ge and survey of the subscribers	Problems related to the software and internet supply	Once a month	
	7. Selection of and the posting of photos to webpage photo gallery	1 photo gallery per month	A	Chief Specialist/Senior Specialists	Dec. 2012	New photo gallery is placed in a relevant section	Entering the official web-site: archive.gov.ge	Problems related to the software and internet supply	Once a month	
	8. Selection of and posting the phono-documents to webpage phono-gallery	1 phono-gallery per month	A	Chief Specialist	Dec. 2012	New phono gallery is posted in a relevant section	Entering the official web-site: archive.gov.ge	Problems related to the software and internet supply	Once a month	
	7. Selection of and posting the digital versions of film images to the webpage	Adding 1 film image a month	A	Chief Specialist	Dec. 2012	New film image is posted to a relevant section	Entering the official web-site: archive.gov.ge	Problems related to the software and internet supply	Once a month	
	7. Sign-up for the news through the webpage	Sending news to 70 e-mail addresses Ten times a month	B	Chief Specialist	Dec. 2009	News are delivered to audience	Through e-mail	Problems related to the software and internet supply	Ten times a month	
2. Provision of information to telephone information services about events	Provision of information to 08/09 information service	Provision of information on a monthly basis	B	Senior Specialist	Dec. 2012	Information about planned events is provided to information services	Making phone call to relevant numbers	Information services representatives post inaccurate information	Once a month	
3. Publishing an ad poster at the popular website	internet.ge	Updated ad poster once a month	B	Senior Specialist	Dec. 2012	Publishing accurate information on an information webpage	Entering a respective web-site	Problems related to the software and internet supply	Once a quarter	
	info-tbilisi.ge	Updated ad poster once a month	B	Senior Specialist	Dec. 2012	Publishing accurate information on an information webpage	Entering the respective web-site	Problems related to the software and internet supply	Once a quarter	
<b>Goal 1.2: Systemization of relations with media</b>										
1. Media activities	1. Briefing/press conference once every two weeks	4 TV spots, 4 newspaper news; 3 radio-pieces, 5 news agency information	A	Chief Specialist	Dec. 2012	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Dec.2012	
	2. Present the annual report	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Senior Specialist	29.12.2009 29.12.2010 29.12.2011; 29.12.2012	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	29.12.2009 29.12.2010 29.12.2011; 29.12.2012	
	3. Open the National Archives laboratory	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief Specialist	Sep. 2009	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Sept. 2009	
	4. Information campaign related to the restoration works	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief Specialist	Dec. 2012	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Dec. 2012	
	3. 1 field two-day workshop for journalists on the topic of Archive activities	1 workshop for 20 journalists	A	Department Head	Jun. 2011	The event was held, journalists attended, media coverage took place	Assessment of the workshop; through a relevant questionnaire	Lack of funds	Jun. 2011	
	4. Exhibition of the documents from the age of King Vakhtang VI	4 TV spots, 4 newspaper news; 3 radio-pieces, 5 news agency information	A	Chief/Senior Specialist	Sep. 2009	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Sept. 2009	
	5. Exhibition dedicated to Ekvtime Takaishvili	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	Oct. 2009	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Oct. 2009	

## National Archives of Georgia

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
1. Media activities	6. Exhibition related to Abkhazia	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	Sept. 2009	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Sept. 2009
	7. Tbilisoba-related exhibition	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	Oct. 2009	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Oct. 2009
	8. Joint exhibition of Poland and Georgia in relation to the relations of the two countries	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	May, 2010	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	May 2010
	9. Jubilee exhibition in conjunction with the 90th anniversary of the National ARchive	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	May, 2010	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	May 2010
	10. Symposium in conjunction with the National ARchive anniversary	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	May, 2010	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	May 2010
	11. Exhibition of the Opera and Ballet State Theater Fund (scenic and costume design)	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	Apr. 2010	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Apr 2010
	Exhibition in conjunction with the 125th anniversary from the birth of Vasil Amashukeli, first Georgian film director and camera operator	4 TV spots, 4 newspaper news; 3 radio-piece, 5 news agency information	A	Chief/Senior Specialist	Mar, 2010	The event was held, journalists attended, media coverage took place	Registration of journalists, monitoring of news media	The day loaded with news	Mar 2010
2. Dissemination of news through e-mail	Establish/update the database of e-mail addresses	Constantly updated e-mail database	A	Chief Specialist	Dec. 2012	The database is in the special software, contact information is updated	Checking the database	Frequent changes of the journalists and offices mass media agencies	Once a quarter
	Dissemination of news through e-mail	Sending information to 90 e-mails twice a week	A	Chief Specialist	Dec, 2009	News are sent out to the recipients	Selective survey of recipients	Problems related to the software and internet supply	Once a month
<b>Goal 1.3: Increase of the development of information materials and their dissemination</b>									
1. Information materials	Preparing a booklet for each exhibition (twice every three months) to be held at the Archive	150 booklets for each exhibition	A	Senior Specialist	Dec. 2012	Booklet produced in relevant quantity and respective information is provided in them	Visual check of produced material	Lack of funds	Once a quarter
	Annual info calendar for promotion of the materials stored in the Archive	1 calendar a year	A	Senior Specialist	Dec. 2012	Calendar is produced in relevant quantity and respective information is provided in it	Visual check of produced material	Lack of funds	Once a year
	Development of the album of the materials stored in the Archive	1 album every two years. 100 copies.	A	Department Head	Dec. 2012	Album produced in relevant quantity with respective information provided in it	Visual check of produced material	Lack of funds	Once every two years
	Production and dissemination of materials with Archive marks	Once a year: 500 writing pads (diary), 500 pens, 500 cups, 500 stickers, 500 paper bags	B	Chief Specialist	Dec. 2012	Materials are produced in relevant quantities, design with relevant information provided in them	Visual check of produced material	Lack of funds	Once a year
<b>Strategic Objective 2. Citizens' involvement in decision-making</b>									
<b>Goal 2.1: Develop dialogue about Ministry reforms</b>									
1. Public meetings with stakeholders	Participation in public meetings related to the reforms	1 public meeting once every 6 months	A	Chief Specialist	Dec. 2012	Meeting was held, stakeholders attended and participated in the discussion	Survey of Meeting participants	Lack of funds	Once every six months
<b>Goal 2.2. Increased use of modern IT for citizens' involvement</b>									
1. Webpage	Create a special interactive page on Archive webpage: www.archives.gov.ge in relation to planned changes.	Reforms-related page on the website	B	Chief Specialist	Dec. 2012	The page is published at the webpage and its users post comments about reforms	Entering the official website: archive.gov.ge	Low level of citizens' involvement	Once a month
<b>Strategic Objective 3. Improved and accessible services of the Ministry</b>									
<b>Goal 3.1 Enhance the dialogue between the Ministry and customers about services</b>									
1. Citizens' involvement in the matter of the	Update the Q&A section	One new question and answer weekly	A	Chief Specialist/Senior Specialists	Dec. 2012	New questions and answers are placed in a relevant section	Entering the official website: archive.gov.ge	Problems related to the software and internet supply	Once a month
	Involvement in the study of the quality of services at the National Archives	One study a year	A	Department Head	Dec. 2012	Quality of received information	Adequacy of answers	Lack of funds	Once a year

## National Archives of Georgia

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
1. Citizens' involvement in the matter of the improvement of ARchive services	Development of recommendations to satisfy citizens' demands	Monthly analysis of information received through the hotline	A	Senior Specialist	Dec. 2012	Recommendations elaborated and presented to the leadership	Survey of the leadership	Inadequate information enters the hotline	Once a quarter
	Public meetings with researchers	Twice a year: meeting with the researchers using the Archive fund	A	Department Head	Dec. 2012	Meeting was held, stakeholders attended and participated in the discussion	Meeting participants survey	Lack of funds	Within one week from the meeting
<b>Goal 3.2 Increased dissemination of information about Ministry activities</b>									
1. Dissemination of printed materials	Production and dissemination of informational booklets about the National Archives services	10,000 flyers once a year	A	Senior Specialist	Dec. 2012	The flier is produced and disseminated to relevant target groups	Indication of the hotline number and webpage address on the flier	Lack of funds	Continuously
Postin information at National Archive buildings	Guidebook at Archive Central apparatus and the Houses of Justice	Installing 10 guidebooks	A	Department Head	Mar, 2010	Guidebook is produced and installed in a relevant location	Visual examination??check	Lack of funds	Mar 2010
	Development/update of information for information boards (up to 60) of National archives; guidebook in the buildings of the Archive	60 boards/guidebooks	A	Chief/Senior Specialist	Dec. 2010	Guidebook is produced and installed in a relevant location	Visual check??	Lack of funds	Mar 2010
2. Radio programs about services	Participation in interactive radio programs	6 one-hour radio programs a year	A	Chief Specialist	Dec. 2012	Program produced and broadcast	Listen to the radio?	Lack of funds	Once every two months
<b>Strategic Objective 4. PR Unit that fully meets the demands of the public and the leadership</b>									
<b>Goal 4.1. Structural refinement and improvement of the PR unit</b>									
1. Increase the number of staff	Addition the position of PR specialist	1 new staff member	B	Department Head	Jan, 2010	New staff member added, leadership order and job description is in place	Monitoring of performance	Lack of funds	Jan 2010
<b>Goal 4.2 Professional development of the PR staff</b>									
1. Trainings	Training in the public opinion survey for three staff of the PR department	Staff professional development	A	Department Head	Dec. 2010	Staff qualifications	Staff survey	Lack of funds	Dec 2010
	Training course in photo/video shooting and editing for the three staff of the PR department	Staff professional development	A	Department Head	Dec. 2010	Staff qualifications	Staff survey	Lack of funds	Dec 2010
	Training in the design of public meetings for the three staff members of the PR department	Staff professional development	A	Department Head	May, 2010	Staff qualifications	Staff survey	Lack of funds	May 2010
2. Meetings for experience sharing	Monthly meetings with the PR staff of Ministry sub-agencies	Twelve info-sharing meetings a year	A	Department Head	Dec. 2012	Coordination, the presence of common principles	Current situation analysis	Representatives of other sub-agencies do not attend the meeting	Monthly
3. Learning about the experience of foreign countries, study tours	Organize study tours for the three staff members of the PR Department	Staff professional development	B	Department Head	Dec. 2012	Staff qualifications	Evaluation of the study tour report	Lack of funds	Once every two years
<b>Goal 4.3. Increased internal communication vertically and horizontally</b>									
1. National Archive Intranet	Establish ARchive internal folder	One folder on the computer of all staff	B	Chief Specialist	Mar, 2010	The folder is placed in the network and everybody has access to it	Survey of all staff	Technical problems with Intranet	Mar 2010
	Information dissemination through the unified folder	10 new pieces of information per month	B	Chief Specialist	Dec. 2012	Information posted to the shared folder	Opening and checking the relevant folder	Technical problems with Intranet	Once a month
2. Meetings	Daily meeting of the department staff	Daily plan	B	Department Head	Dec. 2012	The plan is developed and all staff members have access to it	Visual check of the plan	Field visits	Once a week
	Weekly meeting, Friday evening	Weekly plan	A	Department Head	Dec. 2012	The plan is developed and all staff members have access to it	Visual check of the plan	Leadership does not attend	Once a month
	Involvement in the on-line meeting about the development of events timetable, on Fridays	Ministry of Justice events calendar	A	Department Head	Dec. 2012	The calendar is developed and all staff members have access to it	Visual check of the calendar	Technical problems with Intranet	Once a month
	Participation in monthly meetings between PR units of the Ministry of Justice system	Coordinated plan	B	Department Head	Dec. 2012	The plan is developed and all staff members have access to it	Visual check of the plan	Leadership assigns other tasks	Once a month

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<b>Strategic Objective 1. Transparency of Ministry Activities and Accessibility of Information</b>									
<b>Goal 1.1: Extensive use of modern IT for the dissemination of information</b>									
1. Adding information and updating the cra.gov.ge	1. Extensive updates of the web-site	10 news per month	A	Chief Specialist of the Unit	2009-2012	News posted to the website	Checking the news section of the website	Internet provider and web company fail to fulfill the task	Once a month
	2. Update of the Q&A section	One new Q&A per week Once a week	A	Head of the Unit	2009-2012	New Q&A posted to the website	Checking the Q&A section of the website	Internet provider and web company fail to fulfill the task	Once a week
	3. Dissemination of news to the web-page subscribers	Sending 10 news pieces per month	B	Chief Specialist of the Unit	Dec.2012	News sent from the website	Interviewing five recipients	Internet provider and web company fail to fulfill the task	Once a month
	4. Update of video and photo gallery at the web-site	Five new photo and one new video file per month	A	Chief Specialist of the Unit	Dec.2012	5 new photo and one new video files added to the website	Check the gallery section of the website	Internet provider and web company fail to fulfill the task	Once a quarter
	5. Posting tender announcements at the web-site	3 tender announcements per year	B	Chief Specialist of the Unit	Dec.2012	3 new tender announcements on the website	Checking the tenders' field on the website	Insufficient number of tender announcements	December each year
	6. Adding video press releases	3 video files per month	A	Chief Specialist of the Unit	Feb. 2010	Press releases on the website	Checking the news section of the website	Internet provider and web company fail to fulfill the task	Once a quarter
	7. Presentaion of a new website in five languages	One presentation	A	Head of the Unit	Oct. 2009	Holding of an event and the attendance of mass media	Media monitoring program	Internet provider and web company fail to fulfill the task	1 October, 2009
	8. Introduction of the RSS system	One software	A	Chief Specialist of the Unit	Feb. 2010	RSS system established, the number of subscribers is over 100	Selective survey of recipients	Internet provider and web company fail to fulfill the task	Quarterly
<b>Goal 1.2: Systemization of relations with media</b>									
1. Formatin of the news-media events system	1. Holding briefings and press-conferences	One briefing/press conference a month	A	Head of the Unit	Dec.2012	The event was held, journalists attended and the coverage took place	Registration of journalists, media monitoring	Day loaded with news	Once a month
	2. Annual report event for journalists	One event a year	B	Head of the Unit	Dec.2012	Holding of an event and the attendance of mass media	Registration of journalists, media monitoring	New year period loaded with news	Once a year
	3. Dissemination of press releases to central and regional media	10 Press releases per month to 70 addresses	A	Unit Chief Specialist	Dec.2012	Press releases disseminated	Selective survey of recipients	Problems with internet	Once a month
	4. CRA leadership interviews with regional press and the talk shows	One interview per month	A	Head of the Unit	Dec.2012	Interview recorded and published in media	Media monitoring	Busy schedule/non-availability of leadership	Once a quarter
	5. Leadership's participation in morning and buseness programs at central TV's	4 interviews per year	A	Head of the Unit	Dec.2012	Interview recorded and published in media	Media monitoring	Busy schedule/non-availability of leadership	Once a year
	6. Regional briefings	One event per quarter	B	Head of the Unit	Dec.2012	The event was held, journalists attended	Registration of journalists, media monitoring	Busy schedule/non-availability of leadership	Once a year
2. Introduction of the system oriented at journalists' activeness and awareness	7. Awarding journalists	One event and 15 journalists awarded a year	A	Head of the Unit	30.01 each year	Holding an event and awarding media representatives	Number of materials published in media	Failure to allocate additional funds from the budget	Once a year
	8. Media seminar on CRA topics	One workshop during the year	B	Head of the Unit	Dec.2012	Detailed plan and contents of the workshop established and agreed with the speakers and media	Number of the gaps in the materials published in media -- through monitoring	Failure to allocate additional funds from the budget	Once a year
<b>Goal 1.3: Increase of the development of information materials and their dissemination</b>									
1. Produce printed materials	1. Produce a daily writing pad (diary) of the agency	2000	B	Head of the Unit	Dec 2009	Writing pads are printed	Contract and the delivery and acceptance certificate with the printing company	Failure to allocate additional funds from the budget	Once a year
	2. Production and dissemination of the booklets about CRA services	50,000 booklets	B	Head of the Unit	Dec 2010	Booklets are printed and disseminated	Agreement with the printing and distribution companies and their reports	Failure to allocate additional funds from the budget	Once a year
	3. Dissemination of journals printed in National minority language	10,000 journals	B	Unit Chief Specialist	2010	Journals are printed and placed at CRA offices	Visual check	Failure to allocate additional funds from the budget	Once a year
<b>Strategic Objective 2. Citizens' involvement in decision-making</b>									
<b>Goal 2.1: Develop dialogue about Ministry reforms</b>									
1. CRA leasrship keep a dialogue about reforms	1. CRA leadership pulib meetings with the population	1 meeting a quarter	A	Head of the Unit	Dec.2012	The meeting was held and the representatives of various social groups attended	Survey of participants	Busy schedule/non-availability of leadership	Once a year

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
about reforms	2. CRA leadership participation in interactive radio talk shows	4 talk shows a year	A	Head of the Unit	Dec.2012	Leadership took part in the programs	Media monitoring	Busy schedule/non-availability of leadership	Once a year
<b>Goal 2.2. Increased use of modern IT for citizens' involvement</b>									
1. Use of the internet resources	1. Opening a new topica at forum.ge	1 topic a month	B	Unit Chief Specialist	Dec.2012	Topics are posted to the relevant website, users post their comments	Entering the website		Monthly
	2. New field in cra.gov.ge "Participate in the reform"	1 new field	B	Unit Chief Specialist	Dec.2012	Agreeing with the CRA head on the plan of the publication of the draft laws	Report to the heads of the units		Once a quarter
	3. Publication of video materials from press conferences, briefings on youtube.com	3 new video files a month	B	Unit Chief Specialist	Dec.2012	Video file posted to the website	Entering the site		Once a quarter
<b>Strategic Objective 3. Improved and accessible services of the Ministry</b>									
<b>Goal 3.1 Enhance the dialogue between the Ministry and customers about services</b>									
1. Expansion of the informationa/call center	1. Put the new number of the hotline into operation	A new three-digit number and telephone system	A	Head of the CRA Internal Control Unit	Jan 2010	New telephone number is operational	Making a call	Failure to allocate additional funds from the budget	Once a month
	2. Retraining of operators	10 retrained operators	A	Head of the CRA Internal Control Unit	Jan 2010	Operators are retrained and equipped with informator	Making mystical calls	Failure to allocate additional funds from the budget	After the performed change
	3. Presentation of a new call center	One event, three TV spots , 2 radio news, 3 articles	A	Head of the CRA Internal Control Unit	Feb. 2010	Holding of an event and media attendance	Registration of journalists, media monitoring	Failure to allocate additional funds from the budget	After the performed change
2. Use of the official webpage	1. Administration of the survey on the services at the CRA website	One survey a month	B	Unit Chief Specialist	Dec.2012	One new field on the website	Checking the site	Technical problems	Once a month
<b>Goal 3.2 Increased dissemination of information about Ministry activities</b>									
1. Media campaigns about services	1. Campaign of new services of marriage	3 Media events, 5 press releases, 5 news on the website, 5 spots	A	Head of the Unit	Sep. 2009 - Dec. 2010	Holding of an event, mass media attendance, 5 news on the website	Media monitoring	Failure to allocate additional funds from the budget for the campaign	End of 2010
	2. Biometric passports campaign	3 presentations, one meeting, 5 press releases, 5 news at the website	A	Head of the Unit	Dec. 2009 - Dec. 2010	Holding of an event, mass media attendance, 5 news on the website	Media monitoring	Failure to allocate additional funds from he budget for the campaign	End of 2010
	3. Birth registration services campaign	3 presentations, one press release, one information at website, 1 spot, placards at maternity houses	A	Head of the Unit	Dec. 2009	Placards at state and private maternity homes, holding events, mass media attendance, 3 news on the website	Checking information placards at medical istitutions, media monitoring	Failure to allocate additional funds from the budget for the campaign	დღს. 2009
	4. Informing the public about the amnesty of the forgers of documents	One press conference	A	Head of the Unit	Aug. 2009	Holding events, media attendance, 1 news on the website	Media monitoring	Failure to allocate additional funds from the budget for the campaigns	2009,08
	5. Campaign of the service of the provision of summary data to the citizens by the CRA	2 events, 4 press releases, 4 infomration on website	A	Head of the Unit	Mar. 2010	Holding events, media attendance, 1 news on the website	Media monitoring	Failure to allocate additional funds from the budget for the campaigns	Apr. 2010
	6. Campaign of recruitment of new personnel	4 events, 4 press releases	A	Head of the Unit	Dec.2012	Providing information to potential target groups, holding 4 events, 4 new pieces of information on the website	Media monitoring	Failure to allocate additional funds from the budget for the campaigns	Once a year
	7. Coverage of the process of registration of the population not holdign documents by the IDP's in Sagarejo district	One spot	A	Head of the Unit	Aug. 2009	Holding events, media attendance, 1 news on the website	Media monitoring	Failure to allocate additional funds from the budget for the campaigns	Aug. 2009

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<i>1. Media campaigns about services</i>	8. Presentation of the streamlined service of death registration	One briefing	A	Head of the Unit	Oct. 2009	Holding events, media attendance, 1 news on the website	Media monitoring	The implementation of the service is dependent on the work of partner organizations (medical establishments)	Oct. 2009
	9. Presentation of the service of the sending of the printed documents through mail to a citizen	5 information in news programs, 4 in press and 5 in agencies	A	Head of the Unit	Dec.2010	Holding events, media attendance, 1 news on the website	Media monitoring	The implementation of the service is dependent on the work of partner agencies (post office)	Dec.2010
	10. Disseminate information about the placement of the xerox machines at CRA offices	2 information in press and 5 news in news agencies	B	Unit Chief Specialist	May 2010	Holding events, media attendance, 1 news on the website	Media monitoring	Failure to allocate additional funds from the budget	May 2010
	11. Campaign of the streamlined procedure of the submission of documents for the use of the service	Two briefings, 2 press releases, 5 news at news agencies	B	Unit Chief Specialist	Nov./Dec. 2009	Holding events, media attendance, 5 news on the website	Media monitoring	Failure to allocate additional funds from the budget	Dec. 2009
	12. Provision of information to the citizens about the elaboration of the standards for the new multi-function ID cards	5 news at news programs, 4 in press and 5 at agencies, 3 radio pieces	A	Head of the Unit	Dec 2011	Holding events, media attendance, 5 news on the website	Media monitoring	Failure to allocate additional funds from the budget	Dec. 2011
	13. Informing public about CRA leaders' business visits abroad	Coverage of three visits a year	B	Head of the Unit	Dec.2012	Information about three visits per year, 3 news on the website	The visits's schedule in place, media monitoring	Failure to allocate additional funds from the budget	Once a year
	14. Publishing informational banners on state websites about CRA news	1 banner a year	B	Head of the Unit	2010-2011	New banner posted to government websites	Checking the websites of other government institutions	Failure to allocate additional funds from the budget	Once a year
<b>Strategic Objective 4. PR Unit that fully meets the interests of the public and the leadership</b>									
<b>Goal 4.1. Structural refinement and improvement of the PR unit</b>									
1. Staff reorganization	1. Announcement of vacancy competition, select a new staff member	One new staff member	A	CRA HR Unit	Sep 2009	New staff member hired	CRA Charman's order on the appointment or hiring through contract	Failure to allocate additional funds from the budget	Sep. 2009
	2. Adding a position of the technical manager position	One position	A	CRA HR Unit	Jan 2010	Position added	CRA Charman's order on the appointment or hiring through contract	Failure to allocate additional funds from the budget	Jan. 2010
2. Improvement of the material-technical base	1. Selection and procurement of video shooting equipment	One video camera	A	Head of the Unit	Jan 2010	Additional equipment procured	Delivery and acceptance certificate	Failure to allocate additional funds from the budget	Jan. 2010
	2. Assignment of a vehicle for CRA PR and Mass media Relations Unit	One vehicle	B	Head of the Unit	Jan 2010	New vehicle assigned under the regulation, or purchased	Internal document on the assignment of a vehicle	Failure to allocate additional funds from the budget	Jan. 2010
3. Structural reorganization	1. Direct subordination of the PR unit to the CRA chairman	One modification to the regulations	B	Head of the CRA Legal Unit	Jan 2010	Agency regulations	CRA chair decision on the amending of the regulations	Process delayed	Dec. 2010
<b>Goal 4.2 Professional development of the PR staff</b>									
<i>1. Training of the CRA PR and Mass Media Relations Unit staff</i>	1. In website administration	One training, 3 retrained staff	A	Head of the Unit	Jan 2010	Number of the staff that took training	Training handouts, list of participants, trainings report	Failure to allocate additional funds from the budget	After each training
	2. Use of the digital equipment, photo and video shooting	One training, 3 retrained staff	A	Unit Chief Specialist	July 2010	Number of the staff that took training	Training handouts, list of participants, trainings report	Failure to allocate additional funds from the budget	After each training
2. Internal info-sharing	2. Meetings of Ministry structural sub units PR managers for information sharing	One meeting a month	A	Head of the Unit	Dec.2012	Meeting was held, info-sharing took place	Meeting report	Other sub-agencies do not participate	Once a month
<b>Goal 4.3. Increased internal communication vertically and horizontally</b>									
<i>1. Internal communication through internet</i>	1. Intranet	One internal website	A	Head of the Unit	June 2010	Intranet site developed and located on a relevant address	Entering the relevant address	Failure to allocate additional funds from the budget	Jun. 2010
	2. Sending daily digests and news to CRA staff through the unified mail	Once digest a day	A	Unit Chief Specialist	Dec.2012	Preparing 5 digests a week and sending through unified mail	Staff survey	Technical problems	Once a month
<i>2. System of meetings</i>	3. CRS PR unit staff meeting with the leadership	One meeting a week	A	Head of the Unit	Dec.2012	Meeting was held, majority of those invited attended it	Meeting report	Busy schedule/non-availability of leadership	Once a month

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<b>Strategic Objective 1. Transparency of Ministry Activities and Accessibility of Information</b>									
<b>Goal 1.1: Extensive use of modern IT for the dissemination of information</b>									
1. New website with a modern design made operational	1. 1. Modernization and the modification of the webpage	One streamlined webpage with a new design	A	Head of the Administration	Jun. 2010	Web-page with a new design and structure is placed in the internet	Entering official address: nbe.gov.ge	Low budget	Jun. 2010
	1. 2. Constant update of the news section of the webpage www.nbe.gov.ge	1190 news	A	Advisor	Dec. 2012	News posted to the web-page	Entering official address: nbe.gov.ge	Low budget	Once a month
	1.3. UPdate of the FAQ	130 new questions	A	Department Head	Dec. 2012	New Q&As posted in the section	Entering official address: nbe.gov.ge	Low budget	Once a month
	1. 4. Daily update of auctions' sections	260 news montly	A	Advisor	Dec. 2012	New auctions posted to the section	Entering official address: nbe.gov.ge	Low budget	Once a month
	1. 5. Modernization of auctions' section: electronic purchase and sale service and on-line auction	Two new web software	A	Head of the Administration	Jun.2010	New softwares posted to the web-page	Entering official address: nbe.gov.ge	Low budget	Jun. 2010
	1. 6. Introduction of the RSS system	One new web program/software	B	Department Head	ოქბ. 2009	RSS system well-functioning and a relevant mark is placed on the webpage	Entering official address: nbe.gov.ge	Low budget	Oct. 2009
2. Newsletters	2. 1. Creation of a mailing list	350 e-mails	A	Department Head	Oct. 2009	Address list is created and loaded in the software	Checking the software	Technical failures	Oct. 2009
	2. 2. Sending newsletters to target audience	One newsletter a quarter	A	Advisor	Dec. 2012	Newsletter was sent to all addresses	Survey of Recipients	Technical failures	Once a quarter
3. Promotion of on-line services throug internet	3. 1 Posting banners at www.jobs.ge, www.forum.ge, www.presa.ge, interpresnews	3 two-month campaign per year	A	Department Head	Dec. 2012	Contextual banners posted on popular websites	Procurement contracts and delivery and acceptance certificates	Low budget	Once a year
	3. 2 Posting links on the websites of government institutions	10 links posted on the website	A	Department Head	Oct. 2009	Link placed on various websites	Entry to the website	Refusal from other agencies	Oct 2009
<b>Goal 1.2: Systemization of relations with medai</b>									
1. Regular media activities	1. 1. Summarizing annual meeting	One meeting a year	A	Department Head	Dec. 2012	Event was held, journalists attended and the coverage took place	Registration of journalists, media monitoring	Low budget	Once a year
	1. 2. Briefing/press conference of the chair fo the National Enforcement Bureau	Once briefing/press conference a month	A	Department Head	Dec. 2012	Event was held, journalists attended and the coverage took place	Registration of journalists, media monitoring	Busy schedule/non-availability of leadership	Once a quarter
	1.. 3 ბ Sending to mass media the media announcements, press releases and news about the news in the system	Twice a week	A	Advisor	Dec. 2012	News forwarded to all mass media units	Media monitoring	Technical failures	Once a week
2. Enhanced cooperation with journalists	2. 1. Introduction of the accreditation system at the National Enforcement Bureau	Accreditation of 15 journalist	A	Head of the Administration	Oct. 2009	i list of accredited journalists established under the internal regulation	Internal document and the list at the security service	Journalists are not interested	Oct. 2009
2. Enhanced cooperation with journalists	2. 2. Workshop with mass media representatives	One meeting/workshop a year	A	Department Head	Dec. 2012	Event was held, journalists attended	Survey of Participants	Low budget	Once a year
	2. 3. Systemic update of the database	Updated database (50 journalists)	A	Advisor	Oct. 2009	Database was updated and data were programmed	Checking the software	Technical failures	Oct 2009
<b>Goal 1.3: Increase of the development of information materials and their dissemination</b>									
1. 1. Production and placement of news stands	1. 1. Production and placement of news stands	30 ea	A	Head of the Administration	Mar. 2010	Stands produced and placed	Checking the locations	Low budget	Mar. 2010
	1.. 2. Publishing triplets about the enforcement activity	10,000 ea	A	Department Head	Dec. 2010	Triplets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with he pringing house	Low budget	Jan. 2011

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
1. Organizing informational points (bureaus, courts)	1. 3 . Publishing triplets about auction procedres	10,000 ea	A	Department Head	Dec. 2010	Triplets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with the printing house	Low budget	Jan. 2011
	1. 4. Pulbihing triplets about the rights and obligations of a creditor and a debtor	10,000 ea	A	Department Head	Dec. 2010	Triplets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with the printing house	Low budget	Jan. 2011
	1. 5. Publication of triplets about free sales	10,000 ea	A	Department Head	Dec. 2010	Triplets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with the printing house	Low budget	Jan. 2011
	1. 6. Publication of updated booklets	Once a year	A	Department Head	Dec. 2012	Booklets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with the printing house	Low budget	Once a year
2. Development of printing informational materials	2. 1. Booklet about the National Enforcement Bureau and the annual report	Bilingual 2,000 ea	A	Head of the Administration	Dec. 2010	Triplets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with the printing house	Low budget	Jan. 2011
	2. 2 Writing pads of the National Enforcement Bureau	500 ea	A	Head of the Administration	Dec. 2009	Triplets of a relevant design and content printed	Agreement and the delivery and acceptance certificate with the printing house	Low budget	Jan. 2010
3. Tele-radio programs and PSA's	3. 1. Production and broadcast of the PSA's about the rights and obligations of a creditor and a debtor	One 30-second PSA in the broadcast during the month	A	Head of the Administration	Dec. 2010	PSA produced and posted	Agreement and the delivery and acceptance certificate with the advertising agency	Low budget	Jan. 2011
	3. .2. TV informational program about enforcement activity	Two programs. TV - 15 minute; radio - 30 minute	A	Head of the Administration	Dec. 2010	Program produced and broadcast	Agreement and the delivery and acceptance certificate with the advertising agency and the TV	Low budget	Jan. 2011
	3. 3. Informational TV program about the rights and obligatons of a creditor and a debtor	Two programs. TV - 15 minute; radio - 30 minute	A	Head of the Administration	Dec. 2010	Program produced and broadcast	Agreement and the delivery and acceptance certificate with the advertising agency and the TV	Low budget	o5. 2011
<b>Strategic Objective 2. Citizens' involvement in decision-making</b>									
<b>Goal 2.1: Develop dialogue about Ministry reforms</b>									
1. Public meetings	1. 1. Meeting with the banking sector	Once a month	A	Head of the Administration	Dec. 2012	Meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget and busy schedule/non-availability of leadership	Once a quarter
	1. 2. Meeting with NGOs	Once a quarter	A	Head of the Administration	Dec. 2012	Meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget and busy schedule/non-availability of leadership	Once a quarter
	1. 3. Meeting with the advocates	Once every 6 months	A	Head of the Administration	Dec. 2012	Meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget and busy schedule/non-availability of leadership	Once every 6 montyhs

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
	1.4 Meeting with students	Once a quarter	A	Head of the Administration	Dec. 2012	Meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget and busy schedule/non-availability of leadership	Once a quarter
2. Dialogue through mass media	2. 1. Participation in TV program	Once every 3 months	A	Department Head	Dec. 2012	Bureau representative participated	Media monitoring	Busy schedule/non-availability of leadership	Once a quarter
	2. 2. Participation in a radio program	Once every two months	A	Department Head	Dec. 2012	Bureau representative participated	Media monitoring	Busy schedule/non-availability of leadership	Once a quarter
	2. 3. Article or column in press	Once a week	A	Department Head	Dec. 2012	Column prepared and posted	Media monitoring	Busy schedule/non-availability of leadership	Once a month
<b>Goal 2.2. Increased use of modern IT for citizens' involvement</b>									
1. Citizens' involvement through web-page	1. 1. Opening a new page www.nbe.gov.ge/reforms in relation to the reforms	One new window on the website	A	Head of the Administration	Dec. 2009	Webpage produced and published	Entry to the website	Technical failures	Dec. 2009
2. Opening topics about the innovations in the enforcement field	2. 1. Initiate discussions at popular forums about the National Enforcement Bureau: www.forum.ge; www.conference.ge	One new topic per month	A	Head of the Administration	Dec. 2012	Topic introduced	Entry to the websites	Technical failures	Once a month
<b>Strategic Objective 3. Improved and accessible services of the Ministry</b>									
<b>Goal 3.1 Enhance the dialogue between the Ministry and customers about services</b>									
1. Dialogue through the webpage	1. 1. Feedback about services through e-mail. Development of a special address/window	A new new web-page	A	Head of the Administration	Dec. 2009	Webpage produced and posted to the website	Entry to the website	Technical failures	Jan. 2010
2. Dialogue through a public meeting	2. 1. Organize a public meeting	Once a quarter	A	Head of the Administration	Dec. 2012	Meeting was held, guests attended and participated in the discussion	Registration and survey of participants	Low budget and busy schedule/non-availability of leadership	Once a quarter
3. Training	3. 1. Training in services (Service +)	6 trainings	A	Head of the Administration	Jun.2010	Training held, participants received certificates	Survey of participants and contract with the training provider	Low budget	Jun. 2010
<b>Goal 3.2 Increased dissemination of information about Ministry activities</b>									
1. Tele-radio programs	1. 1. Production of PSA's and broadcast about auction procedures	A 2-minute PSA broadcast during a month	A	Head of the Administration	Dec. 2010	PSA produced and broadcast	Agreement and acceptance and delivery certificate with the advertising company	Low budget	Jan. 2011
	1. 2. Production and broadcasting the PSA's about the services to the socially vulnerable a	A 2-minute PSA broadcast during a month	A	Head of the Administration	Dec. 2010	PSA produced and broadcast	Agreement and acceptance and delivery certificate with the advertising company	Low budget	Jan. 2011
	1. 3. Informational TV program about auction procedures	Two programs. TV - 15 minute; radio - 30 minute	A	Head of the Administration	Dec. 2010	Program produced and broadcast	Agreement and acceptance and delivery certificate with the advertising company and TV station	Low budget	Jan. 2011
	1. 4. Regional TV-radio news program about enforcement activities (production of the program of the broadcast of the existing translated programs)	Two programs. TV - 15 minute; radio - 30 minute	A	Head of the Administration	Dec. 2010	Program produced and broadcast	Agreement and acceptance and delivery certificate with the advertising company and TV station	Low budget	Jan. 2011
	1. 5. Regional TV-radio program about auction procedures (produce a program or the broadcast of the existing translated programs)	Two programs. TV - 15 minute; radio - 30 minute	A	Head of the Administration	Dec. 2010	Program produced and broadcast	Agreement and acceptance and delivery certificate with the advertising company and TV station	Low budget	Jan. 2011

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
	1. 6. Regional TV-radio news program about the rights and obligations of a creditor and a debtor (produce a program or broadcast of the existing translated programs)	Two programs. TV - 15 minute; radio - 30 minute	A	Head of the Administration	Dec. 2010	Program produced and broadcast	Agreement and acceptance and delivery certificate with the advertising company and TV station	Low budget	Jan. 2011
2. Informational materials in national minority languages	2. 1. Development of informational booklet about enforcement activity, auction procedures; rights and obligations of creditor and debtor and free sale	3	A	Department Head	May 2010	Booklets of a relevant design and content printed	Agreement and acceptance and delivery certificate with the advertising company	Low budget	Jun. 2010
<b>Strategic Objective 4. PR Unit that fully meets the demands of the public and the leadership</b>									
<b>Goal 4.1. Structural refinement and improvemen of the PR unit</b>									
1. Structural change	1. 1. Job description for unit staff	Responsibility is distributed correctly and precisely	A	Dead of hte HR Division	Dec. 2009	Job description elaborated	Job descriptions approved by the HR department	Changes in leadership	Jan. 2010
	1. 2. Amendment to the regulations	Unit subordinated directly to the chairman	A	Chairman of the Bureau	Dec. 2009	Regulation was amended	Bureau Regulations	Changes in leadership	Jan. 2010
2. Staffing analysis	2. 1. Assess the demands of the PR unit and establish a necessary number of staff	Adding not more than 2 new staff members	A	Head of the HR division, Department head	Dec. 2009	Number of staff increased	Amdendments to the Regulations	Changes in leadership	Jan. 2010
<b>Goal 4.2 Professional development of the PR staff</b>									
1. Trainings	1. 1. Training in web-page administration	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
	1. 2. Training in editing	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
	1. 3. Training in photo and video shooting	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
	1. 4. Training in the design of PR campaigns	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
	1. 5. Training in events management	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
	1. 6. Training in research design	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
	1. 7. Training in PR technologies and anti-crisis PR	1 training for two staff members	A	Department Head	Dec. 2010	Training held, participants received certificates	Survey of participants and the contract with the training provider	Low budget	Jan. 2011
2. Workshops	2. 1. Ministry PR team's workshop	2 workshops a year	A	Department Head	Dec. 2012	Workshop was held and the info-sharing took place	Workshop report	Other sub-agencies do not attend	Once a year
<b>Goal 4.3. Increased internal communication vertically and horizontally</b>									
1. Unified intranet of the Bureau	1. 1. News are disseminated to the staff nation-wide	News sent at the end of each week	A	Advisor	Dec. 2012	News are sent through e-mail	Survey of recipients	Technical failures	Once a month
	1. 2. Sendign press digests to staff nation-wide	Overview of the press digest sent at the end of each week	A	Advisor	Dec. 2012	Digests were sent through e-mail	Survey of recipients	Technical failures	Once a month
2. Holding meetings	2. 1. Hold meetings at the beginning of each week (Monday 11am)	Elaborated weekly plan	A	Department Head	Dec. 2012	Meetig was held	Meeting report	Busy schedule/non-availability of leadership	Once a month
3. Corporate event with the involvement of all staff members	3. 1. Hold the event Enforcement officer of hte year and a New year event	One event a year	A	Head of the Administration	Dec. 2012	Event was held	Survey of participants	Low budget	Once a year
	3. 3. Organizing retreats	One event a year	B	Head of the Administration	Dec. 2012	Event was held	Survey of participants	Low budget	Once a year

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<b>Strategic Objective 1. Transparency of Ministry Activities and Accessibility of Information</b>									
<b>Goal 1.1: Extensive use of modern IT for the dissemination of information</b>									
1. A new webpage	1. Development of the TOR	Substantive and technical TOR for 1 web	A	Eka Ergemlidze, Dato Asatiani	15.01.2010	TOR agreed with the Chairman, other units, comments and recommendations	Written report	Low budget	15.04.2010
	2. Update the design of the webpage	1 updated webpage	A	Eka Ergemlidze, Dato Asatiani	15.01.2010	Tender announcement, webpage specifications are in conformity with the TOR	Detailed plan of TOR implementation	Selection of the company and the issue of its responsibility	15.01.2010–15.04.2010
	3. Posting news to the webpage	3 news a week	A	Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	3 news a week are published	Control of the webpage	Technical faults	Daily
	4. Publishing audio and video press releases on the webpage	1 press release a week	A	Eka Ergemlidze, David Asatiani, Meurmishvili	1.09.2009 - 31.12.2010	31 press releases per week are published	Control of the webpage	Technical faults	Weekly
	5. Establish the RSS system on the web	1 software	A	Eka Ergemlidze, David Asatiani	15.10.2009	RSS system established, the number of subscribers is over 300	Control of the webpage	Target audience is poorly informed about new technologies	Quarterly
	6. New window "Refine the Law"	1 software	A	Tsira Pataraiia, David Asatiani	2009	Order of the head of the Agency issued	Control of the webpage	Technical faults	Weekly
	7. Update the question and answer	40 new questions	A	Tsira Pataraiia, David Asatiani	1.09.2009 - 31.12.2010	Updated Q&A page	Report to the head of the Agency	Technical faults	Once a month
	8. Establish the system of gadgets	1 software	A	Eka Ergemlidze, David Asatiani	31.12.2009	Gadgets installed in users' computers	Number of subscribers and	Technical faults	Once a month
	9. Publishing monthly electronic newsletters on the web	1 newsletter a month	A	Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	Elaboration of newsletter standard, agreeing the newsletter contents and materials with the head of the Unit	Web control, report to the head of the unit	Technical faults	Once a month
	10. Posting interactive surveys on the web	2 surveys a month	A	Tsira Pataraiia, David Asatiani	1.09.2009 - 31.12.2010	Chairman has approved the contents of the survey	Web control	Technical faults	Once a month
2. Spreading news about the Ministry through e-mail	1. Gathering e-mail addresses	At least 300 e-mail addresses	A	Tsira Pataraiia	1.09.2009 - 31.12.2010	At least 300 e-mail addresses gathered and verified	Survey of each addressee	Technical faults	Once a month
	2. Sending information to e-mail addresses	Sending the news to at least 300 e-mail addresses	A	Tsira Pataraiia	1.09.2009 - 31.12.2010	Response e-mail, increased level of addressing the web-page	Survey of each addressee	a) Change of e-mail, b) Feedback mechanism needs improvement	Quarterly
	3. Sending news to the media through e-mail	Sending information to 40 e-mail addresses	A	Tsira Pataraiia	1.09.2009 - 31.12.2010	Materials published in the media, increased level of addressing the webpage	Number of materials published in media	a) Change of e-mail, b) Feedback mechanism needs improvement	Once a month
	4. Sending an e-mail newsletter to media	Sending information to 40 e-mails	A	Tsira Pataraiia	1.09.2009 - 31.12.2010	Materials published in the media, increased level of addressing the webpage	Number of materials published in media	a) Change of e-mail, b) Feedback mechanism needs improvement	Once a month
	5. Development of unified e-mail standards	1 standard form	A	Eka Ergemlidze	1.09.2009 - 31.12.2009	Standard agreed with the Agency leadership, order on the application of the standard is issued	All employees use the unified standardized e-mail	Employees disregard the standard	Once a month

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
3. MMS messages through Bluetooth to territorial offices	1. Development of software and sending	Development of 2 new MMS's a month		Dato Asatiani	1.09.2009 - 10.01.2010	MMS sending equipment developed in the offices	Number of received MMS's	Low budget	Once a month
4. Multimedia presentation flash-drive/disc	Development of presentation material	Prepare 500 discs	A	Dato Asatiani	1.09.2009 - 10.01.2010	Respective funds are allocated in the budget	Discs distributed to the addresses	Low budget	End of year
Goal 1.2: Systemization of relations with media									
1. Initiate the coverage of news in the media	1. Annual summarizing meeting with the journalists	1 meeting	A	Eka Ergemlidze	20.12.2009	Meeting was held, meeting report submitted to the leadership	Information from all units is delivered, on the basis of which the presentation is produced, media monitoring and analysis of broadcast/published material	Factual and substantial mistakes in published material	Once a year
	2. Holding press conference and briefings	1 press conference every two weeks	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	a) Detailed plan of press conference, b) prepare speakers -- develop Q&A for speakers, c) Inform media adequately and timely -- send announcement, develop press releases, plan for the one-to-one interview, registration	Number of materials published in media, through media-monitoring	Factual and substantial mistakes in published material	Once a month
	3. Participation in TV and radio programs	Twice a month	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Schedule developed and agreed with the speakers	Number of materials published in media, through media-monitoring	Factual and substantial mistakes in published material	Once a month
2. Legal education of journalists	1. Field workshops	2 workshop	A	Eka Ergemlidze, Tsira Pataraiia	1 a year	Detailed plan and contents of the workshop established and agreed with the speakers and the media	Number of the gaps in the materials published in media -- through monitoring	Low budget	Annually
3. Improved relations with the regional journalists	1. Holding regional briefings	Once a quarter	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	a) Detailed plan of press conference, b) prepare speakers -- develop Q&A for speakers, c) Inform media adequately and timely -- send announcement, develop press releases, plan for the one-to-one interview, registration	Number of materials published in media, through media-monitoring	Factual and substantial mistakes in published material	Once a month
	2. Sending information to regional journalists through e-mail	Sending information to 40 e-mail addresses	A	Tsira Pataraiia	1.09.2009 - 31.12.2010	Materials published in media.	Number of materials published in media	Technical gaps	Once a month
	3. Participation in regional TV and radio talk shows	Once a quarter in each region	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Detailed plan of task implementation	Number of materials published in media	Technical gaps at regional TV and radio	Once a quarter in each region

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
<b>Goal 1.3: Increase of the development of information materials and their dissemination</b>									
1 .Dissemination of informational materials	1. Journal summarizing the year's activities	1 journal a year	A	Eka Ergemlidze, Tsira Pataraiia	1.12.2009–15.01.2009	Content and design format of the journal agreed with the Head of the Unit	Agreement with the printing company, check on the spot	Failure to allocate additional funds from the budget	Once a year
	2. Produce and disseminate booklets about services	10000 booklets	A	Eka Ergemlidze, Tsira Pataraiia	2010	Detailed plan of task implementation	Agreement with the printing company, check on the spot	Failure to allocate additional funds from the budget	Monthly
	3. Journal "Landowner"	1000 journals a quarter	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Content and design format of the journal agreed with the Head of the Unit	Agreement with the association	Failure to allocate additional funds from the budget	Quarterly
<b>Strategic Objective 2. Citizens' involvement in decision-making</b>									
<b>Goal 2.1: Develop dialogue about Ministry reforms</b>									
1. Town hall meetings with the population	Organize a meeting	8 meetings in 6 months	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Meetings schedule agreed with Agency chairman	Report on the meetings	Change in the schedule	2 Quarter
<b>Goal 2.2. Increased use of modern IT for citizens' involvement</b>									
1. "Refine the Law"	1. Informational support to the special block on the website for the citizens where they will be able to enter their modifications to draft law	2 newspaper articles, 2 spots a month	A	Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	A new page on the website	Report to the head of the Agency	Technical gap	Weekly
2. Dialogue about reforms in social media	1. Initiate new topics on popular forum sites and social networks	Once a week, forum.ge, facebook.com, twittercom	A	Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	Listing of topics approved by the Chair of the Agency	Report to the Chair of the Agency	Maintain the relevance of the discussion	Weekly
2. Dialogue about reforms in social media	2. Development of a special page on youtube.com, where video materials from press conferences and briefings will be published	Once a week	A	Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	Implementation of a detailed plan	Report to the Chair of the Agency	Low level of access	Weekly
	3. Posting active contextual advertisement on WebPages	A 10-day advertisement campaign www.iptv.ge	B	Tsira Pataraiia, David Asatiani	1.09.2009 - 31.12.2010	Implementation of a detailed plan	Report to the Chair of the Agency	Low level of access	Twice a year
<b>Strategic Objective 3. Improved and accessible services of the Ministry</b>									
<b>Goal 3.1 Enhance the dialogue between the Ministry and customers about services</b>									
1. Dialogue through the webpage	1. 1. Feedback about services through e-mail, development of a special address/window	One new page	A	Eka Ergemlidze	Dec. 2009	Page developed and published on the website	Enter the website	Technical faults	Jan 2010
2. Dialogue through a public meeting	2. 1. Organize an open door event	Once a quarter	A	Eka Ergemlidze	Dec. 2012	Meeting was held, guests attended and took part in the discussion	Registration and survey of participants	Low budget and busy schedule/non-availability of leadership	Once a quarter
3. Training	3. 1. Training in services (Service +)	6 trainings	A	Eka Ergemlidze	Jun 2010	Training was held; participants received certificates	Survey of participants and an agreement with the training provider	Low budget and busy schedule/non-availability of leadership	Jun. 2010

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
4. Holding opinion surveys about the service quality	4.1. Analyze survey results	Once a quarter	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Increase the quality of services	Participants' survey	Busy schedule of employees	Once a quarter
<b>Goal 3.2 Increased dissemination of information about Ministry activities</b>									
1. Advertisement campaigns	1. Advertisements about internet services	6 PSAs, during 2 months a year	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Population awareness	Survey of citizens after each campaign	Low budget	Quarter 2
	2. Reminding to the users about the current services	5 PSAs, during one month a year	A	Eka Ergemlidze	1.09.2009 - 31.12.2011	Population awareness	Survey of citizens after each campaign	Low budget	Quarter 3
2. Promotion of new service centers	1. Opening of the houses of justice, Tbilisi registration office, Zugdidi registration office	6 offices	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Services accessible to population	Report provided to the head of the Agency	Low budget	Quarterly
3. Pledge Registry	1. Development of design and text of informational materials	500 flyers	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Text agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	Quarterly
	2. Information campaign for stakeholders	Meeting with 20 companies	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Meeting schedule agreed with the Chair of the Agency	Report provided to the head of the Agency	Low budget	August, 2009
	3. Presentation event	1 event	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Detailed plan of the event developed	Plan agreed with the chair of the Agency	Low budget	August, 2009
4. Promotion of the CORS system introduction	1. Development of the design and text of informational advertisement materials	500 flyers	A	Eka Ergemlidze	მარტი, 2010	Text agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	April, 2010
	2. Information campaign for stakeholders	10 meetings	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Schedule agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	April, 2010
	3. Produce a presentation film	1 film	A	Giorgi Meurmishvili	1.09.2009 - 31.12.2010	Film content agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	April, 2010
5. Move the business registry	PSA's	1 PSA during 3 weeks	A	Eka Ergemlidze, Giorgi Meurmishvili	2.2.2010	Content of the PSA agreed with the Chair of the agency	Report provided to the head of the Agency	Low budget	03.03.2010
6. Mobile teams	Produce uniforms	30 uniforms	A	Tsira Pataraiia	1.09.2009 - 31.12.2010	Design of the uniform approved by order	Report provided to the head of the Agency	Low budget	April, 2010
	1. Rubric in the morning program	4 programs	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Agreement concluded with the morning program	Monitoring materials about the broadcast programs	Low budget	April, 2010
	2. Meetings with local administration and partnerships, development of informational placards	20 meetings, 500 placards	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Schedule agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	March, 2010
	3. Advertisement through internet banners	5 on the webs, during 2 months	A	Dato Asatiani	1.09.2009 - 31.12.2010	Schedule agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	March, 2010
7. About the immovable property valuation reforms	1. Advertisement through internet banners	On 10 webs	A	Eka Ergemlidze, Tsira Pataraiia	10.10.2009	Schedule agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	Oct. 2009
	2. Press event	1 presentation	A	Eka Ergemlidze, Tsira Pataraiia	10.09.09-10.10.2009	Schedule agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	Oct. 2009

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
software	3. Introductory meeting with target audience	20 banks	A	Eka Ergemlidze, Tsira Pataraiia	10.09.09–1 0.10.2009	Schedule agreed with the chair of the Agency	Report provided to the head of the Agency	Low budget	Oct. 2009
8. Agency anniversary events	Conference: 5 year of successful reforms	1 conference, opening of the Tbilisi unit	A	Eka Ergemlidze, Tsira Pataraiia, Giorgi Meurmishvili	20.09.09–2 6.09.09	Detailed plan agreed	Report provided to the head of the Agency	Low budget	Oct. 2009
9. Promotion of authorized users	Placement of spots in news programs	5 spots, 5 articles	A	Eka Ergemlidze, Tsira Pataraiia	10.09.09–1 0.10.2009	Detailed plan agreed	Report provided to the head of the Agency	Low budget	Dec. 2009
10. Opening of the scanning center	Placement of spots in news programs	5 spots, 5 articles	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Detailed plan agreed	Report provided to the head of the Agency	Low budget	Feb. 2010
11. Room 401	Placement of spots in news programs	5 spots, 5 articles	A	Eka Ergemlidze, Tsira Pataraiia	25.10.2009	Detailed plan agreed	Report provided to the head of the Agency	Low budget	Feb. 2010
12. Presentation of the backup center	Placement of spots in news programs	5 spots, 5 articles	A	Eka Ergemlidze, Tsira Pataraiia	25.09.2009	Detailed plan agreed	Report provided to the head of the Agency	Low budget	Feb. 2010
სტრატეგიული მიზანი 4. საზოგადოებათან ურთიერთობის ჯგუფი, რომელიც პასუხობს საზოგადოებისა და უწყების მოთხოვნებს									
ამოცანა 4.1: პიარ ჯგუფის სტრუქტურული დახვეწა და სრულყოფა									
Strategic Objective 4. PR Unit that fully meets the demands of the public and the leadership									
Goal 4.1. Structural refinement and improvement of the PR unit									
1. Update of the structure	1. Approval of the amendment to the regulations	1 modification in the regulation of the unit, 1 modification in the structure	A	Head of the unit	01.09.2009 – 30.09.2010	Job descriptions approved by the Chairman	Monitoring of performed work	Failure to allocate additional funds from the budget	End of year
	2. Develop job description	4 job descriptions	A	Head of the unit	01.09.2009 – 30.09.2010	Job descriptions approved by the Chairman	Monitoring of performed work	Due to the introduction of new services complete listing of functions can not be developed	Oct. 2009
Goal 4.2 Professional development of the PR staff									
1. Trainings	1. PR technologies and anti-crisis PR	Once a year	A	Head of the unit	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	2. Site management and the update of web-content	Once a year	A	Head of the unit	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	3. Planning and implementation of PR campaigns	Once a year	A	Head of the unit	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	4. Events management	Once a year	A	Eka Ergemlidze	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	5. Organize surveys	Once a year	A	Eka Ergemlidze	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training

Program-level Result	Activity	Output (Result)	Priority	Accountable Official	Period	Monitoring and Evaluation			
		Outputs				Indicator	Verification Means	Risks	Frequency and/or period
	6. photo and video editing	Once a year	A	Eka Ergemlidze	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	7. Study tours of employees to learn about experience of other countries	Once a year	A	Eka Ergemlidze	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	8. Meetings of Ministry PR team members for experience sharing	Once a quarter	A	Eka Ergemlidze	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
	9. Prepare leadership (speakers) for interviews	Once a year	A	Eka Ergemlidze	01.09.2009 – 31.12.2010	Number of employees that took trainings	Training materials, list of participants, training report	Failure to allocate additional funds from the budget	After each training
<b>Goal 4.3. Increased internal communication vertically and horizontally</b>									
1. Development and introduction of the new system of internal communication	1. Meeting at the Agency	1 meeting a week	A	Head of the unit	1.09.2009 - 31.12.2010	Division guidelines established	Report to the head of the Division	Improper time management	Every Monday
	2 Meeting with leadership	1 meeting a week	A	Eka Ergemlidze	1.09.2009 - 31.12.2010	Agency guidelines established	Meeting minutes, detailed listing of the tasks for the week, report to the head of the Division	Lack of time	Quarterly
	3. Intranet	1 intranet		Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	Agency guidelines established	Intranet network installed in all computers	Leadership does not like the demo version	Quarterly
	4. Regional meetings	Once a quarter		Eka Ergemlidze	1.09.2009 - 31.12.2010	Meetings held in the regions	Developed schedule	Change in the schedule	Quarterly
	6. Development of calendar of events	1 online calendar	A	Eka Ergemlidze, Dato Asatiani	1.09.2009 - 31.12.2010	Agency internal guidelines developed	Intranet network installed in all computers	Technical fault	2 surveys a year
	7. Holding internal survey about the performance of the PR Division	2 surveys a year	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Developed schedule	Report of the survey	Busy schedule of employees	Quarterly
	8. Corporate events	Once a year	A	Eka Ergemlidze, Tsira Pataraiia	1.09.2009 - 31.12.2010	Agency head task on the support to the Division	Report about the event	Failure to allocate additional funds from the budget	Once a year
	9. Branding and the unification of identification marks	Development of 1 brand book and 1 branch book	A	Eka Ergemlidze, Tsira Pataraiia	Jan., 2010	1 Branch book and 1 brand book developed	Order of the Head of the Agency issued	Failure to allocate additional funds from the budget	Jan 2010