



**MEDIATORS
ASSOCIATION
OF GEORGIA**

Strategic Development Plan 2020 – 2025

Tbilisi

2020



The European Union
for Georgia
EU4Business



This strategy is developed with the support of the European Union (EU) and the United Nations Development Program (UNDP). Its contents are the sole responsibility of the LEPL Mediators Association of Georgia and do not necessarily reflect the views of the European Union and the United Nations Development Program.

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Foreword

On January 1, 2020, the Law of Georgia on Mediation came into force, which is an unprecedented reform in recent years in Georgia. The enactment of this law has given all of us incredible opportunities to anticipate and achieve what was virtually impossible, in particular:

- We got the opportunity to resolve our ongoing court dispute!
- We got the opportunity to resolve our legal dispute, without applying to the court, directly with the help of the mediator!
- The agreement achieved by us is the subject to the mandatory approval of the court and we ourselves implement the justice!
- All these is being carried out within the shortest terms and with much less expenses than using other means for the dispute resolution.

The LEPL Mediators Association of Georgia is the unity of independent professionals!

The mediator helps you to see your real interests, helps you to see your peaceful and successful future, created by yourself!

By using mediation you plan your future, try to pursue your best interests and achieve the best result and agreement which is mostly acceptable for you!

The mediator is a skilled professional, aware of these needs, which will help you feel comfortable in the relationships that seem complex at the first glance, be ingenuous and full of hope!

Let us, mediators be in your service, for the interests of all of you!

Irakli Kandashvili

The Chairman

Introduction

Background information

Mediation is alternative method for the dispute resolution, which is focused on identification of the parties' interests and finding solution, acceptable for them. In this process, the parties are helped by the mediator, who is independent and impartial third person. The mediator has respective skills, making him/her able to help parties in negotiations and exploration of interests.

The first records of court mediation appeared after the amendments, made to the Civil Procedure Code of Georgia in 2011. In particular, the matters related to court mediation were regulated, categories of the cases to be referred to mandatory mediation were defined and the principles of mediation as well as general framework were defined. After that, with cooperation between the High Council of Justice and donor organizations, the first group of mediators were selected, prepared and accredited. 16 mediators were accredited.

In 2013 Tbilisi City Court Mediation Center launched operation in pilot mode. The number of cases transferred to mediation has increased significantly in 2017-2018. Figures of referred cases by year are presented below:¹

The cases referred to the court mediation								
Category of dispute	2013წ. (X)	2014	2015	2016	2017	2018	2019	2020
Property law	1	10	14	5	8	10	4	2
Law of obligations	1	1	1	10	30	22	10	1
Family law	1	2	8	7	10	14	4	1
Heritage law	0	0	4	2	2	3	7	0
Labor law	0	0	0	0	1	2	4	4
Protection of honor and dignity	0	0	0	0	0	0	2	0
Total	3	13	27	24	51	51	31	8
Grand total - 208 cases								

The indicator of the cases settled through mediation ranged between 60-70% for years.

With the increase in the number of cases, the need for more mediators was put on the agenda. In 2017, with the support of the European Union and the United Nations Development Program, preparation of the new wave of mediators was started. In 2017, 23 new mediators were trained for the Tbilisi City Court, and in 2018, an additional 15 mediators were trained for the Rustavi and Gori courts. In February 2019, a pilot project was launched in the courts of Rustavi and Gori, where the

¹ Statistical data are based on the information provided by the Mediation Center of the Tbilisi City Court.

newly trained mediators started conducting mediation. At the end of 2019, the Mediation Center launched operation in the Mtskheta District Court with 15 mediators.

On September 18, 2019, the Parliament of Georgia adopted the Law of Georgia on Mediation. The law provided the legislative framework for both court and private mediation and regulated other important matters related to the mediation process:

- Establishment of the professional organization for self-regulation of mediators - LEPL Mediators Association of Georgia, which defines minimum qualification requirements for mediators, the rules for their accreditation, continuous learning and maintains the registry of accredited mediators;
- Principles of mediation (and scope) were regulated: confidentiality, voluntary nature, self-determination;
- The settlement reached through mediation has become enforceable agreement; the rules for the enforcement of mediation arrangements achieved as a result of both court and private mediation are determined;
- Allocations from the state budget of Georgia were defined for funding court mediation programs.

On the basis of this law the LEPL Mediators Association of Georgia (hereinafter referred to as the “Association”) was established on 14 December, 2019. The association was founded in December 2019 by the mediators of the Unified Registry of Mediators approved by the High Council of Justice. There are 55 such mediators in registry.

Overview of the Strategy Document

The present strategy and its primary action plan determine strategic vision of the association for 2020 – 2025 and define the priorities for upcoming 5 years. While developing the strategy, it was taken into consideration that the association is newly established organization, which at the first place shall ensure development and regulation of the mediator’s profession, which is related to expected increased used of mediation.

The work on the strategy took place in the period of February – June 2020 including regular meetings with the association board. The meetings were arranged with the High Council of Justice.

In the process of the strategy development, the consultations were carried out with international expert - James South, who represents the Centre for Effective Dispute Resolution (CEDR), established in Great Britain. The recommendations, developed regarding the models of the mediators’ certification and accreditation, were taken into consideration. The strategy document was developed with the support of the European Union (EU) and United Nations Development Programme (UNDP).

The strategy was developed with active engagement and facilitation of EU and UNDP.

Strategy monitoring process

The strategy and action plan for 2020 – 2025 are developed by the board of association and are approved by the general meeting of the association. The association board is responsible for the implementation of the strategy and the action plan.

With the purpose of monitoring of the strategy and action plan, the association shall establish the strategy monitoring group. The working group is accountable to the association board. The working group ensures the following:

- Development of the indicators system;
- Preparation of monitoring plans on annual basis and supervision of their implementation;
- Preparation of periodic report on the implementation of the strategy and action plan;
- Initiation of the amendments to the action plan, if necessary.

Annual action (operational) plans will be approved by the general meeting of the association, upon the recommendation of the board. Preparation and approval of the annual plan will be integrated with the process of preparation of annual budget of the association.

What will the association achieve by 2025

Vision

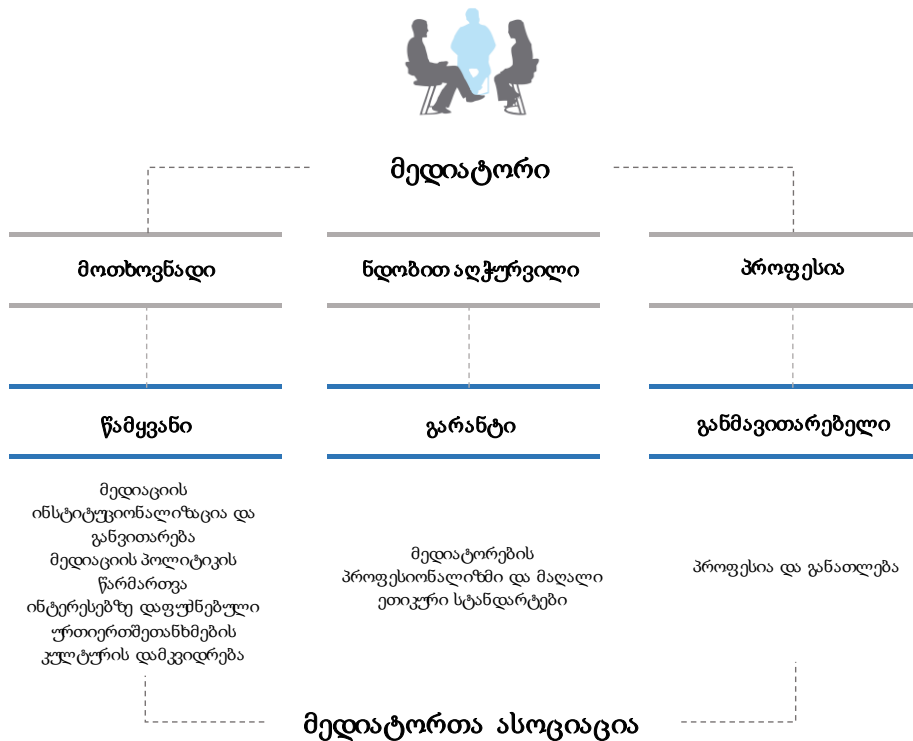
The mediator’s profession shall be popular, prestigious and demanded by 2015, and the service provided by the mediator shall be reliable and efficient.

- **Mediator – demanded and reliable profession**

In Georgia, during the coming decade, the mediator’s profession will be developed as highly demanded and trusted by the society and judiciary system.

The Mediators Association of Georgia has special and unique role in development of the mediator’s profession. The association is developer of the mediator’s profession and guarantees professionalism and high ethical standards of its members in Georgia.

The association has **leading role in institutionalization and development of mediation, implementation of mediation policy and establishment of mutual agreement culture in Georgia.**



Goal for 2025

Goal

Goal of the association for 2025 is as follows:

- **Development of sustainable, informed, publicly visible and acknowledged reliable environment for professional activity and development of the mediator.**

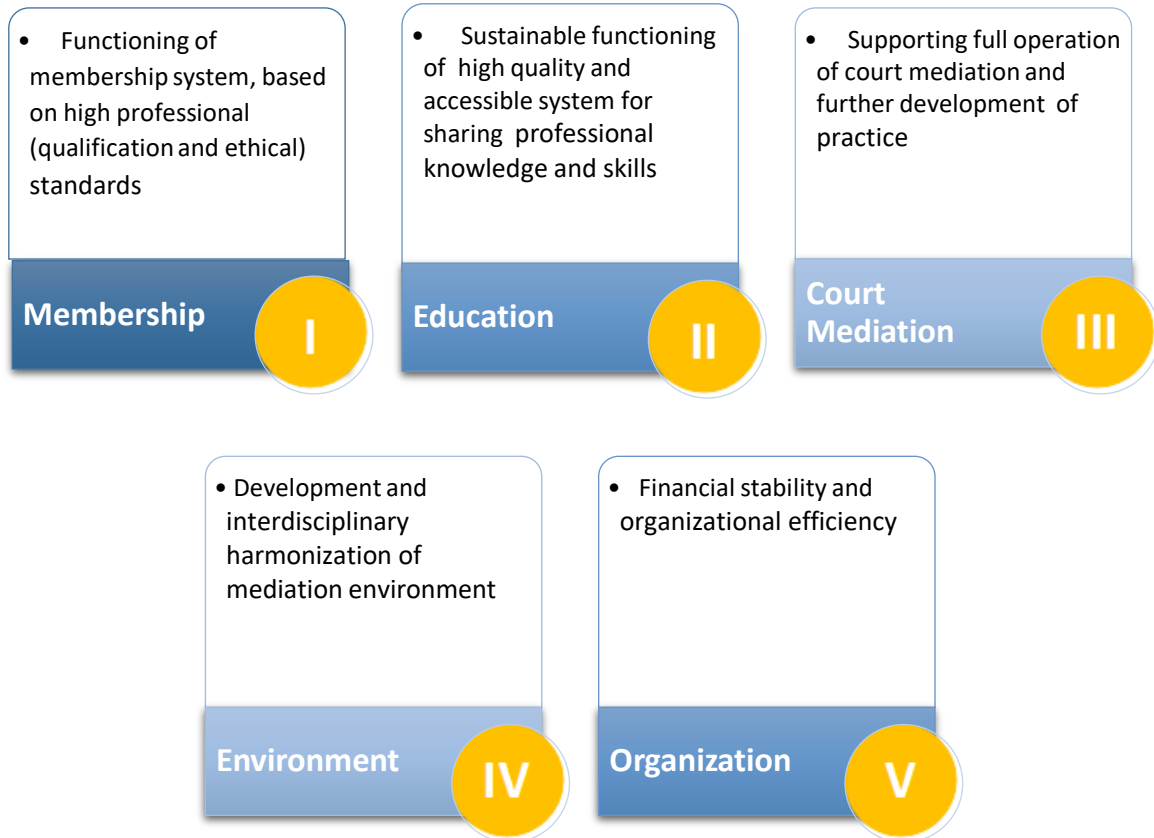
Outcome indicators

The association will consider the goal for 2025 as achieved, if:

- At least **350 certified mediators operate actively in Georgia;**
- The mediators' service will be properly available in **all regions of Georgia**, including in court mediation centers (26 courts of the first instance) and in private mediation centers (at least 5 private mediation centers);
- The system ensures the opportunity for integration of at least 50 mediators in profession, every year;
- The number of disputes referred to mediation has been increased year by year, at least by 20%;
- Georgian Society acknowledges mediation as preferential method for resolution of civil disputes;
- **The majority** of mediation parties are satisfied by the process.

Strategic priorities, goals and objectives

In light of achieving the mentioned common goal, in 2020 – 2025 the association will be focused on the development of following five priorities:



Priority I. Operation of membership system, based on high professional (qualification and ethical) standards

One of key priorities of the association is functioning of sustainable, transparent, fair and efficient membership system. The mentioned system shall ensure establishment of high professional and reputation standards for the association members. The association membership shall guarantee the prestige, reputation and professionalism.

Quick and effective set up of the association membership system is key priority of 2020-2021. In the course of 2022-2025 the association shall ensure improvement, expansion and smooth operation of the membership system.

Goal

Within the scope of the priority, the goal for 2025 is as following:

- High reputation of the association membership is developed and acknowledged by the society.**

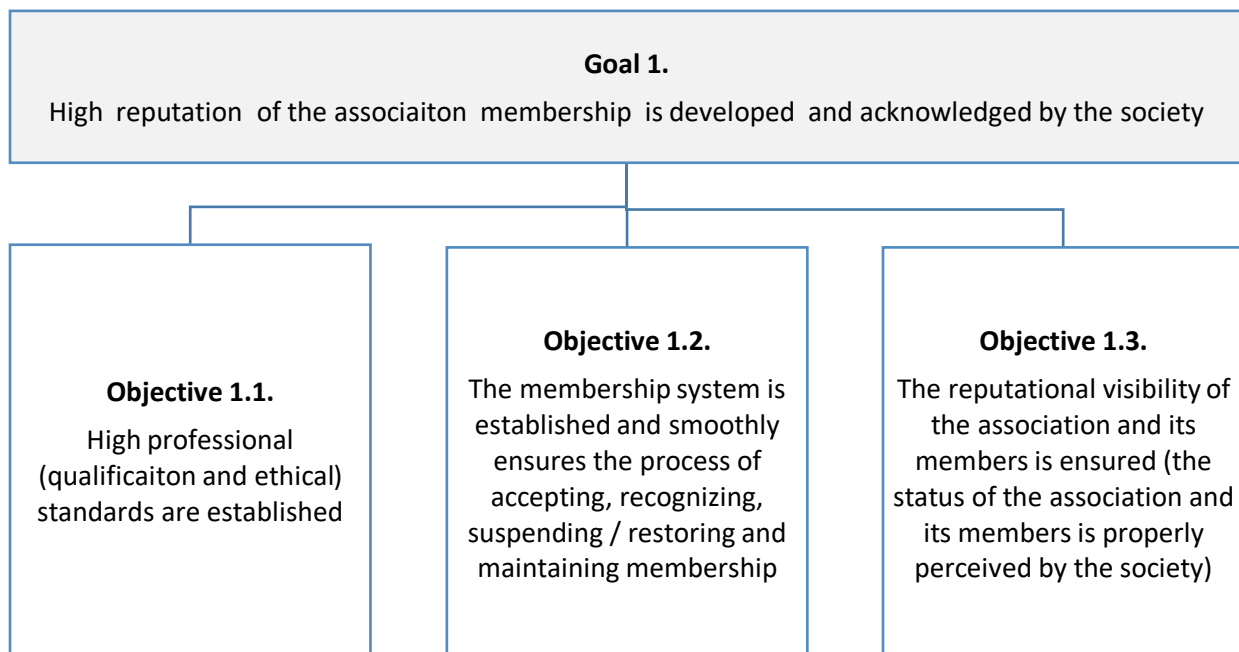
Outcome indicators²

The association shall consider that the goal is achieved, if (by 2025):

- The demand for association membership is stable and in average 50 individuals apply for certification and the association membership, per year;
- All members of association are regularly engaged in the mediation practice (in average ensures conduct of 5 mediations per year);
- Activity of the members is evaluated positively, by the parties engaged in the process (high indicators of satisfaction);
- The association properly responds to the violation of professional and ethical standards by the members (indicators of repeated violations and response)^{*3}.

Objectives

Within the scope of the priority and bearing in mind the declared goal, the association determines three strategic objectives:



The Association measures the progress of achievements through the following indicators:

Objective	Indicators
1.1. High professional (qualification and ethical) standards are established	<ul style="list-style-type: none"> • Number / dynamics of complaints • Dynamics of disciplinary measures and its share • Satisfaction of the parties

² The methodology for calculating the indicators is provided by the working group within the scope of the monitoring plan.

³ The working group ensures identification of the primary (baseline) and target thresholds of the indicators marked with (*), within the scope of the monitoring plan.

Objective	Indicators
1.2. The membership system is established and smoothly ensures the process of accepting, recognizing, suspending / restoring and maintaining membership	<ul style="list-style-type: none"> • Time of proceedings • Number of processed cases • Number of reviewed decisions
1.3. The reputation of the association and its members is ensured (the status of the association and its members is properly perceived by the society)	<ul style="list-style-type: none"> • Web and social media streams • Search for information • Coverage in social media • Media coverage • Perception indicators (research)

Priority II. Sustainable functioning of a quality and affordable system for sharing professional knowledge and skills

Sustainable functioning of the high quality and accessible system for sharing professional knowledge and skills of the mediators is crucial, in order to ensure permanent professional development, which is a precondition for building public confidence into the mediator's profession.

The implementation of the accreditation system for institutional and certification (entry into the profession) programs of educational institutions is a priority for 2020-2021.

During 2022-2025, the association will ensure the development of the basic education system and the establishment and operation of a continuous education system.

Goal

Within the scope of the priority, **the goal** for 2025 is as follows:

- **High quality vocational education is available, is delivered in a stable manner and meets the needs and requirements of mediation development.**

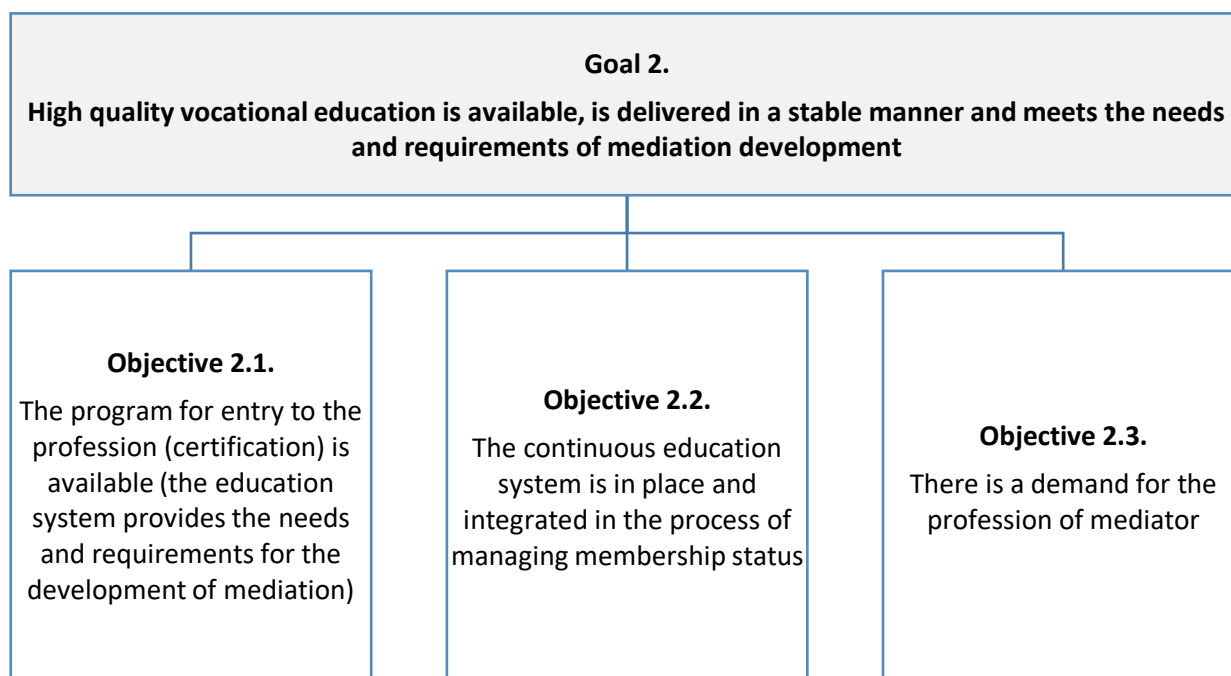
Outcome indicators

The Association considers that the goal is achieved if (as of 2025):

- At least 5 accredited educational institutions provides a certification program;
- The certification program is accessible for all regions of Georgia;
- At least 50 individuals are trained per year;
- 70% of attendees are successfully certified;
- At least 30% of mediators do not have legal background and practice;
- At least 45% of mediators are women;
- Continuous education system ensures training of at least 350 mediators per year.

Objectives

Within the scope of the priority and bearing in mind the declared goal, the association sets three strategic objectives:



The association shall measure the progress in fulfilment of the objectives, using the following indicators:

Objective	Indicators
2.1. The program for entry to the profession (certification) is available (the education system provides the needs and requirements for the development of mediation)	<ul style="list-style-type: none"> • Number of accredited training centers • Number of attendees • Proportion between the applicants and attendees • Regional coverage • Quality indicators (assessment of attendees, evaluation statistics)
2.2. The continuous education system is in place and integrated in the process of managing membership status	<ul style="list-style-type: none"> • Statistics of hours spent in continuous education • Mediators' engagement statistics (hours) • Accessibility of courses and location/hours • Using the credits received within the scope of continuous education in the process of the status maintenance (number of mediators, other)
2.3. There is a demand for the profession of mediator	<ul style="list-style-type: none"> • Application for certification trainings • Applying for accreditation, including in the regional context • Demographic and regional statistics of new mediators

Priority III. Support for full implementation of court mediation and further development of practice

The role of the Association in supporting the implementation and functioning of the Court Mediation Program shall be determined by the Court Mediation Program adopted by the Decision N 1/366 C of

the High Council of Justice of Georgia of December 27, 2019. Successfully fulfilling the role defined by this program is one of the top priorities of mediation.

In 2020-2021, in order to support rapid and successful implementation of court mediation the Association will provide mediation training with the support of the donor organization. The association will also be engaged in the training of mediators for court mediation centers, in cooperation with the High School of Justice.

Since 2022, the focus of association will be on planning the process of court mediation and targeted development of the system.

Goal

Within the scope of the priority, the **goal** for 2025 is as follows:

The Association ensures smooth implementation of the Court Mediation Program in accordance with the requirements of the judicial system and the need for development of the mechanism of court mediation.

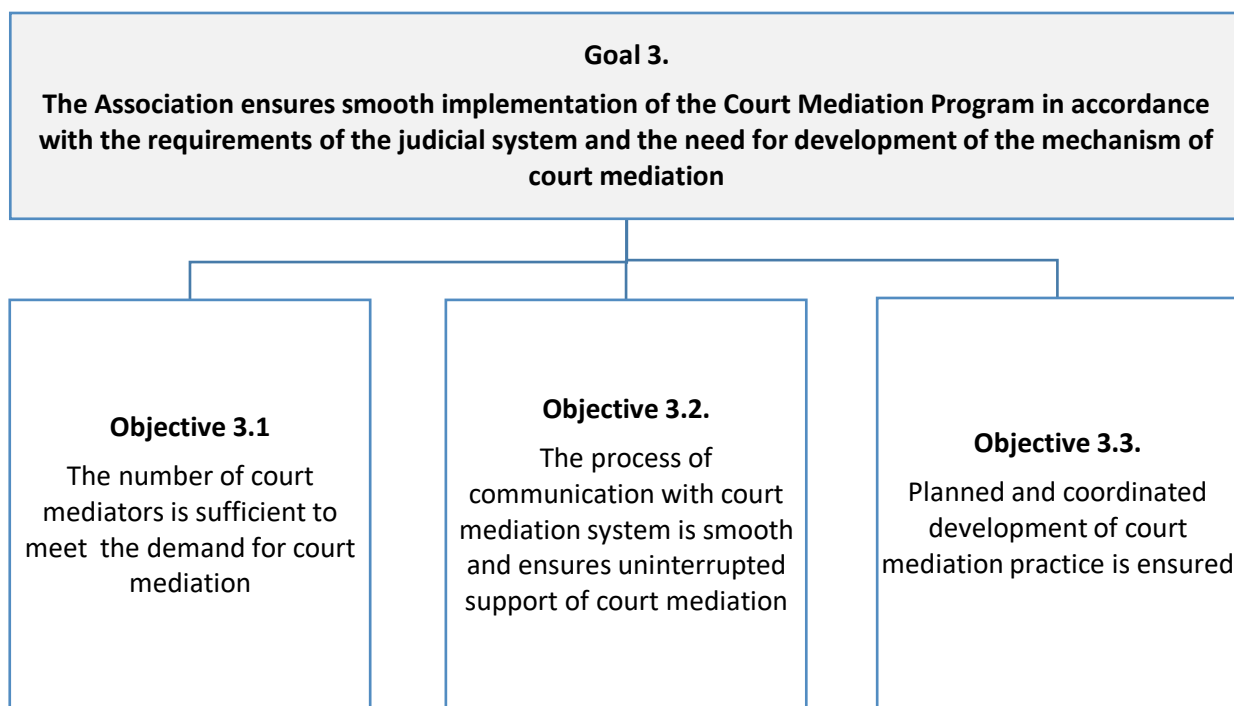
Outcome indicators

The Association considers that the goal is achieved if (as of 2025):

- If the process of appointment of the court mediator is no longer than 3 working days;
- All common courts (26) are provided with sufficient number of mediators*;
- The dynamics of the judicial mediation cases is positive (increases by 20% per year), including in regional context*;
- 70% of the parties express satisfaction with the mediation process.

Objectives and indicators for their fulfillment

Within the scope of the priority and bearing in mind the declared goal, the association sets three strategic objectives:



The association will measure the progress of fulfilment of the objectives, using the following indicators:

Objectives	Indicators
3.1 The number of court mediators is sufficient to meet the demand for court mediation	<ul style="list-style-type: none"> • Number of mediators per court • The number of "problematic" cases when the process was delayed due to the inaccessibility of the mediator • Feedback / satisfaction dynamics
3.2. The process of communication with court mediation system is smooth and ensures uninterrupted support of court mediation	<ul style="list-style-type: none"> • Time for proceedings with the courts (whole cycle, separate steps) • Qualitative dynamics of court feedback • Statistics and dynamics of process delay and failure
3.3. Planned and coordinated development of court mediation practice is ensured	<ul style="list-style-type: none"> • Statistics of the cases transferred to mediation (including qualitative ones), including on the basis of feedback from mediators • Statistics of the spread of court mediation in regions, against the plans

Priority IV. Development of mediation environment and interdisciplinary harmonization

Georgian legislation acknowledges, defines and regulates different sectoral forms of mediation, such as: notary mediation, collective labor disputes mediation. At the same time, there is no unified

framework for regulation of sectoral form of mediation, however the mentioned forms have a lot in common. In the regard to mentioned, development and coordination of common policy is important. The association has vision and ambition for ensuring above mentioned coordination.

In the context of interdisciplinary environment, the place and role of private mediation is especially important. While private mediation is not the subject to strict regulation, the association has ambition to ensure friendly environment for development of the mentioned sector, integrated in common, sustainable framework.

In 2020-2021 the association will be focused on engagement of the stakeholders and development of sustainable platform for dialogue, while 2022-2025 will be dedicated to development of common policy and framework.

Goal

Within the scope of the priority, the **goal** for 2025 is as follows:

Mediation is established as a frequently used process and compliance with professional standards and practices in interdisciplinary fields is ensured.

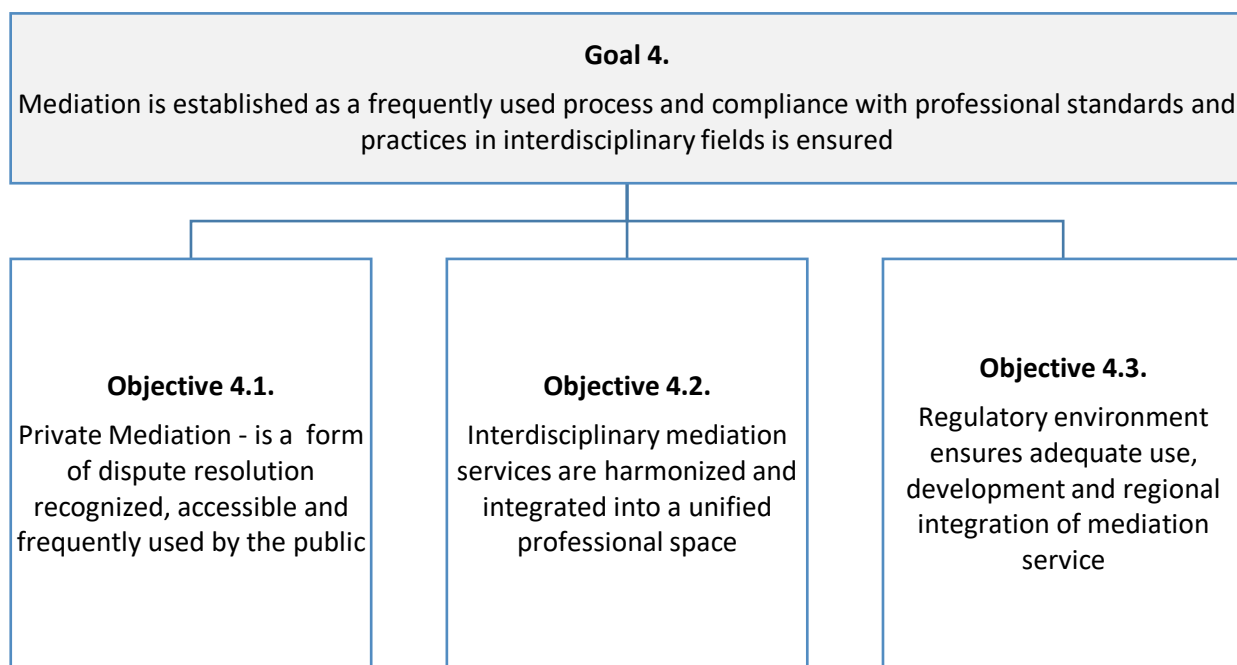
Outcome indicators

The Association considers that the goal is achieved if (as of 2025):

- Most parties positively evaluate the process, express readiness for further use of mediation;
- The business sector (especially the high social impact segment) considers mediation as the primary method of dispute resolution and strengthens its commitment to its priority use at the contractual level; *
- There are at least 5 private mediation centers in Georgia, providing service to all regions of Georgia;
- The mediators of the association provide field specific / sectoral mediation services (60% of field specific / sectoral cases are provided by the mediators of the association);
- The number of mediation cases where the process has been delayed and / or the agreement has not been reached due to legislative shortcomings does not exceed the reasonable limit of the total number of cases; *
- The dynamics of expansion of mediation (by the number of cases, segment / specific / region) corresponds to the set indicators*.

Objectives and indicators for their fulfillment

Within the scope of the priority and bearing in mind the declared goal, the association sets three strategic objectives:



The association will measure the progress of fulfilment of the objectives, using the following indicators:

Objective	Indicators
4.1. Private Mediation - is a form of dispute resolution recognized, accessible and frequently used by the public	<ul style="list-style-type: none"> • Statistics (demographics, geography, specifics) and dynamics of cases • Feedback of parties • Regional coverage • Number of private mediation centers • Number of social mediation cases • Awareness indicators (surveys)
4.2. Interdisciplinary mediation services are harmonized and integrated into a unified professional space	<ul style="list-style-type: none"> • Participation of members of the association in field specific / sectoral mediation processes • Availability of a unified regulatory framework for field specific / sectoral mediation
4.3. Regulatory environment ensures adequate use, development and regional integration of mediation service	<ul style="list-style-type: none"> • Number of identified legislative shortcomings • Number of legislative initiatives • Number of legislative amendments

Priority V. Financial stability and organizational efficiency

The Mediators Association of Georgia, as newly established organization, currently is in the early stages of its institutional development. The Association has the ambition to be established at the initial

stage as a well-functioning, strong and stable organization, which will lay a solid foundation for its further development and provide a precondition for the successful achievement of ambitious goals.

In 2020-2021, the organization will start operation and its management system will be developed. The years of 2020-2025 will be dedicated to improvement of the operation of organization and its sustainable development.

Goal

Within the scope of the priority, the **goal** for 2025 is as follows:

- **The Association is established as a sustainable and effective organization focused on protecting the interests of members, partners and mediation, with collaborative organizational culture and knowledge and technology based informed decision making and service delivery processes**

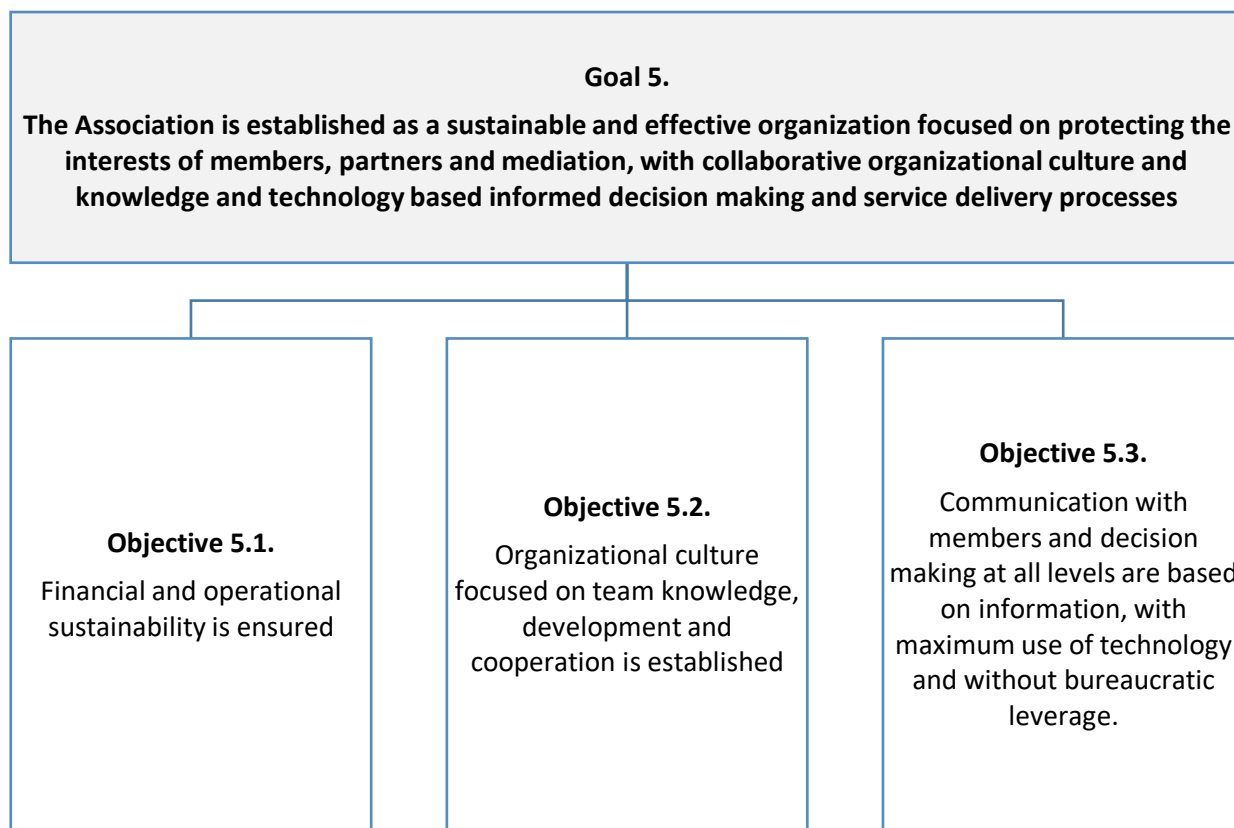
Outcome indicators

The Association considers that the goal is achieved if (as of 2025):

- The Association fully ensures funding for development needs (including the material and technical base) *;
- Most employees show loyalty to the organization (including high engagement and satisfaction) *;
- Staff turnover does not exceed 10-15% per year;
- Traditional (paper based) proceedings are reduced to a minimum*.

Objectives and indicators for their fulfillment

Within the scope of the priority and bearing in mind the declared goal, the association sets three strategic objectives:



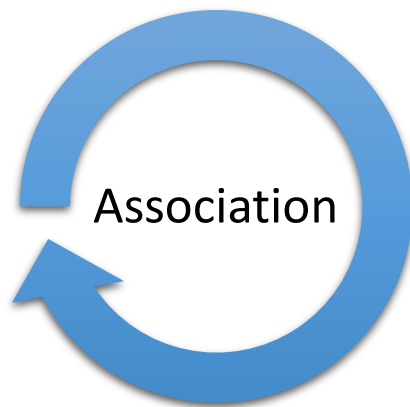
The association will measure the progress of fulfilment of the objectives, using the following indicators:

Objective	Indicators
5.1. Financial and operational sustainability is ensured	<ul style="list-style-type: none"> • Revenue structure and structure dynamics • Target cost structure (capital, marketing, human resources development) • Budget amount and dynamics • Other indicators of the effectiveness of financial and logistical processes
5.2. Organizational culture focused on team knowledge, development and cooperation is established	<ul style="list-style-type: none"> • Quantity of staff, turnover, demographic statistics • Remuneration and incentive structure and dynamics • Employee development budget, its dynamics • Statistics and dynamics of employees' trainings • Satisfaction and engagement of employees, • Other indicators of the effectiveness of HR processes
5.3. Communication with members and decision making at all levels are based on information, with maximum use of technology and without bureaucratic leverage	<ul style="list-style-type: none"> • Coverage of the processes with automation • Traditional vs. electronic referral statistics • Other indicators of the processes' efficiency

How will the association achieve desirable result

Mission

The Association, in accordance with its mandate and bearing in mind implementation of its vision is:



- Regulatory
- Professional association
- Sectoral hub
- Center of excellence

Regulatory

As self-regulatory organization, the association determines professional and educational standards for mediation and ensures their implementation and supervision.

Professional association

As professional union of the mediators, the association ensures visibility and good image of the industry and profession, also lobbies for the interests of the industry, both with the state and with other institutions, such as international donor organizations, business community, European and regional professional associations and so on.

Sectoral hub

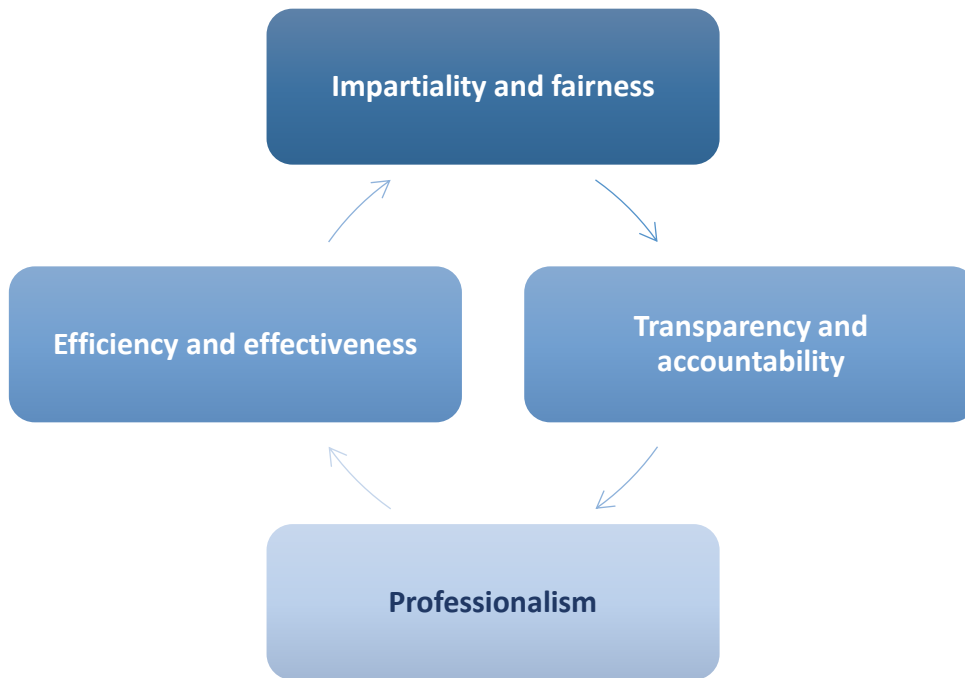
As sectoral hub, the association constantly cares for the development of mediation and ensures the sector participants' engagement in the development process, cooperation with them and coordination of their efforts.

Center of Excellence

As the center of excellence, the association ensures development and sharing of sectoral and professional knowledge, constantly cares for professional development of its members and other key participants of the sector.

Guidelines

On the way of achievement of its goals, the association shall be guided by the following principles:



Impartiality

- The Association serves all members equally and impartially. All members have equal access to the Association's resources.
- The Association is fair and impartial in the process of certification, accreditation and other decision-making (including of disciplinary nature).

Transparency and accountability

- The association is equally accountable to its members.
- All members have equal and full access to the business information of the Association. The information symmetry is ensured.
- The association is transparent and accountable to the professional (involved in mediation processes) society.

Professionalism

- The Association, its governing team and staff, are guided by high ethical and professional standards of behavior when communicating with its members, the state, professional society and general public.
- The association always takes into account the position of stakeholders in advocating and lobbying for the interests of the sector.

- The association does not use the private information at its disposal to lobby for the interests of the organization or its members.
- The association provides services and creates informative, educational and analytical products in compliance with high quality standards.

Efficiency and effectiveness

- The Association uses the resources at its disposal in proportion to the required outcome, the importance of the activity and the risks, taking into account the possibilities of implementation, time constraints and cost-effectiveness.
- The association does not deny the performance of tasks based on limited access to resources. It actively identifies and accumulates necessary resources.

Strategy

In order to achieve identified goals in 2020 – 2025, the association shall use the following strategy and approach:

Goal	Strategy
Goal 1 The high reputation of the association is established and recognized by the society	<ol style="list-style-type: none"> 1. Defining high professional standards and introducing an effective and efficient enforcement mechanism 2. Sharing mediation values, professional standards, knowledge and experience to the participants of the mediation process 3. Developing stable and consistent feedback collection mechanisms 4. Ensuring the awareness and visibility of the association and its members (local, regional, international)
Goal 2 High quality vocational education is available, is delivered in stable manner and meets the needs and requirements of mediation development.	<ol style="list-style-type: none"> 1. Establishment of an external competitive, diversified and diverse system of certification trainings 2. Development of continuing vocational education systems within the association 3. Integration of mediation teaching and internship mechanism in the higher education system (at least in law, business and social sciences)
Goal 3 The Association ensures smooth implementation of the Court Mediation Program in accordance with the requirements of the judicial system and the need for development of the mechanism of court mediation	<ol style="list-style-type: none"> 1. Rapid preparation of a number of court mediators, with an exceptional approach, in compliance with standards and quality 2. Improving the process with the common court system, close cooperation, systematic communication, sharing knowledge and experience 3. Coordination with the High Council of Justice and planning and correction of court mediation policy

Goal	Strategy
	<ol style="list-style-type: none"> 4. Close bilateral communication with the parties involved in the process, sharing knowledge and practice, feedback analysis and adaptation of changes
<p>Goal 4 Mediation is established as a frequently used process and compliance with professional standards and practices in interdisciplinary fields is ensured</p>	<ol style="list-style-type: none"> 1. Promoting private mediation in both professional and business communities, as well as in broad society (including at the level of general education) 2. Promoting the institutionalization of private mediation system 3. Coordination between interdisciplinary, field specific and sectoral mediation, unified policy development and coordinated enforcement 4. Proactive engagement in lawmaking 5. Planning and piloting regional and international integration
<p>Goal 5 The Association is established as a sustainable and efficient organization focused on protecting the interests of members, partners and mediation, with collaborative organizational culture and knowledge and technology based informed decision making and service delivery processes</p>	<ol style="list-style-type: none"> 1. Sustainable planning and performance monitoring mechanisms (financial, material and technical resources, human resources) 2. Commercialization of services 3. Introducing the principles of teamwork and collaboration 4. Focus on the employees' motivation and development 5. Gradual automation of activities (including services, internal communication and knowledge management)

Action plan

To achieve the set goals and objectives, the association will implement special programs and projects from 2020 to 2025.

In carrying out the planned actions, the association will rely on its mandate as well as the course defined by its mission and strategy.

The association will be strictly guided by declared principles, building confidence and respect of its members, the state, business community and the public.

Priority I. Operation of membership system, based on high professional (qualification and ethical) standards

Goal 1.

High reputation of the association membership is developed and acknowledged by the society.

Objective 1.1. High professional (qualification and ethical) standards are established

Program	Implementation Period	Implementation Indicators	Key actions
1.1.1. Establishing and ensuring the implementation of the mediator's professional standard as of the framework determining the profession and mediation service	<ul style="list-style-type: none"> 2020 - 2021 	<ul style="list-style-type: none"> Approved normative and procedural framework Set up and prepared Ethics Commission and its office 	<ul style="list-style-type: none"> Defining the professional criteria of the mediator and developing the certification / qualification program Defining the professional standard of a mediator Developing the rule for disciplinary proceedings for mediators Development of the Code of Ethics Set up of the Ethics Commission Operation of the Ethics Commission Elaboration and technical support of the rules of procedure of the Ethics Commission Strengthening the skills of the members of the Ethics Commission (trainings, seminars, study tours, speakers) and ensuring the qualification of the staff of the Ethics Commission (training) Ensuring the qualification of the staff of the Ethics Commission (training)
1.1.2. Providing regular mechanism for sharing mediation values and professional standards with the participants engaged in the mediation process and analyzing their feedback	<ul style="list-style-type: none"> 2020 – 2021 Regular activities from 2022 	<ul style="list-style-type: none"> Information channels and tools are in operation (information is provided regularly) Feedback channels are in operation (information is collected regularly) 	<ul style="list-style-type: none"> Newsletter - Informing the parties Feedback mechanism: methodological and operational support for regular evaluation of satisfaction, integration into the process (including for the court) Feedback mechanism: creating the methodology for periodic feedback analysis, methodological and operational provision of secondary data collection (court, ethics commission, media monitoring) and integration in the satisfaction evaluation process Developing mediation guidelines for users (including lawyers and non-lawyers)

1.1.3. Providing domestic and internal mechanisms for sharing the professional experience of mediators	<ul style="list-style-type: none"> • 2020 • 2023 – 2024 • Regular activities from 2021 and 2025 	<ul style="list-style-type: none"> • Informal format for regular sharing of the experience • Formal format for regular sharing of the experience 	<ul style="list-style-type: none"> • Establishing a format for sharing experience and ensuring its continuous operation (between mediators, mediators and judges, mediators and lawyers) • Generalization of practice - preparation of recommendations / manuals (Guidelines of Conduct for Mediators), e.g. Family, Property
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Objective 1.2. The membership system is established and smoothly ensures the process of obtaining, recognizing, suspending / restoring and maintaining membership

Program	Implementation Period	Implementation Indicators	Key actions
1.2.1 Activation of the process of managing the membership cycle and provision of technical support	<ul style="list-style-type: none"> • 2020 – 2021 	<ul style="list-style-type: none"> • Membership policy is approved • Normative and procedural framework is approved • The Commission for Certification, Education, and Recognition Standards operates • Planning and monitoring mechanism is in operation 	<ul style="list-style-type: none"> • Development and implementation of membership policies • Establishing the rule for membership suspension / reinstatement, and maintaining the membership and termination of membership, including approval of a sample of a member's certificate • Developing the regulation of the commission on certification, education, and recognition standards • Staffing the commission of certification, education, and recognition standards and building the capacities of the commission members • Developing the rules of procedure for the commission of certification, education, and recognition standards • Staffing of the structural unit responsible for the membership cycle and providing basic training • Setting up statistical reporting process for members and piloting on court mediation • Adapting statistical reporting to private mediation • Introduction of the registry operation system • Improvement and full automation of the membership process

Program	Implementation Period	Implementation Indicators	Key actions
1.2.2 Ensuring the operation and continuity of the mechanism for entry into profession (including evaluation / certification)	<ul style="list-style-type: none"> 2020 - 2021 	<ul style="list-style-type: none"> The normative and procedural framework is approved The evaluation system is activated "Shadow" mediation system is in operation 	<ul style="list-style-type: none"> Developing a rule of recognition Activating the annual schedule of the certification program Legal and methodological support (including approval of evaluation criteria) of the certification / evaluation process (including "shadow" mediation), development and implementation of a decision (evaluation, recognition) appeal mechanism Establishing qualification criteria for the members of the assessment team, legal and organizational support for the selection and activities of the assessors and staffing / retraining of the assessors' team Activating the assessment/testing schedule Putting into operation the system for planning the group (communication with training providers / suppliers in order to manage the new mediators' group for entry into the profession) Activation of the "shadow" mediation schedule

Objective 1.3. The reputation of the association and its members is ensured (the status of the association and its members is properly perceived by the society).

Program	Implementation Period	Implementation Indicators	Key actions
1.3.1. Ensuring the visibility of the association, positioning the association as a "leading platform"	<ul style="list-style-type: none"> 2020 – 2021 Regular activities from 2022 	<ul style="list-style-type: none"> Management and visibility of the brand is ensured The website is perfect The magazine is published regularly 	<ul style="list-style-type: none"> Developing the brand strategy and brand book, providing brand attributes and printing / maintaining the stock Website design and public presentation Developing the communication strategy and action plan Publication of a regular edition (magazine)

Program	Implementation Period	Implementation Indicators	Key actions
1.3.2. Ensuring the visibility of association members	<ul style="list-style-type: none"> • 2020 – 2022 • Regular activities from 2023 	<ul style="list-style-type: none"> • The mediators' day is established and celebrated (acknowledged) by professional community • Members are awarded annually • Members have channel for presenting their capacities 	<ul style="list-style-type: none"> • Establishing the mediators' day • Development of mediators' blog • Development and implementation of the tools for encouraging the association members • Ensuring complete and accessible information on the association members
1.3.3. Ensuring international visibility and recognition	<ul style="list-style-type: none"> • 2020 – 2023 • Regular activities from 2024 	<ul style="list-style-type: none"> • The regional event is established and held regularly • The association is regularly represented at international events • The association is a member of the IMI 	<ul style="list-style-type: none"> • Establishing a working group for organizing regional event and developing a concept for regional event and organizing the first one • Representation at international events / forums • Joining international "umbrella" unions (International Mediation Institute, IMI)

Priority II. Sustainable functioning of a quality and affordable system for sharing professional knowledge and skills

Goal 2

High quality vocational education is available, delivered in a stable manner and meets the needs and requirements of mediation development

Objective 2.1. The program for entry to the profession (certification) is available (the education system meets the needs and requirements for the development of mediation)

Program	Implementation Period	Implementation Indicators	Key actions
2.1.1. Putting into operation the system for accreditation and recognition of certification trainings	<ul style="list-style-type: none"> • 2020 – 2022 	<ul style="list-style-type: none"> • The normative and procedural framework of the accreditation system is approved • Training of trainers and certification system is in place • Organizational and technical support is provided 	<ul style="list-style-type: none"> • Legal and procedural support for the program accreditation and recognition system • Setting up and training of relevant office, building capacity of the members of the commission on certification, education, and recognition standards (accreditation) • Activation of trainers' certification and recognition system • Developing ToT module • Development of the list for acknowledged trainings and ensuring its publishing/sharing • IT support of the accreditation system • Putting into operation the accreditation system • Training the trainers under the auspices of the association and publishing the list of trainers • Development of permanent format for working with trainers and training providers, with purpose of sharing experience and practice (feedback and support) for quality monitoring • Legal, procedural, organizational and personnel support of the institutional accreditation system • Launching the Institutional Accreditation System • Activation of trainers' continuous education system
2.1.2. Promotion of the accreditation system	<ul style="list-style-type: none"> • 2021 • Regular activities from 2022 	<ul style="list-style-type: none"> • A formal and informal channel for providing and receiving information is established 	<ul style="list-style-type: none"> • Developing guidelines for educational institutions and ensure their accessibility • Implementing an information campaign • Putting into operation the format of regular / periodic information-consultation meetings

Objective 2.2. The continuous education system is in place and integrated in the processes of managing membership status

Program	Implementation Period	Implementation Indicators	Key actions
2.2.1. Establishing a continuous professional education system	<ul style="list-style-type: none"> • 2021 	<ul style="list-style-type: none"> • The legal framework for continuous education is approved 	<ul style="list-style-type: none"> • Creating a concept of continuous professional education system • Developing professional education system and ensuring legal basis for its integration into the status maintenance system
2.2.2. Activation of the continuous education system (including integration with the process of maintaining membership status)	<ul style="list-style-type: none"> • 2022 • Regular activities from 2023 	<ul style="list-style-type: none"> • Continuous education training courses are launched and available to members of the association 	<ul style="list-style-type: none"> • Organizational and human resources support of the continuous education system, training / retraining of staff in the field of continuing education • Procedural support of the continuous education system • Creating a rule for recognizing international continuous courses • Creating modules / courses and providing staff (trainers) • Technical support of the continuous education system • Legal, procedural, organizational and human resources support of the quality management process • Activation of feedback and analysis mechanism • Introduction of an annual continuous professional education forum

Objective 2.3. There is a demand on the profession of a mediator

Program	Implementation Period	Implementation Indicators	Key actions
2.3.1. Partnership with higher education institutions and joint activities with engagement of the students	<ul style="list-style-type: none"> • 2020 - 2025 	<ul style="list-style-type: none"> • Internship program is in place • Mediation course is mandatory component of the university curriculum 	<ul style="list-style-type: none"> • Identification of opportunities for cooperation with higher education institutions and signing of respective memoranda • Introduction of the tradition of regular meetings / discussions with students of partner universities • Establishment and support of annual university competition • Establishment of internship programs, legal clinics (introduction of the system of national moot competition of the association) • Integrating mediation into the university curriculum • Translation of foreign language literature into Georgian
2.3.2. Conducting joint events with professional associations (lawyers, psychologists, social workers, public sector)	<ul style="list-style-type: none"> • 2021 - 2022 	<ul style="list-style-type: none"> • The interest of individuals with alternative (non-legal) education is formed 	<ul style="list-style-type: none"> • Facilitation of awareness raising activities with partner organizations and implementation of a training program in mediation • Conducting a series of thematic discussions in the format of round tables in collaboration with professional associations

Priority III. Support for full implementation of court mediation and further development of practice

Goal 3

The Association ensures smooth implementation of the Judicial Mediation Program in accordance with the requirements of the judicial system and the need for development of the mechanism of judicial mediation

Objective 3.1. The number of court mediators is sufficient to meet the demand on court mediation

Program	Implementation Period	Implementation Indicators	Key actions
3.1.1. In order to ensure the number of court mediators, the persons who have undergone the trainings of the mediator should be subject to the exceptional accreditation procedure	<ul style="list-style-type: none"> 2020 	<ul style="list-style-type: none"> A number of mediators accredited through an exceptional procedure 	<ul style="list-style-type: none"> Approval of the exceptional criteria and recognition rule for accreditation of court mediators (determination of professional criteria of mediator and elaboration of the rule for development and recognition of certification/qualification program within the frameworks of the projects) Implementation of the process for accreditation/certification of the mediators, within the frameworks of exceptional procedure
3.1.2. Ensuring lists of court mediators by relevant geographical areas and ensuring access to mediators' qualification trainings	<ul style="list-style-type: none"> 2021 Regular activities from 2022 	<ul style="list-style-type: none"> Accessibility of the mediators in the regions 	<ul style="list-style-type: none"> Analyze the needs of the High Council of Justice, regarding the number of mediators Implementation of the mediators' training program of the court mediators, in transitional mode Development of the registry of the court mediators, by respective geographical areas, assessment of additional needs and planning the approach for attracting new mediators Sharing the need for training mediators in the regions, with the training providers and their facilitation

Objective 3.2. The process of communication with court mediation system is smooth and ensures uninterrupted support of court mediation

Program	Implementation Period	Implementation Indicators	Key actions
3.2.1. Provision of the framework for communication between the courts and the association and its periodic update/perfection	<ul style="list-style-type: none"> • 2020 - 2021 	<ul style="list-style-type: none"> • Approved procedural framework • Indicators of the efficiency of the process 	<ul style="list-style-type: none"> • Development of the process for communication with the court mediation centers, including planning and feedback processes • Development and approval of the rule for appointment of judicial mediators • Procedural development of judicial mediation programs, in cooperation with the High Council of Justice and courts
3.2.2. Communication with court mediation centers and supporting their coordinators for smooth operation of court mediation centers	<ul style="list-style-type: none"> • 2020 - 2023 • Regular activities from 2024 • 2025 	<ul style="list-style-type: none"> • Level of the knowledge of the coordinators at court mediation centers • Engagement of the coordinators 	<ul style="list-style-type: none"> • Ensuring regular collection of statistics from court mediation centers • Cooperation with the High Council of Justice to develop a training program for retraining the coordinators of court mediation centers • Developing the concept for regularly sharing the experiences of court mediation center coordinators and planning the implementation • Putting into operation/implementation of the format for sharing experience of the coordinators of the court mediation centers on regular basis • Provision of technological support to the platform (portal, forum) for sharing the experience of the coordinators of the court mediation centers on regular basis
3.2.3. Automation of the court mediation center service	<ul style="list-style-type: none"> • 2020 - 2021 	<ul style="list-style-type: none"> • The system is implemented 	<ul style="list-style-type: none"> • Implementation of the information system for ensuring court mediation (within the frameworks of the project for implementation of the registry operation system) • Organizing and conducting the platform introduction training for direct users • Analyses of the operation of the court mediation information system, planning and taking actions for strengthening/expansion

Objective 3.3. Planned and coordinated development of court mediation practice is ensured

Program	Implementation Period	Implementation Indicators	Key actions
3.3.1. Facilitating High Council of Justice in implementation of the activities envisaged by the court mediation program	<ul style="list-style-type: none"> • 2020 – 2023 • Regular activities from 2024 	<ul style="list-style-type: none"> • Policy document is developed and approved • Updated and approved court mediation program 	<ul style="list-style-type: none"> • Approval and operation of the Working Group on Coordination and Communication with the High Council of Justice • Initiation and legalization of the process of developing a long-term policy for the development of court mediation • Elaboration of the court mediation policy document (strategy) and its integration into the association action plan, and further implementation • Improvement of the court mediation program, in cooperation with the High Council of Justice, in accordance with strategy and action plan and operation of the action plan for further streamlining of the dimensions of court mediation (remuneration system, analysis of the model of appointment /assignment distributionetc.)
3.3.2. Generalization/analyses of the court mediation practice, preparation of the recommendations and implementation of the best international practice and innovative methods	<ul style="list-style-type: none"> • 2020 – 2021 • Regular activities from 2022 	<ul style="list-style-type: none"> • Quality and regularity of annual report • Using distant mediation practice 	<ul style="list-style-type: none"> • Preparation of annual report on development of court mediation • Study/research of international best practice and forms of the court mediation, analyses of the findings of the study and preparation of the recommendations • Preparation and funding of the program for implementation of distant mediation in judiciary system • Implementation of distant mediation practice in the judiciary system
3.3.3. Ensuring visibility and positive perceptions towards court mediation	<ul style="list-style-type: none"> • 2021 • Regular activities from 2022 	<ul style="list-style-type: none"> • Visibility indicators • Regularity of the activities 	<ul style="list-style-type: none"> • Ensuring the analyses of satisfaction of the court mediation system and planning respective communication (within the scope of general methodology) • Implementing awareness raising activities for court system participants (including judges, lawyers, court mediators, users), including in parallel with the establishment of court mediation centers • Implementing regional information campaigns (regional coverage)

Priority IV. Development of mediation environment and interdisciplinary harmonization

Goal 4

Mediation is established as a frequently used process and compliance with professional standards and practices in interdisciplinary fields is ensured.

Objective 4.1. Private Mediation - is a form of dispute resolution recognized, accessible and frequently used by the public

Program	Implementation Period	Implementation Indicators	Key actions
4.1.1. Regular study of private mediation and ensuring the practice for its development	<ul style="list-style-type: none"> • 2021 • 2023 – 2025 	<ul style="list-style-type: none"> • Mediation development monitoring system is developed 	<ul style="list-style-type: none"> • Elaborating of unified methodology for study of the sector and conducting baseline studies (identification of the baseline indicators) • Implementing the practice for regular (at least once in 2 years) monitoring of the study and development progress of mediation • Development of the tool (2 years) for planning the development of private mediation, based on the collected feedback and study of the field
4.1.2. Promotion of the implementation of the private mediation centers	<ul style="list-style-type: none"> • 2021 – 2024 	<ul style="list-style-type: none"> • Number of private mediation centers • Legal framework for corporate membership is approved 	<ul style="list-style-type: none"> • Study and analyses of overseas practice for the content and technical models of functioning of private mediation centers • Elaboration of different recommendation guidelines for private mediation centers • Establishing a regular platform with stakeholders (private mediation centers, existing / potential) for regular review of private mediation institutionalization models, challenges and opportunities (for example "Private Mediation Club") • Developing the form and concept of the corporate membership of the association, maintenance and implementation of legal and procedural form of the corporate membership of the association
4.1.3. Ensuring the involvement of society, business and professional communities in the development of private mediation	<ul style="list-style-type: none"> • 2021 – 2022 • Regular activities from 2023 	<ul style="list-style-type: none"> • Engagement of private business and professional communities • Dynamics of the use of mediation tool by the private sector 	<ul style="list-style-type: none"> • Elaboration of the concept for strategic cooperation with business community, for purpose of development of mediation • Signing memorandum on cooperation with business unions envisaged by the concept (with purpose of implementation of joint projects) • Development of the format for discussing the issues related to sharing experience and development of environment with big businesses and/or members of business unions as well as professional community (Bar association, private practice lawyers, public sector lawyers)

Program	Implementation Period	Implementation Indicators	Key actions
			<ul style="list-style-type: none"> Development and implementation of media communication strategy and action plan for promotion of private mediation
4.1.4. Implementation of innovative methods and approaches of mediation for ensuring its promotion and accessibility	<ul style="list-style-type: none"> 2020 – 2021 Regular activities from 2022 	<ul style="list-style-type: none"> Dynamics of the use of distance mediation Qualitative and quantitative indicators of implementation of other innovative methods 	<ul style="list-style-type: none"> Implementation and promotion of distance mediation practice Study of international practice of innovative forms of mediation and preparation of recommendations
4.1.5. Integration of mediation in school curriculum, in order to raise the awareness and acceptance of the new generation	<ul style="list-style-type: none"> 2023 – 2025 	<ul style="list-style-type: none"> Mediation is taught in secondary school Indicators of engagement and awareness level of schools and students 	<ul style="list-style-type: none"> Elaboration of the concept for integration of mediation in school curriculum Development of school textbook on mediation Piloting the mediation subject in schools (selected schools) Preparation of the strategy and action plan for integration of mediation in national school curriculum

Objective 4.2. Interdisciplinary mediation services are harmonized and integrated into a unified professional space

Program	Implementation Period	Implementation Indicators	Key actions
4.2.1. Ensuring coordination and cooperation in order to identify, intersections with other mediation organizations, and harmonization of practice	<ul style="list-style-type: none"> 2020 – 2021 Regular activities from 2022 	<ul style="list-style-type: none"> Activities take place on regular basis Participation indicators 	<ul style="list-style-type: none"> Identification of peer mediation organizations and development of action plan Signing the memorandum on cooperation Development of regular format for sharing experience (for example “harmonization forum”)

Program	Implementation Period	Implementation Indicators	Key actions
4.2.2. Development of the state policy document on mediation (interdisciplinary framework)	<ul style="list-style-type: none"> • 2022 – 2024 • Regular activities from 2025 	<ul style="list-style-type: none"> • Policy document and action plan are approved 	<ul style="list-style-type: none"> • Implementation of preliminary study (needs assessment) prior to development of common policy • Formal initiation of the development of common policy • Elaboration and legal compliance of policy document
4.2.3. Expansion of field / segmental use of mediation	<ul style="list-style-type: none"> • 2021 - 2023 	<ul style="list-style-type: none"> • Legislative changes 	<ul style="list-style-type: none"> • Facilitating implementation of mediation in public service (administrative law) • Facilitating implementation of mediation within the framework of consumer rights legislation • Supporting the implementation of school mediation

Objective 4.3. Regulatory environment ensures adequate use, development and regional integration of mediation service

Program	Implementation Period	Implementation Indicators	Key actions
4.3.1. Proactive facilitation of informed lawmaking process, with the focus on the needs of mediation	<ul style="list-style-type: none"> • 2021 – 2023 • Regular activities from 2024 	<ul style="list-style-type: none"> • Legislative changes 	<ul style="list-style-type: none"> • Putting into operation regular mechanism for improving the environment for needs assessment and planning: internal organizational set up (budgetary planning of analytical and lawmaking function) • Putting into operation regular mechanism for needs assessment and planning improvement of legislative environment: internal organizational set up (putting into operation of analytical and lawmaking function) • Ensuring the platform for cooperation with the Parliament of Georgia, based on the memorandum of cooperation • Implementation of internal (within the state system) format for discussing legislative changes and initiatives (for example: working group, or other) • Putting into operation public format for discussing legislative changes and the initiative needs analyses (non-governmental sector, business community, professional community)

Program	Implementation Period	Implementation Indicators	Key actions
			<ul style="list-style-type: none"> Conducting analyses and development of midterm and long term plans for legislative changes and initiatives, formal agreement (implementation of regular cycle of legislative changes and initiatives, for example twice a year, in connection with the parliamentary sessions)
4.3.2. Integration of the legal and operational environment of mediation into the international environment	<ul style="list-style-type: none"> 2022 - 2025 	<ul style="list-style-type: none"> Legislative changes Implemented project 	<ul style="list-style-type: none"> Analyze the possibilities of integration / recognition in the EU and planning legislative approximation Analyze the regional context (in the context of EaP) and plan cooperation Identification and initiation of a pilot cooperation project in the EaP framework

Priority V. Financial stability and organizational efficiency

Goal 5

The Association is established as a sustainable and efficient organization focused on protecting the interests of members, partners and mediation, with collaborative organizational culture and knowledge and technology based, informed decision making and service delivery processes

Objective 5.1. Financial and operational sustainability is ensured

Program	Implementation Period	Implementation Indicators	Key actions
5.1.1. Developing a consolidated, strategic-goals oriented budgeting and financial management system	<ul style="list-style-type: none"> • 2020 – 2022 • Regularly for 2023 	<ul style="list-style-type: none"> • Budget efficiency indicators • The dynamics of funding structure • Financial indicators 	<ul style="list-style-type: none"> • Creating the budget development and management manual, building capacity of employees (financial, sectoral, board) and strengthening the association leadership and employees • Developing plan for communication with international donor organizations and implementation of regular format • Development of financial management policy and procedures; set up of internal control system • Building internal capacities for initiating, funding, implementing and monitoring of projects
5.1.2. Providing goal oriented technical environment and logistical support	<ul style="list-style-type: none"> • 2020 – 2022 	<ul style="list-style-type: none"> • Equipped office, examination and training centers 	<ul style="list-style-type: none"> • Equipping the office, development of the manual for management of material technical base, building capacity of employees • Developing the procurement and material-technical database management manual, building the capacities of employees • Assessment / Examination Center (development and equipment) • Training Center (development and equipment)
5.1.3. Development and management of the portfolio of additional revenues (commercial services)	<ul style="list-style-type: none"> • 2021 -2022 • Regularly form 2023 	<ul style="list-style-type: none"> • Volume of commercial portfolio and efficiency indicators 	<ul style="list-style-type: none"> • Implementation of the study on the demand for additional service • Development of the strategy and action plan for commercialization of services and further development of portfolio in accordance with the action plan

Objective 5.2. Organizational culture focused on team knowledge, development and cooperation is established

Program	Implementation Period	Implementation Indicators	Key actions
5.2.1. Implementing the practice and culture of team work, cooperation and effective internal communication	<ul style="list-style-type: none"> • 2020 – 2022 • Regularly form 2023 	<ul style="list-style-type: none"> • Number of trainings and events • Involvement statistics • Intranet system introduced 	<ul style="list-style-type: none"> • Building capacities, of the association board members in team work and management skills • Implementation of the practice of the employees' team work and internal communication through developing regular format (team-buildings etc.) • Implementation of internal communication system (intranet)
5.2.2. Developing the human resources strategic planning and management approach, ensuring continuous development of human resources	<ul style="list-style-type: none"> • 2020 – 2022 • Regularly form 2023 	<ul style="list-style-type: none"> • HR Strategy • Quantitative and result indicators of trainings • Dynamics of the indicators related to other personnel 	<ul style="list-style-type: none"> • Distribution and identification of the functions (job descriptions) • Implementation of the practice for regular development of basic skills (research and lawmaking, management, project management) • Development of HR strategy (policy and procedures) and motivation system • Developing and piloting the assessment system • Development of TNA (trainings needs assessment) practice • Building capacity of employees in accordance with the plan

Objective 5.3. Communication with members and decision making at all levels are based on information, with maximum use of technology and without bureaucratic leverage

Program	Implementation Period	Implementation Indicators	Key actions
5.3.1. Implementing the activities planning and monitoring system, automation of internal processes, systematization of information and ensuring accessibility	<ul style="list-style-type: none"> • 2020 - 2023 	<ul style="list-style-type: none"> • Efficiency indicators • Traditional case management indicators 	<ul style="list-style-type: none"> • Introduction of case management system • Establishing and implementing an activity planning and monitoring framework (reporting system) • Creating a unified operating manual • Automation of the knowledge management process • Integration of the case management system with other operating systems

Program	Implementation Period	Implementation Indicators	Key actions
5.3.2. Introduction of one stop shop communication practice with members and other stakeholders	<ul style="list-style-type: none">• 2020 – 2021• Regularly form 2022	<ul style="list-style-type: none">• Access to resources (external evaluation)• Sequence of content	<ul style="list-style-type: none">• Integrating all electronic resources of members into a single space, adhering to the security and personal information protection requirements• Ensuring common management and monitoring of public content (website, social media, other resources)