

STANDARD TWINNING PROJECT FICHE

1. Basic Information

- 1.1 Publication notice reference: to be determined
- 1.2 Programme: Support to the Justice Sector Reform in Georgia (ENPI/2014/037-376)
- 1.3 Twinning Number: GE/14/ENI/JH/01/16 (GE28)
- 1.4 Title: Strengthening Judicial Trainings through Twinning (SJTTT)
- 1.5 Sector: Justice and Home Affairs
- 1.6 Beneficiary country: Georgia

2. Objectives

2.1 Overall objectives:

To support the rule of law and judicial independence in Georgia through strengthening professionalism of judges and judicial personnel.

2.2 Project purpose:

Approximation of judicial training practices with European standards through strengthening the capacities and the effectiveness of the High School of Justice (HSoJ) and further development of the quality of training programs delivered by the HSoJ.

2.3 Contribution to Association Agreement, Deep and Comprehensive Free Trade Agreement, National Development Plans

This Twinning project is in line with key policy acts which have been approved in the previous years and contributes to the implementation of some of the main goals described in the relevant documents namely:

The provisions and priorities of the EU-Georgia Association Agreement, under Article 4 stipulates: *“Parties shall cooperate on developing, consolidating and increasing the stability and effectiveness of democratic institutions and the rule of law; on ensuring respect for human rights and fundamental freedoms; on making further progress on judicial and legal reform, so that the independence of the judiciary is guaranteed, strengthening its administrative capacity”*.

The proposed action supports the implementation of the Social-Economic Development Strategy of Georgia (Georgia 2020) approved by the Government of Georgia. According to

the Strategy, in order to strengthen the protection of human rights, *“it is important to ensure the independence of the judiciary and to support the further professional development of judges.”*

Apart from this, the project corresponds to the National Strategy for the Protection of Human Rights in Georgia 2014-2020¹ aiming at enhancing the professional qualification of judges (Art.1.c).

The project also supports the implementation of the “Strategic Development Action Plan 2014-2018 of the HSoJ”² developed in cooperation with Council of Europe (CoE) and adopted by the Independent Board of the HSoJ.

3. Description

3.1 Background and justification:

The HSoJ of Georgia is an independent institution which was established with an objective to create a new, fair and transparent merit-based system of appointment of judges, and to institutionalize trainings for sitting judges and other court personnel in order to better guarantee the operational independence and quality of the judicial system. It is noteworthy, that the HSoJ is financed by the State budget with funding deriving from a separate State budget line which safeguards the financial independence of the institution from executive powers.

The importance of the training of judges has been highlighted in a series of conventions, charters, and statutes about judicial independence and the role of judges, e.g., the United Nations (UN) Basic Principles on the Independence of the Judiciary, the Universal Charter of the Judge, the European Charter on the Statute for Judges, and Recommendation R (94) 12 on the Independence, Efficiency and Role of Judges adopted by the Council of Europe’s Committee of Ministers. Many other such instruments have been created by sub-organisations of the Council of Europe.³ All these documents convey the key message that matters related to the career of judges should be based on objective criteria pre-established by law or by competent authorities, having regard to the qualifications, skills and capacity required to adjudicate cases.

Judicial training has been recognised for a long time as an important element to ensure a justice system of high quality. A stronger focus is needed on the more deontological aspects of "independence". The newly adopted action plan of the Council of Europe (action plan on strengthening judicial independence and impartiality) addresses the issue underlining that it is important that a culture of respect for judicial independence and impartiality is propagated.

The HSoJ lacks the mandate for the legislative initiative. However, this institution plays a significant role in promotion of rule of law, free and fair trial, the consolidation of judicial identity and independence, and the preservation of human rights.

Considering all the above mentioned, the HSoJ has 3 main goals:

¹ Available at: http://gov.ge/files/429_51454_924779_STRATEGYENG.pdf

² Available at: http://www.hsoj.ge/uploads/Uploads/Strategic_Plan_Eng.pdf

³ Journal of the International Organization for Judicial Training, “Judicial Education and Training”, issue 3, 2015, pg. 71

- The primary purpose of the HSoJ is to provide initial training for the Judicial Candidates - persons who are supposed to be appointed as judges at common courts of Georgia. It is noteworthy that studying at the HSoJ is mandatory for all future judges.
- The second function of the HSoJ is to ensure that the qualification of acting judges are permanently renewed and kept up-to-date. Therefore, the HSoJ provides In-service Trainings for sitting judges, so that they regularly improve their qualification.
- The HSoJ is also responsible for Initial and In-service Trainings for assistants to judges and other court staff.

Since 2013, the HSoJ has made significant achievements aimed at improving the quality of trainings as well as its institutional capacities. Some of the most notable achievements include:

- Elaboration of the Strategic Development Action Plan of the HSoJ (2014-2018)
- Further improvement of the quality of Initial Training Program for Judicial Candidates. Namely, mandatory internship process has been standardized, detailed evaluation of the internship as well as seminar work has been introduced and Judicial Candidates are provided with intensive trainings in English.
- In order to deliver quality training, the mechanism for evaluating the trainings – Kirkpatrick's Four Levels of Evaluation Model – was introduced. Also, effective mechanism for displaying training needs was developed.
- Standardized process for developing the curricula was introduced which includes the following steps: identifying experts, creating the working group, elaborating curriculum, Training of Trainers (ToT) and pilot training.
- Personal Web-portals for judicial candidates, judges and court staff have been developed which guarantees more flexibility and transparency of training processes.
- International relations have been enhanced. In particular, the HSoJ became a member of International Organization for Judicial Trainings (IOJT) and an observer member of The European Judicial Training Network (EJTN). Apart from this, the HSoJ signed memorandum of cooperation with Central and Eastern European Law Initiative (CEELI).
- Informational Technologies and relevant infrastructure have been improved within the premises of the HSoJ.

The HSoJ has already taken steps in the direction of approximation with European standards in the field of judicial training, in particular with the help of various projects supported by donor organizations (see 3.2. below). However, the HSoJ still faces number of challenges towards which improvements are necessary. These challenges are also addressed in Strategic Development Plan 2014-2018 of the HSoJ.

One of these areas is insufficient duration of the Initial Training Program which currently lasts for 10 months and therefore is not in line with the European standards. Eastern Partnership Report 2013 on Training of Judges notes that the trend of shortening the Initial Training Program in Georgia raises concerns as European practice has shown that longer training periods are necessary in order to get a well prepared corps of judges.

Opinion No. 4 of the Consultative Council of European Judges (CCJE), Para. 28, also emphasizes that “training should be of significant length”. The Council of Europe experts who conducted the needs-assessment of the HSoJ also recommended the extension of the length of the Initial Training Program to at least 15 months. In addition, feedbacks received

from the graduates of the HSoJ proves that current duration of Initial Training Program is not enough to fully equip them with all skills necessary for judges, that, in turn, poses a serious risk to the professionalism of the Judiciary.

Considering all of the above mentioned, the HSoJ is actively promoting the idea of extending the length of Initial Training Program. The result of the extension will be the need to completely restructure and update the Initial Training Program which will be the best opportunity to incorporate European practice of judicial training in it.

The second area which needs further improvement is in-service Trainings of the HSoJ. According to the European best practice, the in-service training should be detailed, in-depth and diverse (Para.4 Opinion No 4 CCJE).

Also, recommendation no 12 of the Committee of Ministers of the Council of Europe, Principle III emphasizes that trainings should be "in the courts and, where possible, with other authorities and bodies" and "where appropriate the trainings should include study visits to European and foreign authorities as well as courts".

This Twinning project is a part of the Sector Support Contract "*Support to the Justice Sector Reform in Georgia*" targeted to improve the system of administration of Justice, consolidate the rule of law and strengthen human rights protection in line with international and European standards at large. Among other specific objectives the programme envisages to consolidate independence, professionalism, impartiality and efficiency of the judiciary, access to justice and right to fair trial, to which the Twinning project will contribute.

In order to successfully address the above mentioned challenges and ensure effective delivery of justice, the HSoJ needs to increase its capacities in the following key areas:

- Existing Initial Training Program for Judicial Candidates should be modified. A new program should be in compliance with European standards and extended length of initial training program.
- The In-Service Training Program of the HSoJ needs to be diversified and standardized in order to respond to the needs of judges and court staff and ensure the professionalism of the judicial system.
- Human resources of the HSoJ should be enhanced in the following two directions: 1) strengthening capacities of the HSoJ trainers in adult learning methodology and modern methods of teaching and 2) enhancing capacities of those employees of the HSoJ who are engaged in and are responsible for elaboration of training programs, training curricula as well as in assessing training needs and organizing trainings.
- Distance learning programs should be developed and introduced in order to allow judges to access training opportunities at any time based on their individual needs and time constraints.

3.2 Linked activities:

The HSoJ cooperates intensively with international donor organizations.

“Developing the Capacity of the HSoJ” (Council of Europe)

“Developing the Capacity of the HSoJ” supported by the Council of Europe and financed by the Ministry of Foreign Trade and Development Cooperation of the Netherlands. The project was implemented in 2014 was concentrated on the following areas:

- Assessment of the needs of the HSoJ and elaboration of the Strategic Development Plan for the years 2014-2018;
- Study visit for the senior management of the HSoJ to the Dutch judicial training institution;
- Elaboration of training curriculum on the “Results-Oriented Management” for court managers.

Supporting the Reform of Criminal Justice System in Georgia (European Union)

Under EU-funded project “Supporting the Reform of Criminal Justice System in Georgia” implemented from 10/2012 to 12/2015, during the said period the HSoJ conducted in-service trainings for sitting judges on the following topics: substantiation of court judgement, European Convention on Human Rights and Juvenile Justice. In addition, with an objective of increasing the capacities of the management of the HSoJ, the study visit was organized to the judicial training institution of the Republic of Austria.

In May 2015, the EU and Georgia signed a financing agreement launching the third phase of the budget support programme in the justice sector. The overall objective is to consolidate independence, professionalism, impartiality and efficiency of the judiciary, access to justice and right to fair trial, enhance efficiency and fairness of the criminal justice system, and improve private and administrative law systems.

The budget support consists of four annual tranches paid into the national treasury upon fulfilment of certain conditions and indicators (EUR 30 million totally) and a complementary support (up to EUR 20 million).

The increase of the legal education of judges, judicial staff and candidates is inherent in achieving several of the budget support indicators, even though none of them sets a specific target for the amplitude or content of the education achieved.

Then the complementary support consists of:

Project title	Contractor	Objective	EU Funding	Duration
Support to the Development of the Penitentiary and Probation Systems in Georgia	EUROPEAN PROFILES	To assist with consolidating reform planning and strategies, strengthening capacities of the penitentiary and probation staff, improving the prison administration and detention conditions, expanding rehabilitation and re-socialization services, and developing efficient probation and	EUR 2,122,500 (100%)	October 2016 – May 2019

		non-custodial regimes.		
Support to the Development of the Criminal Policy, Prosecution and Investigation in Georgia	INTERNATIONAL CONSULTING EXPERTISE	To continue to support the MoJ in coordinating and monitoring implementation of the Criminal Justice Reform, and to advance reforms at the Prosecutor's Office and Ministry of Internal Affairs in line with international standards and commitments.	EUR 2,147,500 (100%)	October 2016 – May 2019
Support to the Independence, Accountability and Efficiency of the Judiciary in Georgia	HULLA & CO HUMAN DYNAMICS	To consolidate planning and strategies of the judicial administration, strengthen capacities of judges and other judicial personnel, rationalize selection and promotion procedures for judges, streamline the judicial caseload, enhance empowerment and integrity of judges, improve courts' communication practices, and consolidate the position and efficiency of the Constitutional Court.	EUR 2,055,500 (100%)	October 2016 – May 2019
Enhancing Access to Justice and Development of a Child-Friendly Justice System in Georgia	UNDP & UNICEF	To enhance capacities of judiciary and government institutions and representatives of legal profession to promote access to justice for all and to establish a coherent and child-friendly justice system for children in Georgia.	EUR 3,000,000 (90%)	January 2016 – December 2018
Support to the Development of Private and Administrative Law System in Georgia	GIZ	To assist relevant authorities in developing strategies for private and administrative law system and in preparing selected fields of law for legal approximation with the EU-acquis by legal advice and institutional capacity building.	EUR 2,000,000 (95%)	October 2015 – February 2018
Grants to NGOs	6 contracts to be awarded in October 2016	To promote restorative justice and contribute to rehabilitation and resocialization of inmates, former inmates,	EUR 4,000,000 (90%)	January 2017 – December 2019

		probationers and children in conflict with the law		
Grants to NGOs	3-4 contracts to be awarded in 2017	To promote the role of the civil society in justice sector reforms	EUR 2,000,000 (90%)	36 months in 2017 – 2020
Twinning project	HSoJ	To approximate judicial training practices with European standards through strengthening the capacities and the effectiveness of the High School of Justice (HSoJ) and further develop the quality of training programs delivered by the HSoJ	EUR 800,000 (100%)	18 months in 2017 - 2018

The mentioned technical assistance project on support to the judiciary shall, among a number of other activities, also assist to:

- develop long-term plans for initial and continuous legal education of judges and other judicial staff;
- revise specific training plans, strategies and curricula of the HSoJ;
- improve coordination and complementarity between the education of judges and other judicial staff on one hand and law students, lawyers, and prosecutors on the other hand;
- advise on improving examination modes and quality of studies for judicial candidates to become judges;
- provide training courses and workshops seconded by international or local experts and organized for judges and other judicial staff, directly or through the ToT, and with particular focus on specialization of judges, new Juvenile Justice Code, as well as the recently developed manual on reasoning of judicial decisions;
- provide training and assistance to judges and their assistants on how to refer to and apply the ECHR and the case law of the ECtHR, as well as other directly applicable human rights conventions, and prepare statistics on a number and importance of cases making reference to the conventions;
- enhance the judges' awareness of society's benefits of broader consideration of non-custodial pre-trial measures and alternatives to imprisonment; and
- provide relevant EU manuals or similar training materials to beneficiaries.

However, those activities shall be for the major part taken over by the twinning team later on.

Judicial Independence and Legal Empowerment Project (USAID/JILEP)

Under the project “Judicial Independence and Legal Empowerment Project” implemented by East-West Management Institute (EWMI) from 2011 to 2014 and funded by the United States Agency for International Development (USAID), in 2014, the HSoJ created a new webpage of the HSoJ and Personal Web-Portals for judges, judicial officers and judicial candidates. As a result, each member of the target group of the HSoJ will have a personal online page through which they will be able to electronically manage their learning processes. The above system will contribute to the use of modern methods in the training process conducted by the HSoJ (including the examination stages), which in turn will increase the degree of transparency and objectivity of training processes.

In addition, in cooperation with USAID/JILEP the HSoJ developed curricula on the following issues: judicial ethics and gender equality, trainings based of which are conducted on an annual basis.

Programmatic Cooperation Framework (Council of Europe and European Union)

Under the project "Programmatic Cooperation Framework" financed by the European Union and the Council of Europe and implemented by the Council of Europe in two phases 2015 – 2017 and 2018 – 2020, the main target is to implement domestic reforms and to bring Eastern Partnership countries, including Georgia, closer to the standards of the Council of Europe and the European Union in the fields of human rights, democracy and the rule of law. One of the cooperation themes is strengthening the independence and efficiency of justice, with objectives as improved training methodology and curricula of judicial training institutions. Within this framework, a specific project on application of ECHR by courts is being implemented in Georgia.

3.3 Results:

Under this Twinning project a Working Group, composed by the EU MS Experts, Georgian sitting judges (HSoJ trainers) and representatives of the HSoJ, will be created to effectively implement actions.

Component 1: Upgrading Initial Training Program of the HSoJ for Judicial Candidates

Result 1.1: Analysis of the existing Initial Training Program of Judicial Candidates vis-à-vis the challenges of Georgian Judiciary performed and recommendations prepared

Indicators of achievement:

- Analyses of the existing initial training program of Judicial Candidates conducted and report provided;
- Analyses of the challenges of Georgian judiciary conducted and report prepared;
- Best practices of initial training programs shared and comparative analysis provided;
- Study visit for 7 representatives of the HSoJ to getting acquainted with the process of designing and development of initial training program performed at one of the MS judicial training institutions;
- Recommendations for improvement of the initial training program prepared.

Result 1.2: The Initial Training Program upgraded

Indicators of achievement:

- The Initial Training Program modified and updated in accordance with recommendations⁴, existing practices in the member states and extended duration of the program;
- Syllabi for each module in updated Initial Training Program developed;
- Presentation for the relevant stakeholders in order to introduce the updated Initial Training Program delivered by the HSoJ.

Component 2: Developing continuing education modules (curricula) and integrating them in to the In-service Training Program of the HSoJ

Result 2.1: Continuous training needs analyses performed and best practices in in-service training programs shared

Indicators of achievement:

- Analysis of the needs of sitting judges and court staff conducted and report prepared;
- Analysis of the responsibilities/obligations taken by the State conducted (e.g.: Association Agreement (AA), conventions, reports prepared by international organizations, etc.) and recommendation report delivered;
- Analysis of existing In-service programs conducted and report on improvements delivered;
- Best European practices in In-service Training Programs shared with Georgian partners;

Result 2.2: Subjects identified regarding which continuing education curricula should be elaborated and relevant guidelines prepared

Indicators of achievement:

- Study visit for 7 representatives of the HSoJ to get acquainted with Member State's experience in developing continuing education modules (curricula) performed
- Subjects identified regarding which training modules (curricula) will be elaborated;
- Guidelines on developing and updating continuing education modules produced.

Result 2.3: Training modules (curricula) elaborated and pilot trainings conducted

Indicators of achievement:

- Training modules (curricula) including methodological guidelines and training materials developed⁵;
- ToTs in new training modules conducted;
- Pilot trainings based on the new curricula conducted;
- Possible gaps revealed during the pilot training eradicated.

Component 3: Strengthening the capacities of the trainers, Trainings Management Unit, Analytical and International Relations Unit and administration of the HSoJ

Result 3.1: Analysis of the capacities of the Trainings Management Unit, Analytical and

⁴ Eastern Partnership Report 2013 on Training of Judges; Opinion No. 4 of the Consultative Council of European Judges (CCJE), Para. 28; Needs-assessment of the HSoJ conducted by the Council of Europe experts

⁵ The curricula will be developed by the working groups which will be created with the involvement of EU MS Experts, Georgian sitting judges (HSoJ trainers) and representatives of the HSoJ. This process includes conducting several joint meetings where issues related to the training module will be discussed.

International Relations Unit and administration of the HSoJ conducted

Indicators of achievement:

- Capacities and skills of the Trainings Management Unit and administration of the HSoJ assessed in relation to developing the training programs/curricula and delivery of training;
- Capacities and skills of the Analytical and International Relations Unit and Administration of the HSoJ assessed in relation to case law analyses.
- Recommendations for enhancement capacities of the Training Management Unit and Administration to deliver high quality trainings prepared.
- Recommendations for enhancement capacities of the Analytical and International Relations Unit to develop high quality analyses prepared.

Result 3.2: Capacities of Trainings Management Unit, Analytical and International Relations Unit and Administration of the HSoJ in development and delivery of high quality trainings strengthened

Indicators of achievement:

- Training regarding the development and delivery of quality trainings for the Training Management Unit and Administration of the HSoJ conducted.
- Training regarding the conducting quality analyses for the Analytical and International Relations unit and Administration of the HSoJ carried out.
- Internship at the MS similar judicial training institution for 4 employees of the Training Management Unit and Administration of the HSoJ performed;
- Guidelines regarding the development and delivery of quality trainings elaborated and introduced to the relevant staff of the HSoJ

Result 3.3: Capacities of the HSoJ trainers to deliver high quality trainings strengthened

Indicators of achievement:

- Assessment of the training skills of the HSoJ trainers performed;
- Good examples of adult learning methodologies and modern approaches applied in MS shared with the trainers;
- Necessary training materials on adult learning methodologies and modern methods of teaching developed;
- At least 2 trainings/workshops on effective usage of the adult learning methodologies conducted for the HSoJ trainers;

Component 4: Introducing E-learning programs for judges and other court staff

Result 4.1: Capacities of the HSoJ in developing e-learning modules strengthened

Indicators of achievement:

- Needs assessment aiming at the identification of subjects for the e-learning programs conducted;
- Different distance learning programmes experienced in MS presented to the HSoJ;
- Corresponding recommendations prepared based on the needs of the HSoJ and judges
- Study visit for the Informational Technology Unit, Trainings Management Unit and administration of the HSoJ (3 persons) undertaken to the similar institutions of the European Union (EU) in order to share experience in developing and administering e-learning programs;

- Train the trainers and Informational Technology Unit and representatives of the HSoJ conducted in developing distance learning modules;
- Train the trainers and Informational Technology Unit and representatives of the HSoJ conducted in delivering distance learning modules;
- Special manual on developing and revamping e-modules elaborated.

Result 4.2: Pilot E-learning programs introduced

Indicators of achievement:

- Outline of the structure of the e-learning prepared;
- Technical specifications for the software development prepared;
- E-learning programs developed⁶;
- Pilot e-learning trainings conducted;
- Possible gaps revealed during the pilot training eradicated.

3.4 Activities:

Member State(s) is kindly requested to develop activities in the submitted proposal which are needed in order to achieve the results stipulated in the fiche.

Minimum two visibility events will be organized in the course of the implementation of the project; Kick-off meeting at the start of the implementation and the Final meeting at the end of the implementation of the project activities.

3.5 Means/ Input from the MS Partner Administration:

MS Project Leader may participate in the project also as the short-term expert (STE) and in this case the MS Project Leader should satisfy requirements stipulated in the fiche for both the Project Leader and the relevant STE profile.

3.5.1 Profile and tasks of the Project Leader

Profile of the Project Leader

Requirements:

- Extensive work experience in justice field, preferably with judiciary;
- At least 5 years of work experience in the field of judicial training;
- Must be in an active senior management position in MS institution for at least 3 years;
- Extensive experience in project management;
- Experience in working on similar projects would be an asset;

⁶ The programs will be developed with the involvement of EU MS Experts together with Georgian sitting judges (HSoJ trainers) and representatives of the HSoJ. This process includes conducting several joint meetings where issues related to the e-modules will be discussed.

- Excellent command of spoken and written English.
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Tasks of the Project Leader:

- Overall coordination and managing of the implementation of the project in cooperation with the BC Project Leader
- Ensuring sound implementation of the envisaged activities
- Monitoring and evaluating the needs and priorities in the respective sector, project risks, progress against the project budget, benchmarks, and outputs, and taking any necessary remedial actions if needed
- Coordination of MS experts' work and availability
- Providing efficient leadership of the project
- Ensuring backstopping and financial management of the project in the MS
- Participation in Steering Committee meetings
- Project reporting

3.5.2 Profile and tasks of the Residential Twinning Adviser (RTA)

One RTA will be appointed and he/she will be located in the premises of the HSoJ in the Beneficiary Country (BC).

The secondment of the Resident Twinning Adviser (RTA) will last for 15 months, during which he/she will be responsible for the direct implementation of the project under the overall supervision of the MS Project Leader.

He/she will come from an EU Member State to work on a full time and day-to-day basis with the beneficiary administration. The Resident Twinning Adviser will have a key role in the coordination of the inputs required for the successful implementation of all the project activities. He/she shall be supported by the STEs.

Profile of the Resident Twinning Adviser

- Minimum 8 years of work experience in justice field, preferably with judiciary;
- Minimum 4 years of work experience in judicial training institution(s);
- Extensive knowledge of European standards and practices of judicial training;
- Wide knowledge of the role of Information and Communication Technologies (ICT) in judicial trainings;
- Extensive experience in project management;
- Experience in working on similar projects in transition countries;
- Excellent training, moderating, public speaking and written communication skills;
- Excellent computer literacy;
- Excellent command of spoken and written English;
- Advanced degree in law would be an asset;
- Must be a current employee of MS Institution.

As to the general responsibility of the day-to-day implementation of the Twinning project in the Beneficiary Country, the Resident Twinning Adviser (RTA) tasks will include:

- Support and coordination of all activities in the BC

- Day to day management of the project in the beneficiary institution
- Coordination and assistance to the short-term experts
- Coordination of the project implementation and proposing corrective actions, if required
- Organization of visibility events (kick-off and final event)
- Organization of Steering Committee meetings
- Organization of study vizits
- Participation in Steering Committee meetings
- Executing administrative issues (e.g. assisting in reporting)
- Providing technical advice on EU policies and best practices, and assisting Beneficiary Institution in the context of project work plan
- Networking with institutions relevant to this project in Georgia and in MS

3.5.3 Profile and tasks of the short-term experts

Specialist staff will be made available by the Twinning Partner (MS) to support the implementation of the activities. Specific and technical matters relevant to this Twinning project will be taken over by a pool of STEs. The detailed expert input shall be established when drawing up the Twinning work plan.

Requirements:

- Advanced university degree in relevant subject;
- Minimum of 5 years' experience in respective field;
- Experience in working on similar projects in transition countries;
- Excellent command of spoken and written English;

Tasks of the Short-term experts:

- Close cooperation with the Georgian experts in undertaking all activities
- Advance preparation and familiarization with relevant documentation
- Participating in relevant activities under the scope of the project in cooperation with other experts:
 - Conducting analyses of the existing initial training program of Judicial Candidates, of the challenges of Georgian judiciary, of the needs of sitting judges and court staff, of the responsibilities taken by the State, of the best European practices, of existing In-service programs, of the best practice in Member State on adult learning methodologies and modern methods of teaching;
 - Conducting comparative analysis of initial training programmes, of distance learning programs of at least three member States;
 - Preparing recommendations for improvement of the initial training program, for strengthening the capacities of human resources of the HSoJ, for introducing distance learning programs;
 - Updating the Initial Training Program in cooperation with Georgian experts;
 - Developing syllabi for each module in updated Initial Training Program, Training modules (curricula) including methodological guidelines and training materials for In-service Training Program, necessary training materials on adult learning methodologies and modern methods of teaching;
 - Developing e-learning programmes;
 - Developing special manual on developing and revamping e-modules and e-learning programmes;

- Developing guidelines on developing and updating continuing education modules;
- Conducting ToTs in new training modules within the framework of the In-service Training programme;
- Conducting pilot trainings based on the new curricula;
- Assessing capacities and skills of the Trainings Management Unit and administration of the HSoJ;
- Conducting train the trainers and Informational Technology Unit and representatives of the HSoJ in developing and delivering distance learning modules;
- Developing supporting software of e-learning programs;
- Conducting pilot e-learning trainings.

4. Institutional Framework

In terms of institutional set-up, the project beneficiary (the HSoJ) was established by the Law of Georgia „On the High School of Justice” and the Statute of the HSoJ in April 2006. The HSoJ of Georgia is a legal entity of public law and was established with support of the Council of Europe.

The governing bodies of the HSoJ are:

- a) Independent Board and
- b) Directorate.

In addition, the Council of Teachers serves as an advisory body of the HSoJ.

The Independent Board is responsible to determine the working directions of the HSoJ and to coordinate and supervise their implementation. The Directorate is an executive body of the HSoJ and consists of:

- c) Director;
- d) Deputy-Director;
- e) Head of Internship.

Since amendments to the law in 2013, the HSoJ exercises its powers through its structural units:

- f) Administrative Department;
- g) Department of Legal Affairs and Organizational Support;
- h) Department of Financial Management and Logistics.

Detailed organizational structure of HSoJ and its divisions is presented in Annex 3.

The HSoJ has 3 offices, from which one is located in Tbilisi, one in Batumi and one in Tskaltubo.

The project beneficiary has all necessary legal authority for successful project implementation to achieve the project results.

4.1. Coordination mechanisms

A Project Steering Committee (PSC) will be established for the coordinate and supervision of the project activities and the mandatory results. The Project Leaders, the RTA, the RTA counterpart, the EU Delegation and Programme Administration Office representatives will meet regularly at quarterly intervals and will submit by the end of the meeting (as recorded in the minutes of meeting) an 'approval/not approval' of the quarter project reports as described in the Common Twinning Manual. It will be co-chaired by the Project Leaders (EU Member State and Beneficiary Country). Official minutes of the PSC meetings will be kept in English.

The PSC will monitor, supervise and co-ordinate the overall progress and implementation of the project. Furthermore the SC will enhance the involvement of the relevant BC institutions in the project, provide guidance for the different components of the project, define priorities.

In addition to PSC, monthly progress monitoring meetings can be held if necessary. As a gathering of RTA, RTA counterpart, Program Administration Office (PAO) and EU Delegation representative, the meetings are to solve any emerging operational problems on a monthly basis.

Beneficiary Country Project Leader (BC PL)

The BC Project Leader will act as the counterpart of the MS PL and will ensure close cooperation in the steering, co-ordination and management of the project from the beneficiary side. He/she will support the Twinning project team in organisational and technical matters and will also coordinate the Project Steering Committee (PSC) on behalf of the BC. The role of the BC PL and the MS PL are complementary.

5. Budget

Strengthening Judicial Trainings through Twinning (SJTTT)	ENI Community Contribution (100 %)	National Co-financing	TOTAL
Twinning Contract	800,000.00 €	-	800,000.00 €

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting:

The Delegation of the European Union to Georgia will be responsible for the tendering, contracting, payments and financial reporting and will work in close co-operation with the Beneficiary. The person in charge of this project within the EU Delegation to Georgia is:

Mr. Peter Danis
Project Manager
Delegation of the European Union to Georgia
38 Nino Chkheidze Street
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Email: Peter.DANIS@eeas.europa.eu

6.2 Main counterpart in the BC:

The Programme Administration Office (PAO) of the Office of the State Minister of Georgia for European and Euro-Atlantic Integration will support the Twinning Project implementation process together with the EU Delegation. The person in charge of this project is:

Mr. Roman Kakulia

Head of EU Assistance Coordination Department / Programme Administration Office (PAO) in Georgia

Office of the State Minister of Georgia for European and Euro-Atlantic Integration

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Beneficiary Administration:

Project Leader Counterpart

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6.3 Contracts

It is envisaged that the Project will be implemented through one Twinning contract with the maximum amount of 800,000 EUR.

7. Implementation Schedule (indicative)

7.1. Launching of the call for proposals: 3Q 2016

7.2. Start of project activities: 2Q 2017

7.3. Project completion: 4Q 2018

7.4. Duration of the execution period (number of months): 18 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 15 months.

8. Sustainability

The achievements of this Twinning project are expected to contribute to the professionalism of judges and judicial personnel and strengthening the capacities of the High School of Justice (HSoJ) to further develop the quality of training programs.

The analysis of the existing initial training program will result in corresponding recommendations and together with the study visits and best practices learned will contribute to upgrade initial training program implementing of which will further ensure professionalism of future judges.

Elaborating curricula on the core issues of law and areas of important social concern which will result in diversified and standardized in-service training program will respond to the needs of judges and court staff and ensure the professionalism of judicial system.

Assessment of the capacities of the human resources of the HSoJ and strengthening them by the internships performed and trainings conducted under this Twinning project will ensure that all necessary competences to provide more quality trainings are developed. Strengthening capacities of the HSoJ trainers in adult learning methodology and modern methods of teaching will help the trainers to conduct more effective trainings. Enhancing capacities of those employees of the HSoJ who are engaged in and are responsible for elaboration of training programs, training curricula as well as in assessing training needs and organizing trainings will help the HSoJ to use its own resources while developing training programs in future.

Developing e-learning programs will allow judges to access training opportunities at any time based on their individual needs and time constraints and to create a personalized education plan accessible from their PCs by means of online modules. This approach will give judges and court staff more incentives to follow the trainings offered by a judicial education institution. The achieved results and thus achieved project purpose will allow Georgia and its judicial training institution to ensure the court system with highly qualified professionals.

9. Crosscutting issues

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. Equal participation of men and women during the implementation of the project will be assured.

The activities of the objective have no negative impact on the environment.

10. Conditionality and sequencing

N/A

List of acronyms and abbreviations

AA	Association Agreement
AP	Action Plan

BC	Beneficiary Country
CEELI	Central and Eastern European Law Initiative
CCJE	Consultative Council of European Judges
CoE	Council of Europe
EJTN	European Judicial Training Network
ENP	European Neighbourhood Policy
EU	European Union
EU MS	European Union Member State
JILEP	Judicial Independence and Legal Empowerment Project
HSoJ	High School of Justice
ICT	Information and Communication Technologies
IOJT	International Organization for Judicial Trainings
PAO	Program Administration Office
PL	Project Leader
PSC	Project Steering Committee
RTA	Residential Twinning Adviser
SJT TT	Strengthening Judicial Trainings through Twinning
STE	Short-Term Expert
ToT	Training of Trainers
UN	United Nations
USAID	United States Agency for International Development

ANNEXES TO PROJECT FICHE

ANNEX 1: Logical Framework Matrix

ANNEX 2: Detailed implementation chart

ANNEX 3: Organisational chart of the HSoJ

ANNEX 5: Indicative Budget

Annex 1. Logical framework matrix in standard format

Strengthening Judicial Trainings through Twinning (SJTTT)		Programme name and number: Support to the Justice Sector Reform in Georgia (ENPI/2014/037-376)	
High School of Justice (HSoJ)		Contracting period expires: 3 years following the date of conclusion of the Financing Agreement	Disbursement period expires: 3 years following the end date for contracting
		Total budget: 800.000.00 EUR	
Overall objective	Objectively Verifiable Indicators	Sources of Verification	
To support the rule of law and judicial independence in Georgia through strengthening professionalism of judges and judicial personnel.	<ul style="list-style-type: none"> Increased level of satisfaction of citizens with integrity of public administration Increased efficiency of the judicial system Number of well-founded complaints decreased 	<ul style="list-style-type: none"> Relevant EC reports Relevant national reports HSoJ reports and statistics 	
Project purpose	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Approximation of judicial training practices with European standards through strengthening the capacities and the effectiveness of the High School of Justice (HSoJ) and further development of the quality of training programs delivered by the HSoJ.	<ul style="list-style-type: none"> Capacities of the HSoJ strengthened Training programmes on raising awareness on integrity issues in public administration developed and implemented System for development of integrity strategies and integrity plans for public administration employees established 	<ul style="list-style-type: none"> HSoJ reports and statistics Twinning project reports Twinning project documentation (analysis reports, training programmes, training materials, recommendations, etc.) Guidelines List of participants on trainings List of participants on 	<ul style="list-style-type: none"> Adequate human and financial resources available Commitment of the parties involved Active participation of all stakeholders involved in the project implementation Availability of BC experts to participate in trainings. Sufficient political will Will of the Administration of the HSoJ

		<ul style="list-style-type: none"> study visit • Feedbacks from the judges participated in the pil trainings • Study visit report 	
Results	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<p>Component 1: Upgrading Initial Training Program of the HSoJ for Judicial Candidates</p> <p>Result 1.1: Analysis of the existing Initial Training Program of Judicial Candidates vis-à-vis the challenges of Georgian Judiciary performed and recommendations prepared.</p> <p>Result 1.2: The Initial Training Program upgraded</p>	<ul style="list-style-type: none"> • Analyses of the existing initial training program of Judicial Candidates conducted and report provided; • Analyses of the challenges of Georgian judiciary conducted and report prepared; • Best practices of initial training programs shared and comparative analysis provided; • Study visit for 7 representatives of the HSoJ to getting acquainted with the process of designing and development of initial training program performed at one of the MS judicial training institutions; • Recommendations for improvement of the initial training program prepared. • The Initial Training Program modified and updated in accordance with 	<ul style="list-style-type: none"> • HSoJ reports and statistics • Twinning project reports • Twinning project documentation (analysis reports, training programmes, training materials, recommendations, etc.) • Guidelines • List of participants on trainings • List of participants on study visit • Feedbacks from the judges participated in the trainings • Study visit report 	<ul style="list-style-type: none"> • Adequate human and financial resources available • Commitment of the parties involved • Active participation of all stakeholders involved in the project implementation • Availability of BC experts to participate in trainings. • Sufficient political will • Sufficient political will • Will of the Administration of the HSoJ <p>Estimated Working Days Component one 75wd Component two 80 wd Component three 75wd Component 90wd</p>

<p>Component 2: Developing continuing education modules (curricula) and integrating them in to the In-service Training Program of the HSoJ</p> <p>Result 2.1: Continuous training needs analyses performed and best practices in in-service training programs shared</p> <p>Result 2.2: Subjects identified regarding which continuing education curricula should be elaborated and relevant guidelines prepared</p>	<p>recommendations⁷, existing practices in the member states and extended duration of the program;</p> <ul style="list-style-type: none"> • Syllabi for each module in updated Initial Training Program developed; • Presentation for the relevant stakeholders in order to introduce the updated Initial Training Program delivered by the HSoJ <ul style="list-style-type: none"> • Analysis of the needs of sitting judges and court staff conducted and report prepared; • Analysis of the responsibilities/obligations taken by the State conducted (e.g.: AA, conventions, reports prepared by international organizations, etc.) and recommendation report delivered; • Analysis of existing In-service programs conducted and report on improvements delivered; • Best European practices in In-service Training Programs shared with Georgian partners; 		
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⁷ Eastern Partnership Report 2013 on Training of Judges; Opinion No. 4 of the Consultative Council of European Judges (CCJE), Para. 28; Needs-assessment of the HSoJ conducted by the Council of Europe experts

<p>Result 2.3: Training modules (curricula) elaborated and pilot trainings conducted</p>	<ul style="list-style-type: none"> • Study visit for 7 representatives of the HSoJ to get acquainted with Member State's experience in developing continuing education modules (curricula) performed • Subjects identified regarding which training modules (curricula) will be elaborated; • Guidelines on developing and updating continuing education modules produced. 		
<p>Component 3: Strengthening the capacities of the trainers, Trainings Management Unit, Analytical and International Relations Unit and administration of the HSoJ</p> <p>Result 3.1: Analysis of the capacities of the Trainings Management Unit, Analytical and International Relations Unit and administration of the HSoJ conducted</p>	<ul style="list-style-type: none"> • Training modules (curricula) including methodological guidelines and training materials developed⁸; • ToTs in new training modules conducted; • Pilot trainings based on the new curricula conducted; • Possible gaps revealed during the pilot training eradicated. 		

⁸ The curricula will be developed by the working groups which will be created with the involvement of EU MS Experts, Georgian sitting judges (HSoJ trainers) and representatives of the HSoJ. This process includes conducting several joint meetings where issues related to the training module will be discussed.

<p>Result 3.2: Capacities of Trainings Management Unit, Analytical and International Relations Unit and Administration of the HSoJ in development and delivery of high quality trainings strengthened</p>	<ul style="list-style-type: none"> • Capacities and skills of the Trainings Management Unit and administration of the HSoJ assessed in relation to developing the training programs/curricula and delivery of training; • Capacities and skills of the Analytical and International Relations Unit and Administration of the HSoJ assessed in relation to case law analyses. • Recommendations for enhancement capacities of the Training Management Unit and Administration to deliver high quality trainings prepared. • Recommendations for enhancement capacities of the Analytical and International Relations Unit to develop high quality analyses prepared <ul style="list-style-type: none"> • Training regarding the development and delivery of quality trainings for the Training Management Unit and Administration of the HSoJ conducted. • Training regarding the conducting quality analyses for 		
<p>Result 3.3: Capacities of the HSoJ</p>			

<p>trainers to deliver high quality trainings strengthened</p> <p>Component 4: Introducing E-learning programs for judges and other court staff</p> <p>Result 4.1: Capacities of the HSoJ in developing e-learning modules strengthened</p>	<p>the Analytical and International Relations unit and Administration of the HSoJ carried out.</p> <ul style="list-style-type: none"> • Internship at the MS similar judicial training institution for 4 employees of the Training Management Unit and Administration of the HSoJ performed; • Guidelines regarding the development and delivery of quality trainings elaborated and introduced to the relevant staff of the HSoJ <ul style="list-style-type: none"> • Assessment of the training skills of the HSoJ trainers performed; • Good examples of adult learning methodologies and modern approaches applied in MS shared with the trainers; • Necessary training materials on adult learning methodologies and modern methods of teaching developed; • At least 2 trainings/workshops on effective usage of the adult learning methodologies conducted for the HSoJ trainers 		
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<p>Result 4.2: Pilot E-learning programs introduced</p>	<ul style="list-style-type: none"> • Needs assessment aiming at the identification of subjects for the e-learning programs conducted; • Different distance learning programmes experienced in MS presented to the HSoJ; • Corresponding recommendations prepared based on the needs of the HSoJ and judges • Study visit for the Informational Technology Unit and administration of the HSoJ (3 persons) undertaken to the similar institutions of the EU in order to share experience in developing and administering e-learning programs; • Train the trainers and Informational Technology Unit and representatives of the HSoJ conducted in developing distance learning modules; • Train the trainers and Informational Technology Unit and representatives of the HSoJ conducted in delivering distance learning modules; • Special manual on developing and revamping e-modules elaborated. • Outline of the structure of the e-learning prepared; 		
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	<ul style="list-style-type: none"> • Technical specifications for the software development prepared; • E-learning programs developed⁹; • Pilot e-learning trainings conducted; • Possible gaps revealed during the pilot training eradicated. 		
Activities	Means	Specification of costs	Assumptions
Member State(s) is kindly requested to develop activities in the submitted proposal which are needed in order to achieve the results stipulated in the fiche.	Consultations, analyses, preparation of documentation, trainings, workshops, study visit.	Twinning project: 800.000,00 EUR	In line with the assumptions specified for results.
			WD (total): 367 (including preparation and coordination/management)

⁹ The programs will be developed with the involvement of EU MS Experts together with Georgian sitting judges (HSoJ trainers) and representatives of the HSoJ. This process includes conducting several joint meetings where issues related to the e-modules will be discussed.

ANNEX 2: Detailed implementation chart

Strengthening Judicial Trainings through Twinning (SJTTT)	2016						2017												2018											
Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Twinning			T	T	T	C	C	C	C	C	A/ I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	R	R	R	

T – Call for proposals and evaluation; C – Contracting; A/I – Arrival of the RTA/ Start of the implementation of activities;
I – Implementation of activities; R – Report

ANNEX 3: Organisational chart of the HSoJ

