

## Partnership for Good Governance



**European Union – Council of Europe joint project  
“Application of the European Convention on Human Rights and harmonisation of  
national legislation and judicial practice in line with European standards in Georgia”**

**Development Strategy and Action Plan for the  
Analytical Department of the Supreme Court of Georgia  
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## Glossary of Terms

Abbreviation	Meaning
BI	Business Intelligence
DWH	Data Warehouse
ECHR	European Convention on Human Rights
ECtHR	European Court of Human Rights
ICMS	Integrated Case Management System
KBD	Knowledge Based Database
Regulations	Regulations of the Supreme Court Apparatus

## 1. Executive Summary

Several activities regarding judicial strategic planning are being performed in the Georgian judiciary. The present Strategy should be observed as a part of the broader Judicial Strategy. The document should be considered as opened to changes, be followed up on an ongoing basis and could be developed based on external factors such as changes in legislation and consequently also in organisation. On the other hand the Overall Objective should be considered as set and could be changed only following the consensus among all stakeholders.

It is not very common that an organisational unit as a part of broader organisation has its own strategic document. This leads to two important conclusions. First, that the Analytical Department is considered as strategically very important organisational entity accountable to the judicial governance and second, that the mission covered by the Analytical Department is identified as a key pillar supporting independence, impartiality and transparency of the Georgian judiciary.

Three Strategic principles supporting the mission and strategic objectives of the Analytical department are identified:

1. Analytical Department in the function of the quality justice;
2. Analytical Department in the function of providing Knowledge Based Database;
3. Analytical Department in the function of providing judicial statistics in line with EU standards.

These principles safeguard the overall Department's mission. The enforcement of the strategic objectives through the corresponding strategies will provide a sustainable framework which should be observed through the broader perspective of the Georgian judiciary.

## 2. Purpose and structure of the Strategy

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The purpose of the Strategy and the corresponding Action Plan, which should facilitate its implementation, can be summarised as follows:

- Setting up the mission of the Analytical Department (AD) and setting up strategic objectives to comply with the overall Strategy of the Georgian judiciary within the third wave of the judicial reforms in Georgia;
- Proposed Strategic Objectives can be understood as “building blocks”, facilitating pillars of the judicial governance independently of which institution will take over the responsibility regarding the implementation of the specific strategic objective;
- Defining of substantive, organisational and technical basis for functioning of the Analytical Department within the Supreme Court’s organisational structure and the entire Georgian judicial system, based on constitutional and statutory distribution of responsibilities within the Supreme Court and among particular judicial institutions;
- Full transition to a methodologically consistent system of strategic planning and management system in the judicial system of Georgia;
- Creating a clear practical tool for the work of the Analytical Department as an integral administrative part of the Supreme Court.

The third wave of the judicial reform in Georgia initiated by its Ministry of Justice aims to create more guarantees in order to ensure independence, impartiality and transparency of the court system, as well as to refine certain procedures and fill the gaps in the legislation (Law on General Courts, Law on Disciplinary Liability and Proceedings against Judges, Secondary legislation of High Council of Justice). Within this context the Analytical Department is considered as an essential organisational unit supporting transparency, impartiality and independence through the quality, efficiency and the administration of the judicial system with the clear goal to identify needs of refining certain procedures or needs for filling certain gaps in the law.

Quality of judicial systems, as a *sine qua non* of the rule of law, has many facets which have to be taken into account. Complexity of this issue is clearly seen from the Check-list for promoting the quality of justice and the courts<sup>1</sup>. Future role of the Analytical Department should be based on the position of the Supreme Court in the Georgian judiciary, the needs to support different functions within the jurisdiction of the Court (many of which extends to the whole judicial system) and already existing expertise of the Analytical Department itself. Supporting quality of judicial decisions should be pivotal in the future tasks of the Analytical Department. Among minimum quality standards of justice defined by Article 6 of the European Convention on Human Rights (ECHR), such as independent, impartial judges, court accessible to everyone, fair and public hearings judgement within a reasonable time, quality judicial decision is of paramount importance, although hard to define and measure. Judicial decisions must in principle be reasoned.

On the other hand the efficiency part of the Analytical Department’s mission supports the monitoring of the implementation of the reasonable time concept in line with the European Court of Human Rights’ (ECtHR) case-law. Statistical reporting based on guidelines and

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<sup>1</sup> European Commission for Efficiency of Justice (CEPEJ ) Check-list for promoting the quality of justice and the courts adopted by the CEPEJ at its 11th plenary meeting (Strasbourg, 2-3 July 2008), [http://www.coe.int/t/dghl/cooperation/cepej/quality/default\\_en.asp](http://www.coe.int/t/dghl/cooperation/cepej/quality/default_en.asp).

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tools drafted by the European Commission for the Efficiency of Justice (CEPEJ) will facilitate monitoring of the implementation.

The Chapter *Mission, Strategic Objectives and Strategic Guidelines of the Analytical Department* outlines the overall mission of the Analytical Department, which should be achieved during the Chief Justice's mandate period. It covers also the definition of the Strategic Objectives and Strategic guidelines, organised in 3 thematic units. It should be noted that implementation of some of the proposed changes would assume also necessary legal or organisational changes if the Beneficiary wants to implement them in full extent. Especially introduction of judges temporarily assigned to other judicial institutions or bodies would be highly recommendable in this regard and would be in line with good EU practices. *De lege ferenda* implementation of this new concept would bring additional necessary expertise in the field of justice administration not only to the Supreme Court but (if implemented in full extent) also to other institutions and bodies (e.g. Ministry of Justice, High Council of Justice, Department of General Courts, High School of Justice, Constitutional Court). Introduction of new organisational model should be also understood within the context of the judge career and promotion system (on strictly professional as well as on administrative level) where only the best judges can be recognised as appropriate candidates to be temporarily assigned to other institutions.

The Chapter *Action Plan* elaborates needed activities necessarily to be performed in order to achieve strategic objectives and to fulfil the desired mission of the Analytical Department. Actions defined in a separate Table need to be further elaborated by the Beneficiary when the appropriate organisational structure is established in order to implement the Strategy. Responsible bodies and persons should be nominated in order to enforce the Strategy.

In order to elaborate the basis for this strategic document, brief analysis of the Georgian judicial environment were performed and interviews with the Chief Justice, representatives of the Analytical Department, Court Practice Research and Generalisation Department and the Synergy group, whose work is focussed on the organisational chart of the Supreme Court of Georgia, were conducted.

Following characteristics can be elaborated based on the performed analyses:

- The **Supreme Court** is the court of the highest review and final instance in the administration of justice throughout Georgia. The Supreme Court oversees the administration of justice in the general courts of Georgia (Organic Law of Georgia on General Court, Art. 14/1, 2). The Supreme Court is classical court of cassation. Its main task is providing the uniform case-law and the development of legal doctrine. In order to perform the efficient judicial administration the apparatus is established. The structure and activity of the apparatus are defined by the Regulations of the Supreme Court's Apparatus (Regulations) from 1 January 2016. The work of the apparatus is administered by the or Chief Justice who is entitled to appoint and dismiss the Court Manager and other employees of the Apparatus (Regulations, Art. 1).

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- The **Analytical Department of the Supreme Court**, which was established two years ago, is focussed on legal researches (performed by **Research Unit**), collecting, analysing and reporting of court statistics (performed by **Statistical Unit**) and promoting the ECHR, encouraging the importance of its implementation, analysing the ECtHR's case-law and raising awareness on human rights issues among Judges (performed by **Human Rights Centre**).
- The **Ministry of Justice** has a minimum function in the judicial administration and is concentrated mainly to the law drafting.
- The **High Council of Justice** is the administrative body for all Georgian courts except the Supreme Court. The High Council of Justice was created to ensure the independence of courts (judges) and the quality and effectiveness of justice, to appoint and dismiss judges, to organise judicial qualification examinations, to formulate proposals towards implementing a judicial reform, and to accomplish other objectives determined by law.
- The **Department of General Courts of the High Council of Justice** provides logistical support to Georgian general courts. The Department of General Courts performs supervision of the case-flow, time-frames, case management review/control random allocation of cases, control case management system and the quality of service provided by the courts.
- The **High School of Justice**, built on the French model, ensures quality professional trainings for candidate judges, judges, assistants to judges and other court staff. The purpose of the High School of Justice is to provide professional training to judicial candidates – individuals to be appointed as judges within the system of common courts of Georgia (initial training), sitting judges for their professional development (in-service training) and the court staff (assistants of judges, court secretaries etc.).<sup>2</sup>
- The competences regarding the justice administration are spread among the Supreme Court, High Council of Justice, Department of General Courts, and the High School of Justice and consequently the mission and the position of the Analytical Department should be placed accordingly.

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<sup>2</sup>

Law on the High School of Justice of Georgia, Art. 1

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### **3. Mission, Strategic Objectives and Strategic Guidelines of the Analytical Department**

#### **3.1. Mission**

The Analytical Department promotes the quality and efficiency of the Georgian judiciary through the:

- Application of the ECHR;
- Harmonisation of national legislation and judicial practice, which shall be in line with standards of the ECtHR;
- Provision of necessary information for the application of the uniform case-law and the development of legal doctrine;
- Monitoring of the efficiency of the judiciary.

Main functions of the Analytical Department are:

- To perform generalisation, legal researches and analyses of national and international court's practices;
- To create the knowledge based databases accessible to the internal, professional and lay community;
- To collect, analyse and distribute statistical information in order to improve quality and efficiency of the performance of the judiciary in Georgia.

Analytical Department's strategy rest on the following principles:

1. Accountability;
2. High level of professionalism;
3. Provision of effective and quality service within reasonable time.

#### **3.2. The overall Strategic Objective and Strategies**

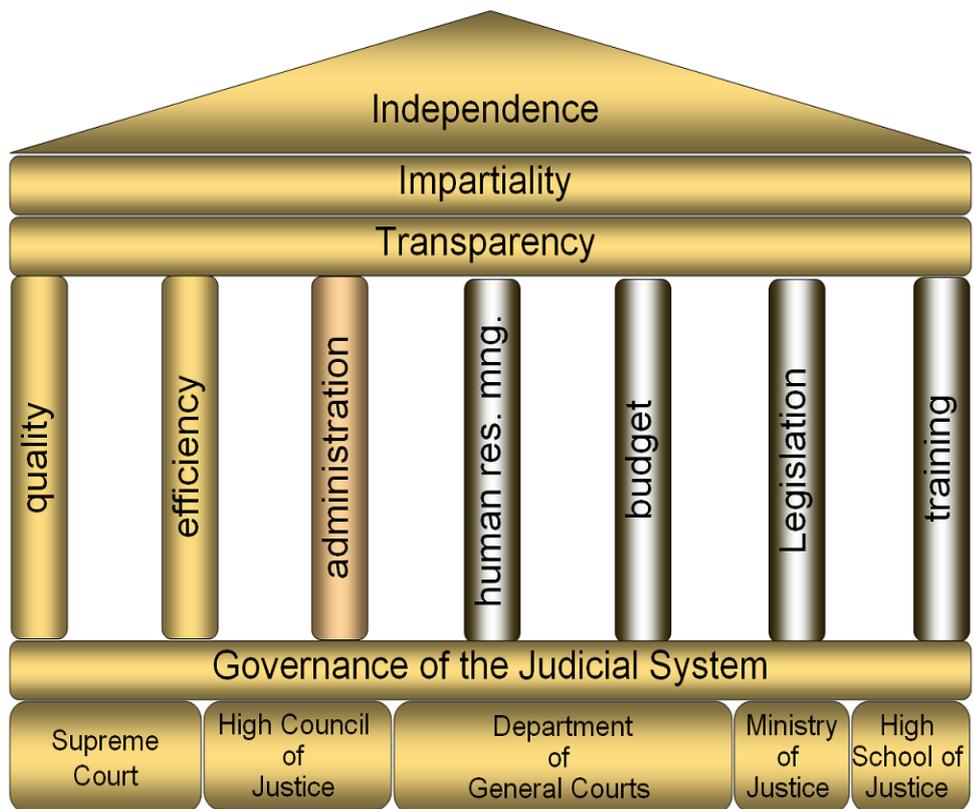
The overall strategic objective of the Analytical Department is to support and facilitate transparency, impartiality and independence through the quality and the efficiency of the judicial system with the clear goal to identify needs of refining certain procedures, needs for filling certain gaps in the law or to improve the administration of the entire judiciary.

The role of the Analytical Department should be observed within the broader mission and the organisational structure of the Supreme Court and the entire judicial organisation where key pillars supporting transparency, impartiality and independence of the judicial branch of power can be identified. Different bodies (Supreme Court, High Council of Justice, Department of General Courts, Ministry of Justice, and High School of Justice) support particular pillars. The Strategy should be observed and read within this broader organisational structure of the governance of the judicial system where the quality,

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efficiency and partly judicial administration are within the competences of the judiciary and the Supreme Court and all other core pillars are within the competences of other judicial bodies or institutions.

**Picture 1: Key pillars supporting transparency, impartiality and independence**



### 5.2.1. Analytical Department in the function of the quality justice

#### Strategic Objective 1

The functioning of the Analytical Department is performed with highly qualified personnel in a quality manner supporting the quality of work of Georgian general courts

#### Strategic Guidelines

##### The Analytical Department shall

- be managed by the Head of the department accountable to the Chief Justice
- be committed to timely and effective communication with other organisational units of the Supreme Court and other judicial stakeholders
- recruit highly qualified personnel (variant: including judges assigned to the Supreme Court), assistants of judges, analysts and statisticians
- be committed to the culture of accountability and permanent training
- facilitate the comprehensive and grounded reasoning of judicial decisions
- be responsible for the development and maintaining the knowledge based database (legal information system) and publication of the performed researches, analyses and studies (variant: while the Court Practice

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**Strategic Objective 1**

The functioning of the Analytical Department is performed with highly qualified personnel in a quality manner supporting the quality of work of Georgian general courts

Research and Generalisation Department is responsible for the publication of the performed researches, analyses and studies)

- support the work of the courts to ensure uniform application of the law
- ensure that the needs of the courts regarding changes in the law are brought to the notice of the legislators
- be actively involved in the training of judges regarding usage of the legal information system
- be actively involved in the national and international cooperation in connection to its domain

Since European law is becoming part of domestic law, and with no doubt, that the ECHR and ECtHR's case-law already is part of domestic law, there's no sense in separating analysis of national (Court Practice Research and Generalization Department) and international case-law (Analytical Department). In order to avoid overlapping and implement efficient organisation one department can cover both missions. Given the small number of department employees, the department should concentrate on Supreme Court. Applying the rules of national, European and international law and especially ensuring the uniformity of case law should be primarily the task of the Supreme Court through its decisions.

The Supreme Court's main task is providing the uniform case-law and the development of legal doctrine. Consequently the Analytical Department should concentrate on providing support to the judicial chambers of the Supreme Court. The Analytical Department will be as much as possible involved in the work of the chambers to increase awareness among judges of the option to use the expertise of the department on one hand and the awareness among members of the department, that judges are their "customers", on the other. Demand and most of the tasks performed by the department, must come from the judges working on actual cases. If the problem of knowledge about European law and case-law, especially ECtHR's case-law is detected, providing this knowledge to the Supreme Court judges, should be the second most important task. Permanent communication between Supreme Court's chambers and Analytical Department regarding the substantive part of its mission (harmonisation of national legislation and judicial practice) is of paramount importance. In order to obtain the agility and the actuality the Analytical Department should be in daily contact with adjudication process within the judicial chambers. On the other hand, it is also important that open communication between Court Informatisation Department and other judicial administration stakeholders (other general courts, High Council of Justice, Department of General Courts, High School of Justice, Ministry of Justice) is established.

The Analytical Department shall be committed to the culture of accountability and should support actions and activities which will increase accountability. The correct form of accountability, which will contribute to the improvement of the case management system and ensure relevant working discipline, will be established. Systematic training of the employees of the Analytical Department, as well as other structural units of the Supreme

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Court, will contribute to not only the effectiveness of the Analytical Department, but the entire Supreme Court and will promote the improvement of the quality of court's judgements reasoning.

Judicial decisions must in principle be reasoned. Consultative Council of European Judges<sup>3</sup>, among elements inherent to a quality judicial decision (as essential preconditions for the uniform case-law), lists also:

1. **...applying the rules of national, European and international law.** The reasons should refer to the relevant provisions of the Constitution or relevant national, European and international law. Where appropriate, reference to national, European or international case-law, including reference to case-law from courts of other countries, as well as reference to legal literature, can be useful or in a common law system essential.
2. While recognising the judges' power to interpret the law, the obligation of the judges to **promote legal certainty** should also be remembered. Indeed legal certainty guarantees the predictability of the content and application of the legal rules, thus contributing in ensuring a high quality judicial system.
3. Judges will apply the interpretative principles applicable in both national and international law with this aim in mind. ... In civil law countries, they will be guided by case-law especially that of the highest courts, whose task includes **ensuring the uniformity of case law.**

The main channel to communicate the issues of uniform case-law and the development of legal doctrine to other general courts should be established via Knowledge Based Database (please see: Strategic Objective 2). Lower courts (judges) should be able to get the needed knowledge through the use of this database i.e. mostly through the published decisions of the Supreme Court which are based (also) on international law and case-law and which interprets law in a uniform way. Only minor part of Analytical Department's tasks should be dedicated to directly assisting lower courts.

Regarding public at large, clarification of the roles of different (already existing and new) players should be performed in order to avoid duplication of work and related resource inefficiencies. Again, Analytical Department's (i.e. Supreme Court's) attention should be paid to its basic functions, not to spend its scarce resources on performing tasks which are outside its mission.

The Analytical Department will also perform representative functions in the national and international organisations regarding issues related to the rule of law and judiciary.

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<sup>3</sup> Consultative Council Of European Judges (CCJE) Opinion No.11 (2008) The Quality Of Judicial Decisions. In citations footnotes are omitted.

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## 5.2.2. Analytical Department in the function of providing Knowledge Based Database

### Strategic Objective 2

In order to support the quality justice and in the function of increasing the public trust towards the judiciary, the Analytical Department provides Knowledge Based Database (KBD), which contains relevant substantive information generated by the Supreme Court, international courts or legal institutions and (additionally) of other general courts.

### Strategic Guidelines

#### The Analytical Department shall

- establish unified legal information system containing national and international legal sources needed for adjudication, generalisation and legal research
- cooperate with the Supreme Court's Informatisation Department and insist on full text retrieval functionalities in this regard
- promote the system to the internal and external professional and lay community
- have sufficient number of highly qualified staff (variant: including lower courts' (district court, courts of appeal) judges temporary assigned to the Supreme Court)
- establish corresponding organisational structure based on collaboration with the Supreme Court's Chambers, and lower courts regarding collecting, indexing, processing and dissemination of substantive information
- regularly publish anonymised court decisions on the Supreme Court's web page in line with the Council of Europe Recommendation No. R (95) 11<sup>4</sup>
- promote KBD as primary source of legal information and in cooperation with the High School of Justice provide trainings for its usage

The Supreme Court generates different types of legal documents regarding its adjudication (Chambers), generalisation or legal research (Court Practice Research and Generalisation Department). Additionally also researches and analyses of international court's practices are performed by the Analytical Department's Research Unit. The researches are used as subsequent instruments for reasoning of judgements. In order to perform the researches, analyses and further argumentation, the international case-law or adequate judgements of international courts are translated to the national language. Competences are divided among Analytical Department (international perspective) and Court Practice Research and Generalisation Department (national perspective). Synergies of both organisational units should be sought and joining of generalisation roles in one department is recommended.

Full knowledge of the jurisprudence of all courts is an essential prerequisite for equitable application of the law. In order to achieve full knowledge of the system, promotion of the system to internal and external professional and lay community is indispensable. It is also

<sup>4</sup> Recommendation No. R (95) 11 Concerning the Selection, Processing, Presentation and Archiving of Court Decisions in Legal Information Retrieval Systems

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essential that legal information system is objective and representative if justice is to be done. Computerised legal information system is *conditio sine qua non* of modern judiciary and should be used as an important source for legal research. The growing number and complexity of court decisions is resulting in an increasingly widespread recourse to these new methods. On the other hand the general public and the legal profession in particular should have free access to the legal information system. Existing generation of professional and lay community uses ICT in full extent in their daily life and it expects legal information in the digital form. New generations will expect also mobile applications and functionalities adapted to the new generations of the technology.

Knowledge Based Database (KBD) as unified legal information system will be introduced. It will contain different national and international legal sources needed for quality adjudication and generalisation and legal research especially:

- national and translated international jurisprudence;
- legal researches and analytical documents;
- generalisation materials;
- available legal articles and legal theory;
- published collection of decisions.

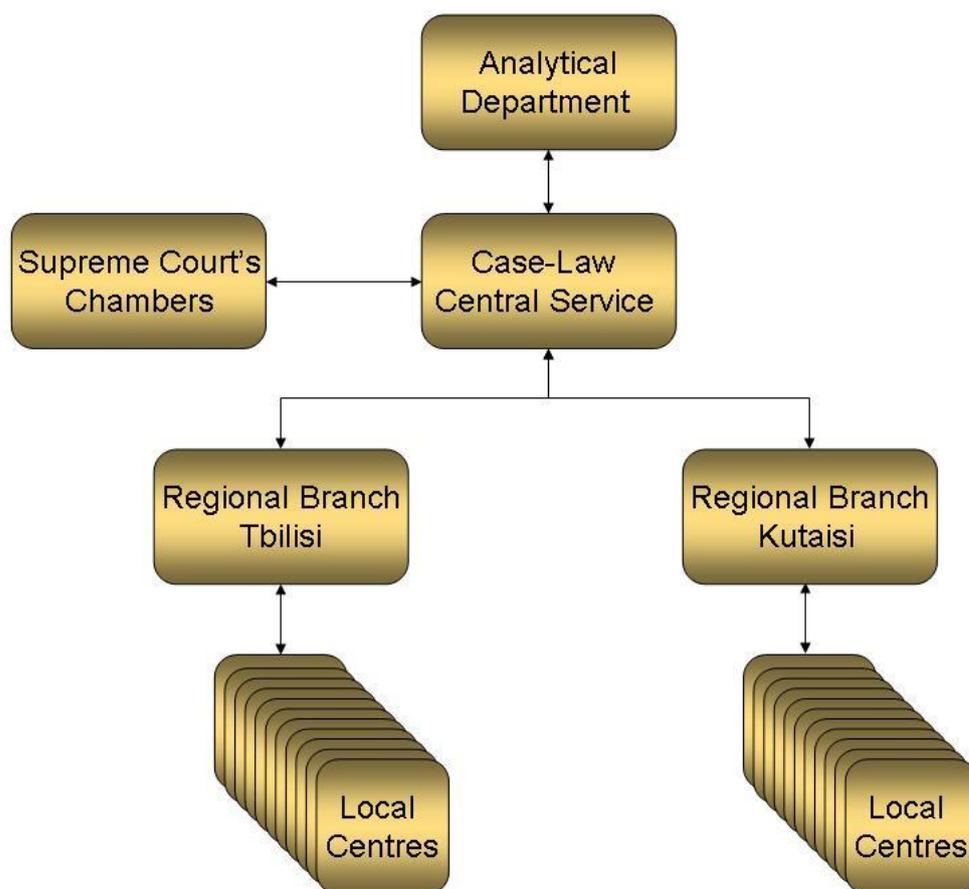
During the development of the KBD the experiences with the legacy legal information system will be considered. The system will be easy to use. In order to facilitate the efficient full text retrieval the truncation and basic Boolean operators (AND, OR, NOT) will be implemented. For the advanced users and more complex searches and analyses also contextual (proximity) operators will be introduced in order to restrict searching to certain sections, subsections, sentences or adjacent words. Possible access to the legislation will be evaluated in order to provide links to the grounds of the case-law.

The Analytical Department should have sufficient number of highly qualified staff (variant: including lower courts' (district court, courts of appeal) judges temporary assigned to the Supreme Court) and legal specialists fluent in English legal terminology. Integration into the international community (e.g. CoE and its bodies such as the Venice Commission, UN, etc) would be necessary in order to achieve EU comparability of the system.

The organisational structure shall correspond with the content of the KBD. Central Service shall be established as an organisational unit of the Analytical Department and regional organisational units shall be organised on the level of courts of appeal. It is recommended that the organisation will have a pyramidal structure based on three tiers. At the top of the pyramid will be the Case-Law Central Service (organisational unit of the Analytical Department). On the middle tier two regional branches in Tbilisi and Kutaisi as Regional Centres would be organised. Regional Centres would perform a crucial role in the system, as they will have to handle most of the workload. On the local level Local Centres at the level of District (City) Court are recommended. Local Centres would be responsible for entering the jurisprudence into the system. The scope and the range of the jurisprudence will be defined during launching the activity. The implementation will be performed in phases.

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**Picture 2: Case-Law Data Processing - Organisational Structure**



### 5.2.3. Analytical Department in the function of providing judicial statistics in line with EU standards

<p><b>Strategic Objective 3</b> The Analytical Department provides high quality statistical reporting in line with EU standards.</p>	
<p><b>Strategic Guidelines</b> <b>The Analytical Department shall</b></p> <ul style="list-style-type: none"> <li>– collect, process and analyse statistical information in line with the CEPEJ guidelines regarding court statistics and time management</li> <li>– have sufficient number of highly qualified staff (Variant: including lower courts' (district court, courts of appeal) judges temporarily assigned to the Supreme Court</li> <li>– establish efficient organisational structure based on collaboration with lower courts and Supreme Court's Informatisation Department</li> <li>– collect statistics based on information provided through the ICMS functionalities (or any corresponding compatible system – e.g. Data Warehouse) without any duplication of work or retyping or recalculating of data</li> </ul>	

### Strategic Objective 3

The Analytical Department provides high quality statistical reporting in line with EU standards.

- promote and supervise the quality of statistical data
- cooperate with the ICMS and/or Data Warehouse/Business Intelligence (DWH/BI) Developer and lower courts
- draft and propose action plans, which will contribute to better performance and the efficiency of the judiciary
- regularly publish statistical information to the internal and external community on Supreme Court's web pages

Providing quality statistical reporting assumes collecting, processing, analysing and publishing activities in order to support policies regarding improving the performance of the judiciary.

The main aim of judicial statistics is to facilitate the efficient functioning of a judicial system and contribute to the steering of public policies of justice. Therefore judicial statistics should enable policy makers and judicial practitioners to get relevant information on court performance and quality of the judicial system, namely the workload of courts and judges, the time-frames needed for handling this workload, the quality of courts' outputs and the amount of human and financial resources to be allocated to the system to resolve the incoming workload. All data regarding performance and quality of the judicial system should be collected and presented through a compatible and consistent methodology applicable to all the branches and bodies of the judiciary so as to be able to evaluate the efficiency of the means allocated to them. It is expected that the corresponding CEPEJ Guidelines<sup>5</sup> and Tools<sup>6</sup> are considered in this regard.

Sufficient number of highly qualified staff (Variant: including lower courts' (district court, courts of appeal) judges temporary assigned to the Supreme Court) shall be assured in order to provide appropriate services regarding providing statistical information. As substantive (legal, procedural) knowledge is indispensable in this regard the participation of judges or assistant judges is needed to cooperate with statisticians and analysts, and supervise the quality of data. In order to improve the performance of the judicial system action plans will be drafted by the staff of the Analytical Department. Concrete actions based on analyses of statistical reports and performance indicators will be performed and monitored.

In order to provide a high level of service efficient organisation and cooperation with stakeholders is needed. The organisation should be based on collaboration with administrative offices in district (city) courts and court of appeal. A permanent consultative

<sup>5</sup> [CEPEJ\(2014\)16E](http://www.coe.int/t/dghl/cooperation/cepej/profiles/georgia_en.asp) - SATURN revised guidelines for judicial time management – translated text: [http://www.coe.int/t/dghl/cooperation/cepej/profiles/georgia\\_en.asp](http://www.coe.int/t/dghl/cooperation/cepej/profiles/georgia_en.asp)

[CEPEJ\(2008\)11E](http://www.coe.int/t/dghl/cooperation/cepej/profiles/georgia_en.asp) - CEPEJ Guidelines on Judicial Statistics (GOJUST) – translated text: [http://www.coe.int/t/dghl/cooperation/cepej/profiles/georgia\\_en.asp](http://www.coe.int/t/dghl/cooperation/cepej/profiles/georgia_en.asp)

<sup>6</sup> [Compendium of "best practices" on time management of judicial proceedings](#)  
[Time management check-list](#)

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body comprising of representatives of general courts and other stakeholders might be considered. The consultative body as a form of a steering group would be focussed on the monitoring of the entire range of quality, collecting, processing and dissemination of statistical information including specification and approval of statistical reports and identification of managerial needs for statistical information. National and international sources and recommendations (e.g. CEPEJ, CourTools<sup>7</sup>) will be followed in this regard. Analytical Department's Statistical Unit shall offer the administrative assistance in order to support the implementation of the strategic objective.

All information shall be provided through ICMS functionalities although new technologies and innovative approaches as Data Warehouse and Business Intelligence should be considered on the midterm run. In this regard business intelligence is considered as set of techniques and tools for the acquisition and transformation of raw data into meaningful and useful information for business analysis purposes. Such system would gather all data needed for the administration of the system in one single system and the management of justice cannot be anymore referred to the single courts. All courts would be considered as a part of the whole system, and data will be collected with the same logic from all the courts and offices, creating a single consistent database. The system would also enable to provide strategic data to policy makers and to all stakeholder of the justice. Any other collection of statistical data has to be avoided as jeopardise the security, integrity and reliability of data. Although information are exclusively based on case management system the quality of data must be monitored permanently. It is the task of the chairperson and the court manager of every single general court to manage and oversee the operation of the court staff and court office including registrars (docket keepers).

In order to obtain quality information the Service Level Agreement with Developer or maintainer responsible for ICMS and/or DWH/BI as external providers is needed. As the Supreme Court does not have direct contact and contractual obligation with external providers the cooperation with the High Council of Justice will be needed in order to stipulate tripartite agreement and assure appropriate level of service.

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<sup>7</sup> <http://www.courttools.org/>

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## 4. Action Plan

Num.	Field	Action	Responsible person, body	When	Comment
1	ORG	Adoption of the Development Strategy	Chairperson	T0	milestone
2	ORG	Nomination of Acting Head of the AD	Chairperson	T0+1week	
3	ORG	Presentation of the Strategy to Judicial Chambers	Chairperson, Acting Head of the AD	T0+2weeks	
4	ORG	Presentation of the Strategy to the Plenum	Chairperson, Acting Head of the AD	T0+4weeks	
5	ORG	Adoption of the Amendments to the Regulations of the SC	Plenum	T0+4weeks	milestone
6	ORG	Nomination of Head of the AD	Chairperson	T0+6week	
7	ORG	Reorganization of the Court Practice and Research Department and AD into one integrated department	Chairperson, Heads of the AD and CPRGD	T0+8weeks	milestone
8	ORG	Presentation of the Strategy to Stakeholders (general courts, HCJ, HSoJ)	Chairperson, Head of the AD	T0+12weeks	
9	ORG	Staff reinforcement	Head of AD, Court Manager	T0+20weeks	
10	KBD	Roundtable - future role of case law - new institutional build-up	Head of AD	T0+12weeks	
11	KBD	Nomination of Project Leader, Head of Steering Committee (Project: KBD - Knowledge Based Database)	Chairperson	T0+14weeks	
12	KBD	Nomination of Project Group, Steering Committee (Project: KBD - Knowledge Based Database)	Chairperson	T0+14weeks	
13	KBD	Launching the Project: KBD - Knowledge Based Database	Chairperson, Head of the AD, Project Leader, Head of IT	T0+18weeks	milestone
14	KBD	Functional Specifications	Project Group	T0+30weeks	
15	KBD	Technical Specifications	Project Group, IT Department	T0+38weeks	
16	KBD	Institution Building	Project Group, Head of the AD	T0+54weeks	
17	KBD	Training Needs Analyses, Training Plan, Curricula	Project Group, ASP	T0+62weeks	
18	KBD	Training	HSoJ	T0+70weeks	
19	KBD	Implementation	Project Group, IT Department	T0+74weeks	
20	STAT	Inventory; Drafting of the Statistical Catalogue considering CEPEJ tools	Head of AD's Statistical Sector	T0+12weeks	
21	STAT	Drafting organisational structure - consultative body - collection, processing, analysing, quality assurance	Head of AD's Statistical Sector	T0+16weeks	milestone
22	STAT	Staff reinforcement	Head of AD's Statistical Sector, Court Manager	T0+20weeks	
23	STAT	SLA - Service Level Agreement	Court Manager, HCJ, ASP	T0+24weeks	
24	STAT	Training Needs Analyses, Training Plan, Curricula	Head of AD's Statistical Sector	T0+24weeks	
25	STAT	Training	HSoJ	T0+28weeks	

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