



LEPL-Shota Meskhia State Teaching University of Zugdidi

Approved by the:

Academic Council of LEPL Shota Meskhia State Teaching University of Zugdidi

23 April, 2024

Protocol No. 10 Resolution No. 21



LEPL Shota Meskhia State Teaching University of Zugdidi
Action Plan 2024-2026



Task	Activity	Year			Responsible Unit	Implementer	Indicator	Budget
		2024	2025	2026				

Goal 1. Expand the scope and enhance the quality of the third mission of the University, ensure lifelong learning, and promote the development of inclusive education

1.1 Expand collaboration between the university and key stakeholders, including employers and representatives from civil society, to strengthen the role of education, technology, research, and innovation in society and the economy, and to	Development of products/services tailored to meet the interests of stakeholders (conducting research in this direction and identifying needs)	x	x	x	Faculty Life-Long Learning Centre	Strategic Planning and Research Centre Quality Assurance Office	Analysis of survey results, conclusions Created services and products	
	Implementation of targeted educational initiatives and programs	x	x	x	Faculty Life-Long Learning Centre	Strategic Planning and Research Centre Quality Assurance Office	Strategic Planning and Research Centre	



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enhance learning outcomes.	Develop specialized educational programs aligned with the priorities and strategic objectives outlined in the Zugdidi cultural development strategy.	x	x	x	Rector Faculty Life-Long Learning Centre	Strategic Planning and Research Centre Quality Assurance Office	Developed educational programmes	
	Implementation of educational-cognitive and student-grant programs	x	x	x	Rector	Life-Long Learning Centre Quality Assurance Office Legal Proceedings and Human Resources Office	Grant programmes	15 000
	Consistently advocate for the sustainability of a creative incubator rooted in the Teaching University, this initiative will focus on cultivating creative hubs in the future.	x	x	x	Rector Head of Administration	Life-Long Learning Centre Quality Assurance Office Creative Incubator	Performance reports	30000
	Bringing together students from STEAM disciplines (Science, Technology, Engineering, Arts and Mathematics) and developing inclusive and interactive teaching methods and platforms.	x	x	x	Rector Head of Administration	Faculty Quality Assurance Office	Information about conducted activities	2000



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	<p>Planning events dedicated to enhancing awareness of the university (recruitment forums, PR campaigns, open days, science festival, student days, professionalization days, university tours, and more)</p>	x	x	x	<p>Rector Head of Administration</p>	<p>Head of Youth Affairs and Public Relations Office (Social Media and Marketing Coordinator) Procurement Office</p>	<p>Information about conducted activities</p>	30000
	<p>Implementation of academic and extracurricular programs aimed at fostering a culture of inclusive education.</p>	x	x	x	<p>Rector Faculty Vocational Education Department</p>	<p>Quality Assurance Office Life-Long Learning Centre Academic Staff</p>	<p>Materials proving the implemented programmes</p>	15000
	<p>Implementation of projects and measures to promote the implementation of sustainable development goals</p>	x	x	x	<p>Head of Administration Faculty</p>	<p>Quality Assurance Office Life-Long Learning Centre Academic Staff</p>	<p>Implemented projects</p>	6000
	<p>Facilitate the second chance for education with a focus on social inclusion - provide support to young individuals who, due to various circumstances, have been unable to pursue or complete their education.</p>	x	x	x	<p>Rector</p>	<p>Vocational Education Department Quality Assurance Office Legal Proceedings and Human Resources Office</p>	<p>Relevant regulations Conducted projects</p>	



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Implementation of various projects.							
Promotion of inclusive education (continuous improvement of the relevant environment, introduction of special programs and other needs-based activities)	x	x	x	Rector Head of Administration	Faculty Academic Staff	Report about conducted activities	5000
Support informal activities for any interested individuals.	x	x	x	Quality Assurance Office	Vocational Education Department Faculty Life-Long Learning Centre	Report about conducted activities	-
Implementation of corporate social responsibility	x	x	x	Rector Head of Administration	Legal Proceedings and Human Resources Office Faculty Vocational Education Department	Material proving the conducted activities	5000
Development and implementation of educational programs focused on the operations of the Anaklia port	x	x	x	Rector	Faculty Vocational Education Department	Relevant educational programmes	10000



					Quality Assurance Office	Life-Long Learning Centre		
1.2 Administration and development of the center/system of lifelong education by adding new programs/courses considering the needs of the labor market and the realities of the interconnectedness with the education sector	Promoting and facilitating lifelong professional education for adults, in collaboration with small and medium-sized entrepreneurs and startups in the creative industries sector, to enhance their competencies and skills, to maintain sustainability, facilitate career transitions, and foster the development of high-quality products and services.	x	x	x	Rector Quality Assurance Office	Faculty Vocational Education Department Life-Long Learning Centre Creative Incubator Gastronomy Academy	Report about conducted activities Developed programmes	10000
	Development of specialized educational programs within the framework of the Zugdidi Gastronomic Academy, established at the university	x	x	x	Rector Quality Assurance Office	Vocational Education Department; Life-Long Learning Centre	Information about conducted activities	5000



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	Undertaking research in the field of gastronomy and establishing a digital database to support the development of the Zugdidi Museum of Gastronomy concept	x	x	x	Rector Head of Administration Head of Science Office Quality Assurance Office	Faculty Academic Staff	Concept of Gastronomy Academy Established digital database for the Gastronomy Museum	7000
	Establishment of a Gastronomy Museum	x	x	x	Management Bodies	Head of Administration Legal Proceedings and Human Resources Office Invited Field Experts	Gastronomy Museum	10000
1.3 Ensuring that the knowledge and experience accumulated by the university are leveraged to bolster the civic, economic, intellectual, and	Participation of academic staff in the discussion of important societal topics, and the provision of expert and consulting services.	x	x	x	Faculty Life-Long Learning Centre	Academic Staff University Administration	Materials of provided services	-



cultural advancement of society;	Providing assistance and guidance to local companies through relevant short-term training and retraining courses, supported by the structural units within the Lifelong Education Center (Center for Georgian-Abkhaz relations, Career Development Center, Advanced Training Center, Foreign Language Learning Center, Psychology Center, Legal Clinic, Child Rights Center, Creative Incubator, Gastronomic Academy).	x	x	x	Rector	Life-Long Learning Centre	Report about conducted activity	9000
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Goal 2. Improvement/development of the internal quality management system through the effective use of quality assurance mechanisms in the management process.

2.1. Integrating the quality assurance function into the management process, incorporating/implementing best	Ensuring effective engagement of all levels of the Teaching University by incorporating internal quality assurance	x	x	x	Rector Head of Administration	Quality Assurance Office Internal Audit Office Structural Units	Materials of cooperation Reports of relevant offices	-
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practices within the educational sphere	mechanisms into the management process.							
	Rolling out awareness-raising initiatives to promote the adoption of a culture of quality.	x	x	x	Quality Assurance Office	Quality Assurance Office	Conducted activities	-
	Monitoring the implementation of the action plan with quality assurance mechanisms	x	x	x	Rector Head of Administration	Vice Rector Deputy Head of Administration Internal Audit Office Strategic Planning and Research Centre Structural Units	Monitoring results	-
	Continuous review of established indicators for institutional effectiveness.	x	x	x	Rector Head of Administration	Vice Rector Deputy Head of Administration Quality Assurance Office Internal Audit Office	Developed indicators	-



					Structural Units		
Evaluation of institutional efficiency according to established indicators	x	x	x	Rector	Internal Audit Office	Audit conclusion	-
Enhancing the involvement of educational program students and professional students in quality assurance mechanisms by forming supportive student groups.	x	x	x	Quality Assurance Office	Quality Assurance Office	Materials of cooperation	-
Facilitating the development of projects necessary for institutional development	x	x	x	Rector Head of Administration	Quality Assurance Office International Programmes/Projects Coordinator	Implemented projects	30000



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	<p>Creating and enhancing additional value through the implementation of internal audit activities. Promoting university management by fostering the long-term and sustainable development of internal audit.</p>	x	x	x	Rector	Internal Audit Office	Materials of cooperation	-
	<p>Improving the quality of information and communication resource usage in institutional management through the introduction of modern technologies. Promoting the implementation of artificial intelligence</p>	x	x	x	Rector Head of Administration	Quality Assurance Office Internal Audit Office Information Technology Office	Introduction of modern technologies in institutional management	-
	<p>Improving the mechanism for planning the student population, considering internal and external factors and risks</p>	x	x	x	Management Bodies	Faculty Quality Assurance Office	Relevant mechanisms	
	<p>Ensuring the participation of graduates in the management process</p>	x	x	x	Quality Assurance Office	Faculty Strategic Planning and Research Centre	Material proving the alumni involvement in management process	



2.2 Improvement of assessment mechanisms, self-assessment, and monitoring, and further development of the activities of the Teaching University based on a system of continuous assessment	Determining criteria for personnel assessment and improving mechanisms	x	x	x	Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre	Material proving the alumni involvement in management process	-
	Assessing individuals involved in the management of the university, including academic, administrative, support, visiting staff, and professional education teachers.	x	x	x	Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre	Evaluation results	-
	Improving existing management policy mechanisms at the Teaching University based on the analysis of monitoring and survey results and implementing appropriate measures.	x	x	x	Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre Head of Internal Audit Monitoring (Inspection) Unit	Performance improvement measures	-
	Conducting and analyzing surveys to involve students and professional students in assessing management effectiveness	x	x	x	Rector	Quality Assurance Office Faculty Strategic Planning and Research Centre	Survey results/ conclusions	-



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	Organizing events aimed at the further professional and personal development of academic staff, visiting staff, vocational education teachers, and university staff	x	x	x	Rector Head of Administration	Quality Assurance Office	Conducted activities	15000
	To improve the organization's risk management, internal control, and risk identification procedures, it is necessary to identify the risks that an Teaching University faces and assess the quality of their management;	x	x	x	Rector	Internal Audit Office Internal Audit Office	Audit conclusions	-
	Conducting internal audit activities based on risk assessment and performing various types of audits based on analysis and risk evaluation;	x	x	x	Rector	Internal Audit Office	Audit conclusions	-
	Continuously improving assessment and self-assessment mechanisms, ensuring the provision of external assessments.	x	x	x	Rector	Head of Administration Quality Assurance Office Faculty Strategic Planning and Research Centre	External evaluation conclusions	-



	Creating a system for quality assurance, control, and professional growth in the development of the internal audit service; Improving the quality of recommendations;	x	x	x	Management Bodies	Internal Audit Office	Relevant regulations	-
	Implementing an effective system for monitoring the implementation of recommendations to improve performance;	x	x	x	Rector	Vice Rector Deputy Head of Administration Head of Internal Audit Monitoring (Inspection) Unit	Monitoring results	-
	Implementing business continuity mechanisms.	x	x	x	Head of Administration	Internal Audit Office Information Technology Office Material and Technical Support Office	Business Continuity Mechanisms	30 000
2.3	Providing mechanisms for evaluating and improving educational programs.	x	x	x	Quality Assurance Office	Head of programmes Faculty Academic Staff	Monitoring results	-



	To evaluate academic and professional educational programs, provide recommendations to governing bodies based on the analysis of survey results, with the aim of modifying educational programs in accordance with current regulations and developing new educational programs, while further strengthening the reporting system.	x	x	Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre	Developed programmes Reports	-	
	Continuous improvement of mechanisms for the purpose of raising the quality of higher professional educational programs	x		Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre	Quality development measures	-	
	Increasing the involvement of partner organizations and representatives of the private sector in the planning, implementation, and	x	x	Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre	Materials of cooperation with partner organizations	-	



	evaluation of higher professional education programs							
	Ensuring compliance with the principles of ethics and integrity.	x	x	x	Management Bodies	Science Office Legal Proceedings and Human Resources Office	Relevant regulations and activities	-
	Providing mechanisms to detect, prevent, and respond to cases of plagiarism, with a focus on continuous improvement.	x	x	x	Vice Rector Quality Assurance Office	Science Office Legal Proceedings and Human Resources Office	Relevant regulations and activities	-
2.4 Introduction of corporate social responsibility at the University, fostering institutional self-esteem and developing the university's corporate culture.	Raising awareness, building capacity, and sharing experiences in corporate responsibility	x	x	x	Head of Administration	Legal Proceedings and Human Resources Office Faculty	Conducted activities	-
	Implementing measures to increase social responsibility and social inclusion.	x	x	x	Management Bodies	Head of Administration	Conducted activities	30 000
	Implementation of measures to promote social responsibility	x	x	x	Management Bodies	Head of Administration	Conducted activities	30 000



	Continuously improving the effectiveness of the existing management model and practice through the introduction of a high organizational and academic culture	x	x	x	Management Bodies	Head of Administration	Conducted activities	-
Goal 3. Developing educational programs that integrate teaching and research								
3.1 Developing higher and professional education programs by incorporating best international practices.	Developing and implementing modern, high-quality educational programs and training/retraining courses at various levels, focused on the labor market		x	x	Management Bodies	Quality Assurance Office Faculty Strategic Planning and Research Centre Vocational Education Department Life-Long Learning Centre	Educational programmes, training/retraining courses	90 000
	Increasing the participation of stakeholders (employees, students, professional students, alumni, employers) to ensure a system of participation in the planning, development, implementation, and evaluation of programs;	x	x	x	Quality Assurance Office	Faculty Strategic Planning and Research Centre Vocational Education Department	Relevant activities	-



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	Effective use of various platforms to provide information about educational programs	x	x	x	Quality Assurance Office	Web site administrator Faculty	Web site	-
	Implementation of appropriate educational programs for equal access for all target groups	x	x	x	Management Bodies	Strategic Planning and Research Centre Vocational Education Department Quality Assurance Office Faculty Life-Long Learning Centre	Educational programmes	90 000
	Preparation and continuous improvement of existing educational programs for reaccreditation purposes	x	x	x	Management Bodies	Strategic Planning and Research Centre Vocational Education Department Quality Assurance Office Faculty	Reaccredited programmes	90000



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	Cluster accreditation of educational programs for Bachelor "Business Administration" and Master in "Small Business Management"	x			Quality Assurance Office	Faculty; Academic Staff; Head of Program	Accredited programmes	
	Reaccreditation of the Bachelor of Public Administration educational program	x			Quality Assurance Office	Faculty; Academic Staff; Head of Program	Accredited programmes	15 000
	Scheduled monitoring of Bachelor's courses in English philology	x			Quality Assurance Office	Faculty; Academic Staff; Head of Program	Accredited programmes	7000
3.2 Strengthening the curriculum of educational programs with a research component	Strengthening educational programs through the incorporation of research components in the educational process	x	x	x	Management Bodies	Quality Assurance Office Faculty Science Office	Ratio of research components	7000
	Improve learning outcomes by enhancing research competencies and developing students' research skills	x	x	x	Science Office Quality Assurance Office	Faculty Head of programmes Academic Staff	Educational programmes	-



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	Strengthening the curriculum of educational programs through the introduction of a methodology for assessing the use of scientific library databases	x	x	x	Science Office Quality Assurance Office	Faculty Heads of programmes Academic Staff	Educational programmes	-
	Development of a code of research ethics	x	x	x	Science Office	Faculty Head of Programmes Academic Staff E-platform Moodle Administrator F-Legal Proceedings and Human Resources Office	Relevant regulations	-
	Development of mechanisms to stimulate and encourage scientific activity among young researchers and scientists	x	x	x	Rector Head of Administration	Legal Proceedings and Human Resources Office Financial Office Science Office Faculty	Existing encouragement activities	30 000
	Development of mechanisms to support student initiatives from a scientific perspective, promoting the sustainability of the	x	x	x	Rector Head of Administration	Financial Office Life-Long Learning Centre	Support activities	15000



	student grant fund within the university.							
	Creation of thematic student/youth clubs aimed at protecting and popularizing cultural heritage	x	x	x	Rector Head of Administration	Faculty	Club provision Performance report	30000
Goal 4. Improvement of management policies and procedures focused on personnel development.								
4.1 Implementation of personnel policies based on academic freedom, institutional autonomy, respect for fundamental rights, and the establishment	Further improving the recruitment procedure (selection/appointment) at the university to attract and employ qualified personnel for academic, administrative, support staff, and teaching positions, as well as implementing supporting projects.	x	x	x	Management Bodies	Legal Proceedings and Human Resources Office	Information about relevant activities	-



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of an organizational culture	Effectively using existing incentive mechanisms at the university for further professional development of employees through assessment and analysis of satisfaction survey results.	x	x	x	Rector Head of Administration	Legal Proceedings and Human Resources Office Head of Quality Assurance Office Faculty	Relevant regulations Implemented support activities	150000
	Evaluation of the performance of staff (academic, administrative, support, visiting staff, teachers) and improving results against established targets	x	x	x	Rector Head of Administration	Head of Quality Assurance Office Internal Audit Office Strategic Planning and Research Centre	Evaluation results	-
	Identification the personal growth needs of personnel (including new hires) to enhance their skills and periodically planning and conducting targeted training courses, consultations, and integrating new employees into the management system.	x	x	x	Rector Head of Administration	Head of Quality Assurance Office Faculty Legal Proceedings and Human Resources Office	Conducted training-courses Rate of recruited staff	-



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	Provide advanced training at European partner universities to gain and implement international experience.	x	x	x	Rector Head of Administration	Head of Quality Assurance Office International Programmes/Projects Coordinator Development unit	Information about implemented projects	10 000
	Implement various measures to support researchers, including support for scientific research, participation in international conferences, accommodation, meals, travel, publication of scientific papers, and other related activities.	x	x	x	Rector Head of Administration	Financial Office Faculty Legal Proceedings and Human Resources Office	Planned and implemented projects	150 000
	Promote the professional development of administrative and support staff by improving their performance through the exchange of experience gained from international projects to build institutional capacity.	x	x	x	Rector	Head of Administration Legal Proceedings and Human Resources Office	Performance improvement activities	-



	Promoting the implementation of artificial intelligence	x	x	x	Head of Administration	Information Technology Office	Information about conducted activities	15000
	Scientific, creative and recreational tours for staff	x	x	x	Head of Administration	Financial Office Procurement Office	Information about conducted activities	30000
Goal 5. Support and strengthen an effective system of youth policy, student life experiences and career services								
5.1. Promotion of youth development and realization of their potential	Further improvement of the youth policy document in accordance with the challenges.	x	x	x	Rector	Legal Proceedings and Human Resources Office	Youth Policy Document	-
	Support for youth initiatives/projects	x	x	x	Rector Head of Administration	Financial Office Procurement office	Information about conducted activities	30000
	Enhancing creative and cognitive learning skills among local youth	x	x	x	Rector Head of Administration	Faculty Creative Incubator	Information about conducted activities	15000
	Development of creative entrepreneurship and leadership skills among youth	x	x	x	Rector Head of Administration	Faculty Creative Incubator	Information about conducted activities	12000



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<p>To foster the development, promotion, and funding of student projects, establish a student grant fund within the Teaching University, this fund annually will identify, and finance student and youth projects aimed at addressing local needs, challenges, and problems through innovative and creative approaches.</p>	<p>X</p>	<p>x</p>	<p>x</p>	<p>Rector Head of Administration</p>	<p>Legal Proceedings and Human Resources Office Creative Incubator</p>	<p>Grant fund provision</p>	<p>-</p>
<p>Creation of thematic student/youth clubs aimed at protecting and popularizing cultural heritage</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Rector</p>	<p>Head of Administration Legal Proceedings and Human Resources Office</p>	<p>Club provision and performance</p>	<p>-</p>
<p>Ensuring close cooperation between government and non-governmental organizations/agencies at both central and municipal levels for the effective management of youth policy.</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Rector</p>	<p>Youth Affairs and Public Relations Office</p>	<p>Information about conducted activities</p>	<p>-</p>
<p>Establishment of the Youth Work Institute</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Rector</p>	<p>Youth Affairs and Public Relations Office</p>	<p>Youth Affairs and Public Relations Office</p>	<p>-</p>



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Availability of non-formal education opportunities	x	x	x	Rector	Faculty Vocational Education Department Life-Long Learning Centre	Relevant regulations and activities	-
Improvement of access to recreational infrastructure and services for youth and students	x	x	x	Head of Administration	Financial office Procurement office Material and Technical Support office	Information about conducted activities	60000
Promotion of increased participation among young people who are not in education, employment, or training	x	x	x	Rector	Vocational Education Department Life-Long Learning Centre	Information about conducted activities	20000
Strengthening youth employment initiatives and facilitating greater participation in the workforce	x	x	x	Rector	Youth Affairs and Public Relations Office	Information about conducted activities	-
Support for youth employment and career advancement	x	x	x	Rector	Head of Administration Legal Proceedings and Human Resources Office	Information about conducted activities	60000
Encouragement of increased youth mobility	x	x	x	Rector	Quality Assurance Office	Information about conducted activities	30000



						International Programmes/Projects Coordinator		
						Development unit		
	Promotion of entrepreneurship among youth and enhancement of entrepreneurship education initiatives	x	x	x	Rector	Life-Long Learning Centre	Information about conducted activities	15000
5.2. Continuous development and support of university life, including enhancements to student services	Enhancement of mechanisms for protecting the rights and legitimate interests of students and professional students	x	x	x	Rector	Legal Proceedings and Human Resources Office	Relevant regulations	-
	Promotion of increased motivation for student and professional engagement in university life	x	x	x	Faculty Vocational Education Department	Youth Affairs and Public Relations Office Student service centre	Information about conducted activities	-
	Support for student initiatives and needs through the establishment of student service centers, individualized education plans, rewards and promotion mechanisms	x	x	x	Faculty	Quality Assurance Office Relevant offices	Information about conducted activities	-



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	Expansion of connections with employers. Facilitation of internships and job placements.	x	x	x	Rector	Strategic Planning and Research Centre Quality Assurance Office Faculty	Signed memorandums and contracts	-
	Ongoing research into the career needs of students and professional students, and the development of strategies to promote self-employment.	x	x	x	Quality Assurance Office	Strategic Planning and Research Centre	Survey results, conclusions/ recommendations	-
	Ensuring the availability of information about both local and international projects, as well as providing opportunities for students and professionals to participate in these projects.	x	x	x	Quality Assurance Office	Faculty Youth Affairs and Public Relations Office International Programmes/Projects Coordinator Web site administrator	Information about conducted activities	-
	Providing assistance and guidance to local companies through relevant short-term training and retraining courses, supported by the structural units within the Lifelong Education Center (Center for Georgian-Abkhaz relations, Career	x	x	x	Rector	Life-Long Learning Centre	Information about conducted activities	60 000



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	Development Center, Advanced Training Center, Foreign Language Learning Center, Psychology Center, Legal Clinic, Child Rights Center, Creative Incubator, Gastronomic Academy).							
	Encouraging and facilitating extracurricular activities (conferences, public lectures, cultural-educational and creative events...)	x	x	x	Rector	Head of Administration Faculty Science Office	Information about conducted activities	120 000
	Promotion of education for students with special educational needs and disabilities.	x	x	x	Rector Head of Administration	Faculty Vocational Education Department Legal Proceedings and Human Resources Office	Information about conducted activities	-



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	<p>Ongoing research into the socio-economic status of students, professional students, implementation of relevant measures (scholarship, flexible scheme of payment of tuition fees, various benefits).</p>	x	x	x	<p>Rector</p>	<p>Head of Administration Faculty Vocational Education Department Financial Office</p>	<p>Information about conducted activities</p>	120000
<p>5.3. Further increase in student, professional student support, including financial support measures</p>	<p>Implementation of support mechanisms for socially vulnerable students. "Development of programs for access to higher education for vulnerable groups and regions.". Equipping the student service laboratory, created within the international project "DARE," with audio and video lectures, special training programs for internally displaced persons, schedules, and electronic lectures. Implementation of the developed e-learning method (mixed).</p>	x	x	x	<p>Quality Assurance Office</p>	<p>Faculty Vocational Education Department</p>	<p>Information about conducted activities</p>	-



	Implementation of projects for permanent support of internally displaced persons from Abkhazia (educational, social).	x	x	x	Rector	Head of Administration Faculty Vocational Education Department Financial Office	Information about conducted activities	60 000
Goal 6. Promote the utilization of scientific research results and the internationalization of research								
6.1. Implementation of studies focused on the challenges of the region	Joint research activities with relevant organizations and institutions	x	x	x	Rector	Science Office Faculty Academic Staff	Conducted researches	10 000
	In accordance with new challenges, modification/development of research strategy, including integration of commercialization strategy.	x	x	x	Rector	Science Office Faculty Academic Staff	Conducted researches	-
	Strengthening motivation to initiate research projects and participate in research	x	x	x	Rector	Science Office Faculty Academic Staff	Conducted activities	-



Development of a strategy for applied research	x			Science office	Science office; Quality Assurance office; Horizon Europe Grant office	Strategy document	-
Improving the quality of research activities	x	x	x	Rector	Science Office Quality Assurance Office Faculty Academic Staff	Quantitative and qualitative indicators	-
Development of a strategy for applied research results		x		Rector			
Development of mechanisms and methodology for commercialization of research results	x	x	x	Rector	Science Office Head of Administration Quality Assurance Office	Developed methodology	-
Continuous needs research and research focused on regional challenges	x	x	x	Rector	Science Office Head of Administration Quality Assurance Office	Survey results Conducted researches	



	Promotion of academic and student entrepreneurship through a system of research and innovation, and establishment of long-term cooperation between higher education, industry, the public sector, and civil society.	x	x	x	Rector	Science Office Head of Administration Quality Assurance Office	Conducted activities	-
	Conducting research through the exchange of international experience	x	x	x	Rector	Science Office Faculty Academic Staff	Information about ongoing researches	-
6.2. Promoting international cooperation, and the internationalization process.	Improvement of internationalization strategy	x	x	x	Rector	International Programmes/Projects Coordinator Quality Assurance Office Horizon Europe Grant Office	Internationalization strategy	-



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Involvement of foreign professors/professional teachers in educational activities and program development	x	x	x	Rector	Faculty Vocational Education Department Quality Assurance Office	Educational programmes	
Attracting foreign students for higher, professional education	x	x	x	Rector	International Programmes/Projects Coordinator Development office	Statistics	-
Involvement of foreign academic personnel in research activities	x	x	x	Rector	Science Office Quality Assurance Office Horizon Europe Grant Office	Rate of involvement of foreign staff	-
Development of cooperation with international research organizations	x	x	x	Rector	Science Office Quality Assurance Office Horizon Europe Grant Office	Materials of cooperation	-



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Increase in the number of scientific publications/articles and studies in international peer-reviewed journals.	x	x	x	Rector	Science Office Quality Assurance Office Horizon Europe Grant Office	Quantitative and qualitative indicators	-
Organization of international conferences.	x	x	x	Rector	Science Office Head of Administration Horizon Europe Grant Office Development Unit	Conference materials	21 000
Involvement of international researchers and scientists on the editorial board of scientific publications.	x	x	x	Rector	Science Office Head of Administration Development Unit	Editorial board	9000



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	Improvement of management with the involvement of trained personnel from the Teaching University within the framework of international projects for the development of institutional capacity.	x	x	x	Rector	Head of Administration Quality Assurance Office Internal Audit Office	Conclusions/ reports	-
	Preparation for the internationalization of educational programs (foreign language courses, modules, programs).	X	x	x	Rector	Quality Assurance Office Faculty Academic Staff	Foreign-labguage courses, modules, program	60000
	Methodological improvement and strengthening of industry-specific foreign language training	x	x	x	Rector	Foreign Language Centre Head of Administration	Number of trained staff	15 000



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	<p>Training of staff and students/professional students at the Foreign Language Center for internationalization purposes.</p>	x	x	x	Rector	<p>Foreign Language Centre Head of Administration</p>	<p>Number of trained staff</p>	20000
	<p>Addition of exchange programs with foreign partners, expansion of territory; Creation of joint programs/courses for professional, bachelor's, and/or master's degrees.</p>	x	x	x	Rector	<p>Head of Administration Quality Assurance Office Faculty Vocational Education Department</p>	<p>Joint programmes/courses</p>	50000
	<p>Organization of summer and winter schools with the participation of foreign professors. To further strengthen this priority area, implementation of a support project - organizing public lectures with the participation of foreign professors.</p>	x	x	x	Rector	<p>Head of Administration Quality Assurance Office Faculty Vocational Education Department</p>	<p>Information about conducted activities</p>	30000



	The survey and assessment analysis of students, professional students, and staff aim to evaluate and analyze the current status of international cooperation and internationalization, including the effectiveness of mechanisms for attracting foreign professors and students/professionals.	x	x	x	Rector	Quality Assurance Office Strategic Planning and Research Centre	Survey results/ recommendations	-
Goal 7. Development of material, information, and financial resources for sustainable, stable, efficient and effective functioning of a Teaching University								
7.1. Maintenance, updating, and improvement of university infrastructure (both real estate and movable property) in alignment with educational and research objectives and requirements	Development of educational infrastructure, continual development, and updating of material and technical resources, laboratories, equipment, educational materials, and tools.	x	x	x	Head of Administration	Procurement Office Financial Office Faculty Vocational Development Department	Relevant contracts Procurement documents	150 000
	Determination of future functional loads and effectiveness of real estate usage through inventory.	x	x	x	Head of Administration	Financial Office Legal Proceedings and Human Resources Office	Inventarization document	-



					Information Technology Office		
					Material and Technical Support Office		
Continuous provision and monitoring of an uninterrupted power supply system, adherence to sanitary and hygienic standards in bathrooms, and maintenance of central heating systems.	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Relevant contracts Procurement documents	100000
Enhancement of fire safety measures, provision of medical assistance, and maintenance of order.	x	x	x	Head of Administration	Material and Technical Support Office Labour Safety Unit	Relevant contracts Procurement documents	100000
Implementation of effective mechanisms for the functioning of facilities supporting the educational process (faculty and staff accommodation, student dormitories, greenhouses, livestock farms,	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Relevant contracts Procurement documents	100000



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educational workshops, and landscaping) at the Teaching University.							
Renewal of the Teaching university's vehicle fleet.	x			Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Procurement document	100000
Conducting satisfaction surveys, planning further actions based on survey analysis.	x	x	x	Head of Administration	Strategic Plannign and Research centre	Survey results	-
Development of a workshop project for organizing a training seminar on beekeeping, including construction work.	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Project Relevant contract	50 000
Execution of repair and restoration work at the dormitory in Senaki	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Project Relevant contract	200 000



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Enhancement of the livestock farm through the adoption of new technologies.	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Project Relevant contract	50000
Improvement of educational and infrastructural conditions for individuals with special educational needs	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Implemented projects	50000
Construction of a student dormitory	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Project Relevant contract	2 500 000
Infrastructure development of the Gastronomy Museum, including construction	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Project Relevant contract	70 000
Further equipment of the new educational building to facilitate the educational process.	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Procurement materials	30 000



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	Construction of a university kindergarten	x	x	x	Head of Administration	Procurement Office Financial Office Material and Technical Support Office	Project Relevant contracts	250 000
7.2. Improvement of library resources and services.	Enhancement of the library management system, continuous improvement of library services to effectively utilize resources and services.	x	x	x	Head of Administration	Head of Library Chief specialist	Conducted activities	-
	Ongoing electronic cataloging of the book collection, automation of library operations as per the "Open biblios" comprehensive program.	x	x	x	Head of Administration	Head of Library Chief specialist Information Technology Office	Conducted activities	-



	Provision of guidance on utilizing international electronic library databases.	x	x	x	Head of Administration	Science Office Scientific Head of Library Quality Assurance Office	Conducted activities	-
	Creation and regular updating of an electronic catalog available on the website.	x	x	x	Head of Administration	Web site administrator All Structural Units	Web site	-
	Support for scientific library resources.	x	x	x	Head of Administration	Science Office	Support activities	30000
7.3. Increasing the efficiency, effectiveness, and accessibility of services and management processes through the utilization of	Improving the IT infrastructure at the Teaching University to ensure business continuity, including the provision of electronic management services and electronic management systems.	x	x	x	Head of Administration	Information Technology Office	Electronic Management Services; Electronic management systems	-



<p>information technologies in the Teaching University's management systems. Providing access to information technologies</p>	<p>Attracting top-tier IT specialists and fostering their professional development. Organizing staff retraining to use modern software products and technologies.</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Head of Administration</p>	<p>Information Technology office</p>	<p>Rate of recruited staff Conducted trainings</p>	
<p>Utilization of licensed software.</p>		<p>x</p>	<p>x</p>	<p>x</p>	<p>Head of Administration</p>	<p>Information Technology Office Procurement Office</p>	<p>Licensed software</p>	
<p>Enhancing information dissemination by improving the English-language website and expanding its information and communication resources.</p>		<p>x</p>	<p>x</p>	<p>x</p>	<p>Head of Administration</p>	<p>Information Technology Office Web site administrator Foreign Language Centre</p>	<p>English-Language web site</p>	<p>-</p>



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	Daily website updates, providing coverage of ongoing reforms and news related to the Teaching University.	x	x	x	Head of Administration	Web site administrator Youth Affairs and Public Relations Office Foreign Language Centre	Web site	-
	Regular updates of technical and software information tools to maintain system effectiveness.	x	x	x	Head of Administration	Information Technology Office Procurement Office		-
	Implementing business continuity mechanisms.	x	x	x	Head of Administration	Information Technology Office Procurement Office Material and Technical Support Office Internal Audit Office	Business Continuity Plan	-
7.4. Ensuring an effective system of reporting, financial management,	Enhancing the internal financial management and control system to improve accountability mechanisms;	x	x	x	Head of Administration	Internal Audit Office Financial Office	Reports/conclusions	-



planning, and control in the Teaching University	Strengthening the quality assurance system, control, and professional growth of internal audit through collaboration with structural divisions.	x	x	x	Rector	Head of Administration Internal Audit Office	Information about conducted activities	-
	Increasing the implementation rate of recommendations;	x	x	x	Head of Administration	Internal Audit Office	Reports	-
	Economical, efficient, and purposeful management and expenditure of budget funds;	x	x	x	Head of Administration	Internal Audit Office Financial Office	Reports	-
	Timely and effective exchange of information/documentation related to work processes;	x	x	x	Head of Administration	Internal Audit Office Financial Office	Reports	-
	Achieving qualitative improvement in the financial management and control system of the Teaching University, leading to increased productivity and efficiency through audit activities;	x	x	x	Internal Audit Office	Financial Office	Reports Recommendations	



7.5. Financial Resources	Introducing a new financing model	x	x	x	Rector Head of Administration	Financial Office Faculty	New financing model	-
	Improving financial and budget policies and managing the budget process of the Teaching University. Providing the educational, research, and other activities of the university with adequate financial resources. Ensuring optimal planning and allocation of financial resources for the Teaching University, including research, student projects, advanced training courses, infrastructure projects, and resources necessary for implementing the strategic plan.	x	x	x	Head of Administration	Financial Office Faculty	Conducted activities	-



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	<p>Management of diversified funding sources (program funding received from the state budget, income from economic activities, international program funding, donations), attracting new sources of financing (external sources of financing - grants, financing of government projects), exploring and implementation of internal university resources (commercialization of activities).</p>	x	x	x	<p>Rector Head of Administration</p>	<p>Faculty Science Office Financial Office</p>	Conducted activities	
	<p>Attracting new sources of funding (external grants and financing government projects), increasing university income and ensuring financial resources and stability required for implementing the strategic plan.</p>	x	x	x	<p>Rector Head of Administration</p>	<p>Financial Office Faculty</p>	Conducted activities	
	<p>Assisting Teaching University management in achieving strategic goals through</p>	x	x	x	<p>Rector Head of Administration</p>	<p>Head of Administration Financial Office</p>		



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	implementation of program financing.							
	Evaluating the financial management and control system of the Teaching University.	x	x	x	Rector	Internal Audit Office	Conclusion	

