



## LEPL Shota Meskhia State Teaching University of Zugdidi

Approved by the Academic Council Resolution No. 104 of 28.12.2022

### **Strategic planning, monitoring and evaluation methodology**

#### **Article 1. General provision**

This methodology outlines the general principles, rules, and procedures for the strategic planning of a legal entity of public law Shota Meskhia State Teaching University of Zugdidi (hereinafter referred to as the “Teaching University”).

#### **Article 2. Strategic planning**

- a) Strategic planning is a quality-driven, idea-oriented continuous process that ensures the effective functioning of the Teaching University.
- b) Strategic planning establishes the basis for determining the priorities and main directions of the university's activities.
- c) Strategic planning enables all stakeholders to participate and contribute to the improvement of the university's activities.

#### **Article 3. Purpose of strategic planning**

The purpose of strategic planning is to:

- a) Determine the vision, mission, values, long-term goals, and ways to achieve them for the Teaching University.
- b) Identify the priorities and main directions of activity for the Teaching University based on an analysis of internal and external indicators, considering the existing situation and future prospects.
- c) Set specific tasks to achieve these goals, considering the analysis of the current situation and potential threats.

#### **Article 4. Main stages of strategic planning**

The main stages of strategic planning include:

##### **1. Developing vision and mission statements.**

- a) Vision is a picture of the desired future that the Teaching University aspires to achieve as its ultimate goal.



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- b) The mission of the Teaching University defines the goals and values of the University.
- c) The mission must answer three important questions:
  1. What are we doing?
  2. How are we doing it?
  3. Who are we doing it for?
- 2. Environmental analysis and strategic decision-making** based on an assessment of the university environment (analysis of internal and external factors, SWOT analysis):
  - a) Internal factor analysis refers to the analysis of the internal organizational factors of the Teaching University.
  - b) External factors include the analysis of economic, social, demographic, political, legal, and international factors.
- 3. Formation of strategic goals (development of a strategic plan).**
  1. Strategic goals are the university's statement of what it aims to achieve over the next few years, these goals should be realistic, achievable, results-oriented, and time-bound, subject to monitoring and evaluation.
  2. The strategic plan of a teaching university must align with the university's mission, based on a SWOT analysis and research analysis of the interests of all stakeholders.
  3. Specific objectives must be developed for each strategic goal.
  4. Defining objectives helps clarify strategic goals and determine the actions needed to achieve them.
- 4. Development of an action plan.**
  1. In order to manage it as efficiently as possible, the Teaching University will develop a plan in accordance with strategic goals, which includes the following information:
    - a) Measures necessary to implement strategic goals and the sequence of their implementation.
    - b) The persons responsible for the implementation of the action plan, their functions, rights, and responsibilities.
    - c) The timing of the implementation of activities is determined by the action plan.
    - d) The resources and costs required to implement the action plan (for each type of activity).
    - e) The procedure for monitoring and evaluating the action plan, including indicators of the implementation of strategic goals and objectives.
- 5. Monitoring and evaluation of the strategic/action plan (activity) performance of the Teaching University.**



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1. Monitoring and evaluation of the strategic plan/action plan (activities) of the Teaching University is a systematic process of determining the effectiveness, efficiency, quality, and relevance of the implementation of the university's strategic plan.
2. To assess the degree of achievement of planned goals, the Teaching University will develop a monitoring and evaluation system based on research and specific indicators.
3. Monitoring and evaluating the implementation of the action plan is an objective and participatory process. Monitoring and evaluation, based on clearly defined indicators and reports from the heads of structural divisions, are carried out by a coordination group created to oversee the implementation of the strategic development plan and action plan under the leadership of the rector. The purpose is to implement changes in accordance with the regulations, strategy, and action plan of the Teaching University. This process involves taking into account the proposals prepared by the permanent working group, the head of the rector's office, the internal audit service, the quality assurance service, and annual reports. It also includes indicators of the implementation of the action plan and analysis of the results of research conducted by the head of the center for strategic planning and research.
4. The results of monitoring and evaluation will be presented to the rector/chairman of the Academic Council and reflected in the annual report.
5. Planning and implementation of monitoring and evaluation include:
  - a) Careful study of the strategic plan
  - b) Identification of main problems and issues
  - c) Definition of methodology
  - d) Preparation of an action plan
  - e) Collection and preparation of information for analysis
  - f) Information analysis
  - g) Development of conclusions
6. Monitoring includes information about what has been done to achieve set goals.
7. Evaluation shows whether activities are being carried out in accordance with the goals and objectives defined in the strategy/action plan.
8. Reporting monitoring and evaluation to stakeholders is one of the most important steps in the monitoring and evaluation process. When drawing up a report, the main conclusions and recommendations must be supported by relevant evidence, and the report must contain objective information about both positive and negative results and trends in the activities of the Teaching University, as well as ways to eliminate their causes.
9. The final stage of assessment and monitoring is feedback. At this stage, a dialogue is held with key stakeholders to discuss findings and recommendations. Once monitoring and evaluation are completed, recommendations should be made. Monitoring and evaluation can lead to:
  - a) Adjustment of the strategic plan
  - b) Elimination of existing obstacles
  - c) Consideration of findings in the process of future strategic planning



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10. Monitoring of the implementation of the action plan is carried out annually. The monitoring results are reflected in the report, which forms the basis of the rector's annual report.
11. If, as a result of monitoring and evaluation of the implementation of the action plan, it is determined that the impact of the planned measures is unsatisfactory, the strategic plan must be revised. to make the next strategic planning process more effective. To make the next strategic planning process more effective.
12. In case of unplanned, contradictory actions during activities, a permanent coordination group created by the Academic Council prepares proposals and recommendations for implementing changes.
13. Changes to the strategic plan are carried out in accordance with this rule; the decision to change the strategic plan is made by the Academic Council.

### **Article 5. Procedures for development and approval of strategic plan**

1. The development of a strategic plan for the Teaching University is a collective process involving various personnel, including academic, administrative, assistant, visiting, and professional education teachers, as well as professional students, representatives from self-government bodies and the civil sector, employers, and graduates from the Samegrelo-Zemo Svaneti region.
2. To ensure the successful development of a strategic plan and strategic planning process, the Academic Council decides to establish a permanent working group responsible for implementing changes in accordance with the strategic and action plan of the Teaching University. Members of this working group collaborate with the heads of all structural divisions within the Teaching University.
3. The progress made by the working and coordination groups is reviewed during their respective meetings.
4. A comprehensive report summarizing their work is then presented at an extended meeting of the Academic Council.
5. The rector of the Teaching University oversees the development of the strategic plan and ensures the effective implementation of the action plan.
6. Following initial discussions and recommendations, the strategic plan is submitted for approval by the Academic Council during an extended meeting.
7. The Academic Council approves a seven-year strategic plan for the Teaching University.
8. The Academic Council of the Teaching University approves the three-year and one-year action plan.
9. The budget for the three-year and annual action plan is approved by the representative council of the Teaching University.



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### **Article 6.** Procedure for making changes and additions

Amendments and additions to the strategic planning methodology of the Shota Meskhia State Teaching University of Zugdidi are implemented in accordance with the legal regulations and decisions made by the Academic Council.

