



**Georgian Technical University**

Since 1922

**Georgian Technical University**  
**Strategic Action Plan 2022-2024**

OBJECTIVE	ACTIVITIES	RESPONSIBLE ENTITIES	DEADLINE FOR COMPLETION	RESOURCES	SUPPORTING DOCUMENT
<b>Strategic Direction #1 - Organizational Development</b>					
<b>Goal #1 - Improvement of management efficiency</b>					
<b>ISO 9001 certification of the university administration</b>	Development of guidelines for the implementation of ISO:9001 standards	Quality Management Development Group	2022 January - February	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	Guide to Quality Management
	Implementation of the standards outlined in the developed guide in the structural units of the University Rectorate	Quality Management Development Group; All structural units of the university administration	2022-2023		Procedures implemented in the administration
	Recruitment and training of quality manager and auditors	Quality Management Development Group	2022 March		Recruited and trained quality manager and auditors

	Implementation of the performance audit of the management of the university administration; Elimination of deficiencies identified as a result of the audit	Quality Manager and Auditors	2022 June - July; 2022 November - December; 2023 June - July; 2023 November - December; 2024 June - July; 2024 November - December;	Human Capital	Audit performed and reports prepared
<b>Improvement of budget planning and management systems</b>	Development of program budgeting system	Finance Department	2022	Human Capital	Program budget document
	Implementation of program budgeting in the university	Finance Department	2022 - 2023	Human Capital	
<b>Goal # 2 - Improving the cost efficiency of the university</b>					
Strengthening the university's revenue planning mechanism	Development of income planning methodology	Chancellor; Finance Department; Department of Strategic Development and Marketing; Department of Educational Processes Management	2022-2023	Human Capital	Document of the developed methodology

		Faculties			
	Planning of potential income of the university	Chancellor; Finance Department; Department of Educational Processes Management; Department of Strategic Development and Marketing; Legal Support Department	2022 June - September; 2023 March-April; 2024 March- April	Human Capital	Documentation reflecting planned income
<b>Strengthening the university's cost planning mechanism</b>	Development of cost planning methodology	Chancellor; Finance Department; Department of Strategic Development and Marketing; Department of Educational Processes Management; Faculties	2022-2024	Human Capital	Cost planning methodology document

	Implementation of cost planning methodology in the university	Chancellor; Finance Department; Department of Strategic Development and Marketing; Department of Educational Processes Management; Faculties	2022 - 2024	Human Capital	Expenditure part of the budget planned according to the cost planning methodology
<b>Goal # 3 - Development of Human Capital</b>					
<b>Ensuring effective human capital management</b>	Improvement of Document on the Human Capital Management Policy	Human Capital Management Department; Quality Assurance Service; Department of Strategic Development and Marketing	2023	Human Capital	Developed Document on the Human Capital Management Policy
	Development of Human Capital Management Action Plan	Human Capital Management Department	2022	Human Capital	Developed Action Plan
	Introduction of the document on the Human Capital Management Policy and Action Plan to the university community and their implementation	Human Capital Management Department; Department of Strategic Development and Marketing	2022-2023	Human Capital	Informative meetings held and approved: 1. Document on the Human Capital Management Policy; 2. Human Capital Management Action Plan.

<p><b>Identification of the current state of human capital</b></p>	<p>Development of an evaluation mechanism and action plan for administrative and support staff</p>	<p>Human Capital Management Department; Quality Assurance Service</p>	<p>2022 June - July</p>	<p>Human Capital</p>	<p>Administrative and support staff evaluation document and action plan for implementation</p>
	<p>Introducing the evaluation mechanism and action plan to administrative and support staff</p>	<p>Human Capital Management Department</p>	<p>2022 - September - October</p>	<p>Human Capital</p>	<p>Conducted informational meetings</p>
	<p>Implementation of the evaluation action plan</p>	<p>Human Capital Management Department</p>	<p>2022 November</p>	<p>Human Capital</p>	<p>Documentation reflecting the results of the evaluation conducted</p>
	<p>Annual evaluation of academic staff performance of their duties and analysis of the results obtained</p>	<p>Quality Assurance Service</p>	<p>2022 November - December; 2023 November - December; 2024 November - December</p>	<p>Human Capital</p>	<p>Document reflecting the results of academic staff evaluation and their analysis</p>

<p><b>Enhancing the professional skills of human capital</b></p>	<p>Developing a training package for human capital retraining</p>	<p>Human Capital Management Department; Center for Academic and Teaching Staff Development</p>	<p>2022-2023</p>	<p>Human Capital</p>	<p>Developed training packages</p>
	<p>Implementation of the retraining process</p>	<p>Center for Academic and Teaching Staff Development; Human Capital Management Department</p>	<p>2023</p>	<p>Program “University Policy Development and Administration of Programs” Article “Goods and Services””</p>	<p>Trainings conducted</p>
	<p>Analysis and assessment of the results of human capital retraining</p>	<p>Quality Assurance Service; Human Capital Management Department; Center for Academic and Teaching Staff Development</p>	<p>2023 - October - December</p>	<p>Human Capital</p>	<p>Document reflecting the evaluation of the retraining process</p>

<b>Ensuring attraction and retention of human capital</b>	Improvement and implementation of incentive mechanisms	Human Capital Management Department	2023 - February	Human Capital	Reflecting incentive mechanisms in relevant documents
	Improvement and implementation of a career development mechanism	Human Capital Management Department	2023 - February	Human Capital	
	Development and implementation of the mechanism for supporting access to professional development	Human Capital Management Department	2023 - February	Human Capital	Reflecting the mechanism for supporting access to professional development in relevant documents
<b>Goal # 4 - Establishing proper communication with the public, improving the image of the organization</b>					
<b>Rebranding</b>	Implementation of brand philosophy document	Rector; Academic Council; Department of Strategic Development and Marketing	2022 - January	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	Document on the approval of the brand philosophy. Protocols reflecting the meetings held



	Implementation of the communication platform	Rector; Academic Council; Department of Strategic Development and Marketing	2022	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	
	Implementation of visual brand elements (logo, coat of arms, font, etc.)	Rector; Academic Council; Department of Strategic Development and Marketing	2022	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	
	Implementation of the brandbook	Rector; Academic Council; Department of Strategic Development and Marketing	2022	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	
<b>Launch of rebranding (presentation to target groups)</b>	Creation of a new website	Department of Strategic Development and Marketing; Department of Information Technology	2022-2023	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	new website

	Preparation of marketing materials	Department of Strategic Development and Marketing; Procurement Department	2022 - January	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	Branded materials
	Organization of brand presentations	Department of Strategic Development and Marketing; Procurement Department	2022 - January	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	Documentation supporting the presentations conducted
	Rebranding audit	Department of Strategic Development and Marketing	2022 November	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	Documentation supporting the audit performed
<b>Repositioning in the education market</b>	Execution of current marketing works	Department of Strategic Development and Marketing	2022 January – February; 2023 January - February; 2024 January - February	Human Capital	Realized marketing campaigns

	Execution of ongoing social media activities	Department of Strategic Development and Marketing	2022 January - February; 2023 January - February; 2024 January - February	Human Capital	Implemented social media activity
<b>Development of communication channels</b>	Reorganization of university profiles on social media	Department of Strategic Development and Marketing	2022 January - February	Human Capital	Profiles created
	Targeted use of electronic means of information exchange	Department of Strategic Development and Marketing; Department of Information Technology	2022 January - March	Human Capital	Developed instructions
	Organization of information meetings	Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Documentation reflecting meetings organized
<b>100th anniversary of the university</b>	Development of scenarios, concepts and protocol for anniversary events	Department of Strategic Development and Marketing; Department of Science and Innovation	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation of developed event scenarios, concepts and protocol

	Conducting an information campaign dedicated to the 100th anniversary	Department of Strategic Development and Marketing	2022-2023	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting the realized informational activities
	Acquisition and placement of informational and illustrative materials	Department of Strategic Development and Marketing; Procurement Department	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting the materials purchased
	Implementation of technological and technical support for anniversary events	Department of Infrastructure Management, Occupational Safety and Logistics; Department of Information Technology	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting the realized events
	Welcome of foreign guests invited to the anniversary events, organization of their accommodation	Rector's Office; Department of International Relations; Finance Department	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting the welcome and accommodation of guests
	Communication and coordination with the participating organizations	Department of Strategic Development and Marketing	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting cooperation with organizations involved in the organizing of events

	stipulated in the scenario of the anniversary events.				
	Creation of digital materials to commemorate the 100th anniversary	Department of Strategic Development and Marketing; Department of Information Technology; Procurement Department	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Developed digital materials
	Organization of anniversary events	Department of Strategic Development and Marketing; Rector's Office; Department of International Relations	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting the realization of anniversary events
	Organization of international anniversary conferences	Department of Science and Innovation; Department of International Relations; Department of Strategic Development and Marketing	2022	Program "University Policy Development and Administration of Programs" Article "Subsidies"	Documentation reflecting the conferences

	Realization of social responsibility activities	Rector; Chancellor; Rector's Office; Department of Strategic Development and Marketing	2022	Program "University Policy Development and Administration of Programs" Article "Goods and Services"	Documentation reflecting the realized activities
<b>Goal # 5 - Development of commercial activities</b>					
Strengthening of advisory and expert services	Development of the university commercial activity management system	Chancellor; Technology and Grant Projects Office; Legal Support Department; Department of Strategic Development and Marketing	2022-2023	Human Capital	University commercial activity management document
	Development of university expert advisory service packages	Technology and Grant Projects Office	2022-2023	Human Capital	Service package
<b>Goal # 6 - Development of information and technological infrastructure and material and technical base of the university</b>					
<b>Rehabilitation of buildings and development of recreational areas</b>	Preparation of projects for rehabilitation of buildings and recreational areas	Chancellor, Department of Infrastructure Management, Occupational Safety and Logistics	2022-2023	Human Capital	Developed projects

	Planning for upcoming works	Department of Infrastructure Management, Occupational Safety and Logistics; Department of Information Technology	2022	Human Capital	Building rehabilitation plan
	Announcement of tenders for work execution	Procurement Department	2022 - 2023	Human Capital	Completed tenders
	Execution of repair works in the buildings of the university	Department of Infrastructure Management, Occupational Safety and Logistics	2022 - 2024	Subprogramme "Renovation of Buildings" of the "Infrastructure Development" Program (Article "Increase in non-financial assets")	Performed rehabilitation works
	Arrangement of recreational areas	Department of Infrastructure Management, Occupational Safety and Logistics;	2022 - 2024	Subprogramme "Renovation of Buildings" of the "Infrastructure Development" Program (other buildings, not classified), Article "Increase in non-financial assets"	Performed rehabilitation works

<b>Development of renewable energy infrastructure</b>	Installation and launching of the solar power plant	Department of Infrastructure Management, Occupational Safety and Logistics;	2022	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Solar power plant installed
<b>Development of user-oriented electronic services of the library</b>	Upgrading of technical means (computers) to improve the software interface	University Library; Department of Information Technology	2022-2023	Human Capital	Developed Terms of Reference
	Organization of scientific and practical electronic library trainings and workshops	University Library	2022-2024	Human Capital	Documentation reflecting trainings and workshops held
<b>Development of a unified electronic university management system</b>	Development of an action plan for transition to a unified electronic university management system	Department of Information Technology	2022-2024	Human Capital	Developed Action Plan



	Development of Terms of Reference for ERP system implementation	Department of Information Technology; Department of Strategic Development and Marketing; Finance Department; Document Processing Department; Human Capital Management Department	2022-2024	Human Capital	Developed Terms of Reference
<b>Ensuring cyber security</b>	Development of university cybersecurity policy document, development and implementation of security procedure documents	Department of Information Technology; Legal Support Department	2022 -2024	Human Capital	Security policy document developed
	Procurement and implementation of computer network security systems,	Department of Information Technology	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Implemented digital security procedures

	hardware and software of GTU				
	Installation of a system for automatic switching to a backup power supply source	Chancellor; Department of Infrastructure Management, Occupational Safety and Logistics; Department of Information Technology	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	A backup power supply system installed
<b>Network infrastructure development</b>	Created drawings and documentation of coverage areas associated with Wi-Fi expansion	Department of Information Technology	2022-2023	Human Capital	Documentation created
	Modernization of existing amortizable WI-FI points	Department of Information Technology; Procurement Department	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Documentation of work performed

	Improving computer network throughput and reliability	Department of Information Technology; Procurement Department	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Indicators of Improved network throughput capacity
	Network documentation update	Department of Information Technology	2022	Human Capital	Updated network documentation
	Procurement and installation of equipment required to expand the wireless coverage area	Department of Information Technology; Procurement Department	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Expanded wireless coverage area and installed equipment
<b>Providing a client-oriented system</b>	Implementing a single “interface” of academic and student services for students	Department of Information Technology; Department of Strategic Development and Marketing; Department of Educational Processes Management;	2022-2023	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Implemented interface

	Launch of Fully operational Eduroam in the university network	Department of Information Technology	2022	Human Capital	Fully operational system
	Implementation of a single access method (SSO) for the access to information systems of GTU	Department of Information Technology	2022	Human Capital	Launch of the single method of access to information systems
<b>Upgrading server and computer infrastructure</b>	Upgrading server infrastructure	Department of Information Technology	2022	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Improved data processing
	Updating of computer hardware and software	Department of Information Technology; Examination and Electronic Educational Resources Center	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Updated computer fleet

	Implementation of hyperconverged server infrastructure	Department of Information Technology	2022 -2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program (Article “Increase in non-financial assets”)	Improved data processing, backup and security
<b>Strategic Direction # 2 - Quality Assurance</b>					
<b>Goal #1 - Quality assurance system upgrade</b>					
<b>Creation/approval of quality assurance enhancement documents</b>	Consultations with each structural unit	Quality Assurance Service; Structural units of the university	2022-2023	Human Capital	Documentation reflecting the conduct of consultations
	Development of the quality assurance draft enhancement documents	Quality Assurance Service	2022-2023	Human Capital	Documentation reflecting the draft quality assurance enhancement documents developed
	Discussion/agreement of the quality assurance draft enhancement documents with the GTU entities	Quality Assurance Service; Structural units of the university	2022-2023	Human Capital	Documentation reflecting the discussion and agreement of the draft enhancement documents with the GTU entities.

	Submission of quality assurance draft enhancement documents for approval to the GTU governing bodies.	Quality Assurance Service; University governing bodies	2022-2023	Human Capital	Documentation reflecting the draft enhancement documents submitted for approval
<b>Ensuring corporate compliance</b>	Conducting trainings, workshops, and seminars to ensure compliance with legislation in the activities of GTU's structural units.	Quality Assurance Service; Legal Support Department; Structural units of the university	2022-2024	Human Capital	Documentation reflecting the trainings, workshops and seminars held.
	Ensuring compliance of GTU's activities with recognized standards (development of recommendations, conducting trainings, workshops, seminars)	Quality Assurance Service; Structural units of the university	2022-2024	Human Capital	Activities and documentation reflecting compliance assurance

<b>Strengthening quality assurance tools</b>	Systematization of information retrieval and collection	Quality Assurance Service	2022	Human Capital	Activities and documentation reflecting the systematization of information retrieval and collection
	Implementation of standardized procedures for evaluating/analyzing information	Quality Assurance Service	2022-2024	Human Capital	Documentation showing procedures implemented
	Implementation of analytical activities	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the implementation of analytical activities
	Development of recommendations and sharing with recipients	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting recommendations developed and shared with recipients
	Monitoring of the implementation of recommendations	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the monitoring of the implementation of recommendations
	Submission/review of the annual report to the GTU governing bodies	Quality Assurance Service; University governing bodies	2022-2024	Human Capital	Documentation reflecting the submission/review of the annual report
<b>Goal 2 - Full implementation of the quality assurance system</b>					

<b>Development of the educational and research environment</b>	Periodic evaluation of the activities of academic, scientific, administrative and support staff	Quality Assurance Service	2022-2024	Human Capital	Documentation on periodic evaluation of the activities of the staff
	Periodic evaluation of educational and research material resources	Quality Assurance Service; Faculties; Scientific research units	2022-2024	Human Capital	Documentation reflecting the periodic evaluation of educational and research material resources
	Periodic evaluation of administrative support to the university community	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the periodic evaluation of administrative support to the university community
	Periodic evaluation of priority support to young researchers	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the periodic evaluation of priority support to young researchers
	Periodic evaluation of support for international grant projects	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the periodic evaluation of support for international grant projects



	Periodic evaluation of support for research commercialization	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the periodic evaluation of support for research commercialization
	Development/presentation / monitoring of recommendations based on evaluations/analysis	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting development/presentation/ monitoring of recommendations based on evaluations/analysis
	Reflecting information in the annual report to be submitted to the governing bodies of the GTU	Quality Assurance Service	2022-2024	Human Capital	Information presented in the annual report to be submitted
<b>Developing the learning process</b>	Development and approval of education programs, periodic evaluation of the quality of implementation of the principle of participation of persons interested in the development process.	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting periodic assessment of the degree of realization of the principle of interested parties' participation
	Periodic assessment of the quality of research-based teaching	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting periodic assessment of the quality of research-based teaching

	Monitoring of indicators of internationalization of educational programs	Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting monitoring of indicators of internationalization of educational programs
	Elaboration/approval of double degree, joint academic degree educational programs	Quality Assurance Service; International Accreditation Center; Faculties	2022-2024	Human Capital	Elaborated/approved educational programs
	Obtaining international accreditation of educational programs	Quality Assurance Service; International Accreditation Center; Faculties	2022-2024	Program “University Policy Development and Administration of Programs” Article “Goods and Services”	Documentation confirming the obtaining of international accreditation
	Provision of external quality assessment of educational programs	Quality Assurance Service; Faculties	2022-2024	Programs: “University Policy Development and Administration of Programs”; “Higher Education” (Article “Increase in non-financial assets” – “non-produced assets”)	Documentation confirming the provision of external quality assessment of educational programs
<b>Goal 3 - Developing a culture of quality assurance</b>					

<b>Ensuring the principle of participation</b>	Controlling participation of structural units/ officials of relevant competence in the activities carried out	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting the control of participation
	Controlling the effectiveness of information-sharing mechanisms and procedures	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting control of the effectiveness of information-sharing mechanisms and procedures
	Analysis of the results of control, and development of recommendations	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting analysis of the results of control, and developed recommendations
<b>Ensuring the principle of usefulness and necessity</b>	Assessment of the necessity of the implemented activities	Quality Assurance Service; Structural units of the university	2022-2024	Human Capital	Documentation reflecting the assessment of the necessity of the implemented activities
	Assessment of the usefulness of the implemented activities	Quality Assurance Service; Structural units of the university	2022-2024	Human Capital	Documentation reflecting the assessment of the usefulness of the implemented activities

	Analysis of the assessment results and development of recommendations	Quality Assurance Service; Structural units of the university	2022-2024	Human Capital	Documentation reflecting the analysis of the assessment results and development of recommendations
<b>Communication and dialog</b>	Assessment of the university's internal communication practices	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting the assessment of the university's external communication practices
	Assessment of the university's external communication practices	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting the assessment of the university's external communication practices
	Controlling the availability of business dialog subject to interstructural decisions	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting the control of the availability of business dialog subject to interstructural decisions
	Analysis of the assessment results and development of recommendations	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting the analysis of the assessment results and development of recommendations
<b>Clearness and transparency</b>	Control over access to university and faculty decisions	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting control over access to university and faculty decisions

	Analysis of the assessment results and development of recommendations	Quality Assurance Service;	2022-2024	Human Capital	Documentation reflecting the analysis of the assessment results and development of recommendations
<b>Strategic Direction # 3 – Learning - Teaching</b>					
<b>Goal # 1 - Developing the quality of educational programs</b>					
<b>Enhancing the degree of integration of research and education components</b>	Creation and implementation of mechanisms for integration of research and education components	Quality Assurance Service; Department of Educational Processes Management; Faculties; Program Heads	2022 - 2023	Human Capital	System developed and implemented; Documentation reflecting the work accomplished
	Monitoring of mechanisms for integrating research and education components	Quality Assurance Service	2022 - 2024	Human Capital	Documentation reflecting the impemented monitoring
<b>Continuous adaptation of educational programs to the requirements of the labor market</b>	Organization of periodic meetings with employers	Quality Assurance Service; Faculties; Program Heads	2022 - 2024	Human Capital	Documentation reflecting the meetings held
	Conducting labor market research	Quality Assurance Service; Faculties;	2022 - 2024	Human Capital	Documentation reflecting the conducted researches

		Program Heads			
	Reflection of results in educational and training course programs	Quality Assurance Service; Faculties; Program Heads; Department of Educational Processes Management	2022 - 2024	Human Capital	Changes in educational programs
<b>Exchange of international experience in the process of developing educational programs</b>	Elaboration of a plan for the development of the direction of joint/double degree programs	Quality Assurance Service; International Accreditation Center; Faculties; Program Heads; Department of Educational Processes Management; Department of International Relations	2022-2023	Human Capital	Elaborated plan

	Periodic external assessment of the program with participation of foreign colleagues/institutions	Quality Assurance Service; International Accreditation Center; Faculties; Program Heads; Department of International Relations	2022 - 2024	Program "University Policy Development and Administration of Programs"	Documentation reflecting external assessment
	Participation of foreign colleagues in the program implementation process	International Accreditation Center; Faculties Program Heads; Department of International Relations	2022 - 2024		Documentation reflecting lectures and seminars conducted by foreign colleagues
	Periodic comparison of educational programs with foreign analogues	Quality Assurance Service; International Accreditation Center; Program Heads;	2022 - 2024	Human Capital	Documentation reflecting the work performed

<b>Providing educational programs with modern literature</b>	Integration of modern literature into the programs of education courses	Quality Assurance Service; Program Heads;	2022 - 2024	Human Capital	Changes reflected in syllabi
	Updating the collection of educational literature/electronic resources	Chancellor; University Library; Procurement Department; Faculties	2022 - 2024	Subprogramme “Development of material and technical base” of the “Infrastructure Development” Program	Updated book collection and electronic resources
	Developing a mechanism to incentivize the creation of industry literature	Publishing Council; Quality Assurance Service; Department of Science and Innovation; University Library; Legal Support Department	2022 - 2024	Human Capital	Developed mechanisms
<b>International confirmation of quality</b>	Confirmation of the accreditation status of all educational programs at the national level	Quality Assurance Service; Faculties; Program Heads	2022 - 2023	Program “Higher education” Article “Increase in non-financial assets” (non-produced assets)	Accredited programs



	Development/approval of the action plan for obtaining international accreditations	Academic Council; International Accreditation Center; Faculties	2022 - 2023	Human Capital	Developed Action Plan
	Identification of priority programs for international accreditation	Academic Council; Quality Assurance Service; International Accreditation Center; Department of Educational Processes Management; Faculties; Program Heads	2022-2024	Human Capital	List of priority programs
	Monitoring of the approved plan	Quality Assurance Service	2022 - 2024	Human Capital	Documentation reflecting implementation of monitoring
<b>Goal # 2 - Improving the efficiency of the educational process</b>					
<b>Providing the educational process with modern electronic systems</b>	Phased implementation of electronic learning process management system (VICI) in the university	Examination and Electronic Educational Resources Center; Department of Information Technology	2022 -2024	Human Capital	Fully implemented system

		Department of Educational Processes Management; Finance Department; Faculties			
	Further expansion of the digitalization of the examination process	Examination and Electronic Educational Resources Center; Department of Information Technology; Department of Educational Processes Management; Quality Assurance Service	2022-2024	Human Capital	Elaborated plan
	Preparation of the Terms of Reference for the electronic program of academic tables	Department of Educational Processes Management; Examination and Electronic Educational Resources Center; Department of Information Technology	2022-2023	Human Capital	Developed Terms of Reference

	Preparation of reports on the results of electronically administered examinations as a basis for test tasks and for the purpose of evaluating the quality of tests.	Examination and Electronic Educational Resources Center	2022-2024	Human Capital	Reporting document
	Use of electronic learning management system (LMS) and educational process management platform to organize students' information space	Examination and Electronic Educational Resources Center; Department of Information Technology	2022-2024	Human Capital	Model of organization of students' information space
	Continuous controls of the educational process and response to identified problems	Quality Assurance Service; Faculties; Internal Audit Service	2022 -2024	Human Capital	Documentation reflecting the controls implemented
<b>Ensuring the development of modern teaching methods</b>	Controlling the use of modern teaching methods in education course programs, taking into account the	Quality Assurance Service; Faculties; Heads of academic departments	2022 -2024	Human Capital	Documentation reflecting the control measures implemented

	specifics of the course	Program Heads;			
	Controlling the use of adequate assessment methods in education course programs, taking into account the specifics of the course	Quality Assurance Service; Faculties; Heads of academic departments; Program Heads;	2022 -2024	Human Capital	Documentation reflecting the control measures implemented
	Conducting seminars/workshops with academic staff	Quality Assurance Service; Faculties; Program Heads;	2022 -2024	Human Capital	Documentation reflecting the activities carried out
<b>Improving the effectiveness of foreign language teaching</b>	Developing an action plan to improve the effectiveness of teaching and learning foreign languages	Quality Assurance Service; Department of Educational Processes Management; Department of Strategic Development and Marketing; Finance Department	2022 - 2023	Human Capital	Developed Action Plan

	Involvement of internationally recognized industry partners in the implementation process of the action plan	Department of International Relations; Department of Strategic Development and Marketing	2022 - 2023	Human Capital	Documentation reflecting the involvement of an internationally recognized partner
<b>Goal # 3 - Strengthening vocational education</b>					
<b>Creation of human capital corresponding to labor market requirements</b>	Adding/creating new vocational educational programs	Center for Vocational Education Programs; Quality Assurance Service	2022-2024	Program “Development of vocational education”	Programs added
	Development of short-term training-retraining programs	Center for Vocational Education Programs; Quality Assurance Service	2022-2024	Program “University Policy Development and Administration of Programs”	Programs developed
	Development of regional vocational colleges of GTU	Chancellor; Quality Assurance Service; Center for Vocational Education Programs	2022-2024	Program “Development of vocational education”	Documentation reflecting programmatic and infrastructural improvements to existing colleges in the regions

<b>Raising public awareness of the importance of vocational education</b>	Organization of information/consultation meetings	Center for Vocational Education Programs	2022-2024	Human Capital	Documentation reflecting meetings held
	Realization of information campaigns	Center for Vocational Education Programs; Department of Public Relations, Culture and Sports	2022-2024	Human Capital	Documentation reflecting realized information campaign
	Organization of intensive meetings with employers	Center for Vocational Education Programs; Program Heads	2022-2024	Human Capital	Documentation reflecting meetings held
<b>Organization of career guidance and career planning events</b>	Organization of employment forums	Department of Educational Processes Management; Department of Strategic Development and Marketing	2022-2024	Program "University Policy Development and Administration of Programs"	Documentation reflecting of forums realized
	Organization of career guidance counseling	Department of Educational Processes Management	2022-2024	Program "University Policy Development and	Documentation reflecting the implemented measures

	and trainings			Administration of Programs”	
<b>Goal # 4 - Generation of young innovators</b>					
<b>Strengthening academic and practical skills</b>	Integration of the entrepreneurship course into the curriculum	Quality Assurance Service; Program Heads	2022 - 2023	Human Capital	Documentation reflecting the changes made
	Organization of master classes on entrepreneurship for students with the involvement of mentors.	Technology and Grant Projects Office; Student Service Center; Department of Public Relations, Culture and Sports	2022-2024	Human Capital	Documentation reflecting the implemented master classes
<b>Supporting student innovation projects</b>	Providing consulting services to student project teams	Technology and Grant Projects Office	2022-2024	Human Capital	Documentation reflecting consulting services provided

	Development and implementation of financial support mechanisms for student innovation projects	Department of Science and Innovation; Quality Assurance Service; Legal Support Department; Finance Department; Technology and Grant Projects Office	2022-2024	Human Capital	Implemented mechanisms
	Financial support for student participation in innovation festivals, hackathons and other events	Technology and Grant Projects Office; Faculties; Finance Department; Department of International Relations	2022-2024	Subprogram "Student Projects" of the "Student Support" Program	Documentation confirming the realized financial support



<p><b>Deepening cooperation within the framework of the memorandum signed with the Georgia's Innovation and Technology Agency (GITA)</b></p>	<p>Regular participation in events organized by GITA</p>	<p>Technology and Grant Projects Office; Department of Science and Innovation</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Documentation reflecting participation</p>
	<p>Organizing information/concentration meetings with students to make them aware of the opportunities available at GITA</p>	<p>Technology and Grant Projects Office</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Documentation reflecting meetings held</p>
<p><b>Strategic Direction # 4 - Research and Innovation</b></p>					
<p><b>Goal # 1 - Promotion of scientific research and innovation activities</b></p>					
<p><b>Implementation of the cluster system of the research process</b></p>	<p>Development of research cluster model</p>	<p>Department of Strategic Development and Marketing; Quality Assurance Service;</p>	<p>2022</p>	<p>Human Capital</p>	<p>Research cluster model developed</p>

		Department of Science and Innovation; Finance Department			
	Development of criteria for the establishment of a research cluster	Department of Strategic Development and Marketing; Quality Assurance Service; Department of Science and Innovation; Finance Department	2022	Human Capital	Documentation reflecting the criteria for establishing research clusters
	Development of the system of financial support for research cluster	Department of Strategic Development and Marketing; Finance Department	2022	Human Capital	Rules for financing research clusters
	Discussion of the developed model with university scientific employees	Quality Assurance Service; Department of Strategic Development and Marketing;	2022	Human Capital	Conducted informational meetings

		Department of Science and Innovation;			
	Approval of the final model of research cluster (combined) at the university	Rector; Academic Council; Senate; Quality Assurance Service	2023-2024	Human Capital	Documentation on approval issued by decision-making bodies
	Establishment of an international competition commission to evaluate scientific research projects.	Quality Assurance Service; Department of International Relations; Department of Science; Human Capital Management Department	2023-2024	Human Capital	Documentation on approval of the International Competition Commission
	Announcement of a tender for the establishment of a research cluster	Academic Council; Department of Science; Department of Strategic Development and Marketing; Legal Support Department	2023-2024	Human Capital	Documentation supporting the announced tender

	Establishment of research clusters on the basis of the winning projects	Chancellor; Senate; Human Capital Management Department; Legal Support Department; Finance Department	2023-2024	Subprogramme “Education and Research Centers” of the “Promotion of Science and Scientific Research” Program	Documentation confirming the establishment
<b>Facilitating the organization of international and local conferences and participation of university staff in them.</b>	Development and implementation of criteria and application form for conferences to be held under the auspices of the university.	Department of Science and Innovation; Quality Assurance Service; Legal Support Department; Finance Department	2022 February - March	Human Capital	Documentation reflecting the criteria developed
	Development of rules for financing participation in scientific conferences and forums	Department of Science and Innovation; Quality Assurance Service; Legal Support Department; Finance Department	2022-2023	Human Capital	Rule of financing

<p><b>Providing access to cooperation with donor organizations for academic and research staff</b></p>	<p>Continuous informing of academic and research staff about grant competitions announced by donor organizations</p>	<p>Technology and Grant Projects Office</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Information meetings held and information published on the website</p>
	<p>Technical support for the preparation of grant applications for academics and researchers</p>	<p>Technology and Grant Projects Office</p>	<p>2022 - 2024</p>	<p>Human Capital</p>	<p>Documentation reflecting technical support for grant applications</p>
<p><b>Commercialization of scientific research activities</b></p>	<p>Support of patent registration of scientific achievements</p>	<p>Legal Support Department; Technology and Grant Projects Office</p>	<p>2022 - 2024</p>	<p>Human Capital</p>	<p>Registered applications</p>

	Marketing activities to promote scientific achievements	Technology and Grant Projects Office; Department of Strategic Development and Marketing	2022 - 2024	Programs 1. Program “University Policy Development and Administration of Programs” 2.“Infrastructure development”.	Conducted promotional activities
<b>Supporting academic integrity</b>	Strengthening the centralized system of management and control of anti-plagiarism	Quality Assurance Service; Department of Science and Innovation; Legal Support Department	2022 - 2024	Human Capital	Documentation reflecting centralized management and control assurance system for anti-plagiarism compliance
<b>Improving the efficiency of scientific research units (institutes and cluster centers)</b>	Development of criteria and mechanisms for evaluating the performance and effectiveness of scientific research units	Quality Assurance Service; Department of Science and Innovation; Legal Support Department	2022 February - March	Human Capital	Documentation reflecting criteria for evaluating the performance and effectiveness of scientific research units
	Introduction of criteria and mechanisms for evaluating the performance and effectiveness of	Quality Assurance Service; Department of Science and Innovation;	2022-2023	Human Capital	Documentation supporting approval of criteria for evaluating the performance and effectiveness of scientific research units

	scientific research units	Legal Support Department			
	Development of a standard for the establishment of scientific research units	Quality Assurance Service; Department of Science and Innovation; Department of Strategic Development and Marketing; Legal Support Department	2022 - February	Human Capital	Standard document for the establishment of research and development units
	Implementation of a standard for the establishment of scientific research units	Academic Council; Senate; Department of Science and Innovation	2022-2024	Human Capital	Documentation reflecting approval of the standard for the establishment of scientific research units
	Implementation of annual monitoring of the effectiveness of scientific research units	Quality Assurance Service; Department of Science and Innovation	2022 November; 2023 November; 2024 November	Human Capital	Documentation reflecting monitoring implemented

<p><b>Facilitating active involvement of young researchers in scientific research processes</b></p>	<p>Organization of summer and winter schools</p>	<p>Research clusters; Department of Science and Innovation; Academic staff</p>	<p>2022 - 2024</p>	<p>Subprogram “Student Projects” of the “Student Support” Program</p>	<p>Documentation reflecting the activities carried out</p>
	<p>Consideration of financing the participation of young researchers in scientific conferences in the university budget</p>	<p>Department of Science and Innovation; Finance Department</p>	<p>2022-2024</p>	<p>Subprograms of the program “ Promoting Science and Scientific Research”: “Grants of the Shota Rustaveli National Science Foundation of Georgia”; “ Scientific Research Institutes”; “ Promoting Scientific Research of Doctoral and Postdoctoral Students”;</p>	<p>Change reflected in the rules of financing participation in scientific conferences</p>
	<p>Definition of the minimum quota for attracting young researchers to university scientific research projects</p>	<p>Quality Assurance Service; Department of Science and Innovation; Finance Department</p>	<p>2022 - March</p>	<p>Human Capital</p>	<p>Document reflecting the minimum quota for attracting young researchers to university scientific research projects</p>

**Strategic Direction #5 - Internationalization**



<b>Goal # 1 - Strengthening internationalization policies</b>					
<b>Improvement of internationalization instruments</b>	Development of a unified policy document on internationalization	Department of International Relations; Quality Assurance Service; Department of Strategic Development and Marketing	2022-2023	Human Capital	Developed internationalization policy document
	Development and implementation of internationalization action plan	Department of International Relations	2022-2023	Human Capital	Developed Action Plan
	Monitoring of the internationalization action plan	Department of International Relations; Quality Assurance Service	2022-2024	Human Capital	Documentation reflecting the implementation of monitoring
<b>Goal #2 - Deepening integration into the international educational space</b>					
<b>Ensuring growth of partnerships</b>	Identifying potential partners	Department of International Relations;	2022	Human Capital	List of selected partners
	Participation in various formats of international cooperation	Department of International Relations;	2022-2024	Human Capital	Documentation reflecting the measures implemented

	Signing of new bilateral cooperation agreements with international universities	Department of International Relations	2022-2024	Human Capital	Signed agreements and memorandums
<b>Providing access to information about scientific events, forums and exchange programs for students and university staff</b>	Continuous updating of information about scientific events, forums and exchange programs on the university website	Department of International Relations; Department of Strategic Development and Marketing	2022-2024	Human Capital	Information placed on the website
	Continuous organization of information and consultation meetings with university staff and students	Technology and Grant Projects Office	2022-2024	Human Capital	Documentation reflecting the measures implemented

**Goal #3 - Increase in the number of foreign students**

<p><b>Strengthening the recruitment process</b></p>	<p>Development/implementation of a recruitment action plan</p>	<p>Department of International Relations; Department of Educational Processes Management; Legal Support Department</p>	<p>2022-2023</p>	<p>Human Capital</p>	<p>Developed Action Plan</p>
	<p>Participation in international educational exhibitions and forums</p>	<p>Department of International Relations; Department of Strategic Development and Marketing; Program Heads; Legal Support Department</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Documentation reflecting participation in exhibitions and forums</p>
	<p>Establishing relationships with international recruiters</p>	<p>Department of International Relations; Legal Support Department</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Signed agreement</p>

	Conducting marketing campaigns in target markets	Department of International Relations; Department of Strategic Development and Marketing	2022-2024	Human Capital	Documentation reflecting the realization of the marketing campaign
<b>Strategic Direction # 6 - Student Life</b>					
<b>Goal #1 - Developing a cognitive environment for students</b>					
<b>Improving student services</b>	Elaboration of student service development strategy	Student Service Center	2022 - 2024	Human Capital	Elaborated Strategic Development Document
	Elaboration of the action plan for the development of student services	Student Service Center	2022 - 2024	Human Capital	Developed Action Plan
	Implementation of the action plan for the development of student services	Student Service Center	2022 - 2024	Human Capital	Documentation reflecting measures for implementation of the action plan
<b>Ensuring active participation of students in extracurricular activities.</b>	Organization of annual sporting, cultural and cognitive events	Department of Public Relations, Culture and Sports	2022 - 2024	Subprogram "Cultural, sports and educational events" of the "Student Support" Program;	Documentation reflecting the conduct of annual events

		Student Service Center		Program "Promotion of Culture and Sports"	
	Conducting a healthy lifestyle campaign	Rector; Faculties; Department of Public Relations, Culture and Sports; Student Service Center; Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Documentation reflecting campaigns conducted
	Organization of meetings with famous cultural and sports representatives	Department of Public Relations, Culture and Sports; Student Service Center; Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Documentation reflecting the organized meetings

	Organization of cultural and educational offsite events	Department of Public Relations, Culture and Sports; Student Service Center	2022 - 2024	Subprogram "Cultural, sports and educational events" of the "Student Support" Program	Documentation reflecting offsite events
	Organization of public lectures/master classes with representatives of the public, private, civil and international sectors	Faculties; Department of Public Relations, Culture and Sports; Department of International Relations; Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Documentation reflecting the conduct of master classes
	Organization of analytical discussion forums and meetings	Faculties; Department of Public Relations, Culture and Sports; Department of International Relations; Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Documentation reflecting of organized forums and meetings

	Organization of public lectures with participation of scientists from leading universities, scientific research centers and institutes	Department of International Relations; Department of Science and Innovation; Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Documentation reflecting conducted public lectures
<b>Providing access to information about student services</b>	Placement of student services information space and calendar of events on the university website	Student Service Center; Department of Strategic Development and Marketing	2022 - 2024	Human Capital	Calendar of events posted on the website
	Organizing informational and counseling meetings on student services.	Student Service Center	2022 - 2024	Human Capital	Documentation reflecting information/consultation meetings held
<b>Goal # 2 - Creating a healthy and free student environment</b>					

<p><b>Ensuring the rights of students</b></p>	<p>Organizing meetings to disseminate the principles of equality and equity</p>	<p>Rector; Faculties; Legal Support Department</p>	<p>2022 - 2024</p>	<p>Human Capital</p>	<p>Documentation reflecting meetings held</p>
<p><b>Providing a creative environment</b></p>	<p>Development of mechanisms to support student unions and individual initiatives and projects</p>	<p>Department of Science and Innovation; Department of Strategic Development and Marketing; Legal Support Department; Finance Department</p>	<p>2022</p>	<p>Human Capital</p>	<p>Developed mechanism to support student projects and initiatives</p>
	<p>Realization of student unions and individual initiatives, project support mechanisms</p>	<p>Department of Science and Innovation; Department of Strategic Development and Marketing; Legal Support Department; Finance Department</p>	<p>2022 - 2024</p>	<p>Human Capital</p>	<p>Implemented mechanism to support student projects and initiatives</p>



<p><b>Facilitating the adaptation of foreign students</b></p>	<p>Organization of multicultural festivals, forums and other cultural events</p>	<p>Faculties; Department of Public Relations, Culture and Sports; Student Service Center; Department of International Relations; Department of Strategic Development and Marketing</p>	<p>2022 - 2024</p>	<p>Subprogram “Cultural, sports and educational events” of the “Student Support” Program</p>	<p>Documentation reflecting realized events and festivals.</p>
	<p>Organization of multicultural excursions and other informative off-site events</p>	<p>Department of International Relations; Department of Public Relations, Culture and Sports; Student Service Center</p>	<p>2022 - 2024</p>	<p>Subprogram “Cultural, sports and educational events” of the “Student Support” Program</p>	<p>Documentation reflecting the realized events</p>
	<p>Involvement of foreign students in various types of sports teams at the GTU base</p>	<p>Department of Public Relations, Culture and Sports; Student Service Center</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Developed document defining the quota</p>
<p><b>Strategic Direction # 7 - Social Responsibility</b></p>					
<p><b>Goal # 1 - Strengthening the image of an organization with high social responsibility in the society</b></p>					

<p><b>Creating a harmonious environment for students with disabilities and special educational needs</b></p>	<p>Implementation of individualized and/or modified curricula for students with special educational needs</p>	<p>Department of Educational Processes Management; Quality Assurance Service; Examination and Electronic Educational Resources Center</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Developed and implemented curricula</p>
	<p>Implementation of individualized and/or modified curricula for vocational students with special educational needs</p>	<p>Center for Vocational Education Programs; Quality Assurance Service;</p>	<p>2022-2024</p>	<p>Human Capital</p>	<p>Developed and implemented curricula</p>
	<p>Development of an action plan for the career development of students with disabilities</p>	<p>Department of Educational Processes Management</p>	<p>2022-2023</p>	<p>Human Capital</p>	<p>Developed Action Plan</p>

	Adaptation of university infrastructure to the relevant needs of people with special educational needs and disabilities - integration of elevators, ramps, bathrooms and other relevant facilities into the university infrastructure	Department of Infrastructure Management, Occupational Safety and Logistics	2022 - 2024	Subprogramme "Renovation of Buildings" of the "Infrastructure Development" Program	Work accomplished
	Organization of periodic presentations and discussions about university scientific research results in various fields for public groups	Department of Public Relations, Culture and Sports; Department of Science and Innovation; University Television	2022 - 2024	Human Capital	Documentation reflecting the presentations and discussions held

<p><b>Supporting the solution of the challenges faced by the state and society</b></p>	<p>Initiation of qualified proposals and recommendations of advanced scientists-researchers of the university in order to prevent socially significant problems (environmental safety and catastrophes) for the state.</p>	<p>Department of Science and Innovation; Department of Strategic Development and Marketing; University Scientists-Researchers</p>	<p>2022 - 2024</p>	<p>Human Capital</p>	<p>Developed proposals and recommendations</p>
	<p>Active participation in measures taken to address the arrised challenges</p>	<p>Department of Science and Innovation; Department of Strategic Development and Marketing; University Scientists-Researchers</p>	<p>2022 - 2024</p>	<p>Human Capital</p>	<p>Documents reflecting active participation in the measures taken</p>
<p><b>Support of social activities</b></p>	<p>Formation of an initiative group of social activities</p>	<p>Department of Public Relations, Culture and Sports; Student Service Center</p>	<p>2022 - 2024</p>	<p>Program “University Policy Development and Administration of Programs”</p>	<p>Documents confirming the creation of the group</p>

	Organizing and/or participating in social campaigns such as World Cleanup Day, International Earth Day, World Down Syndrome Day and others .	Department of Public Relations, Culture and Sports; Student Service Center; Department of Strategic Development and Marketing	2022 - 2024	Programs “Higher Education”; „Development of vocational education“	Documents reflecting participation in social activities
	Organization and implementation of landscaping activities	Department of Public Relations, Culture and Sports; Student Service Center; Department of Strategic Development and Marketing	2022 - 2024	Subprogram “Cultural, sports and educational events” of the “Student Support” Program	Documents reflecting participation in landscaping activities
	Organization of workshops, forums and information campaigns on social responsibility	Department of Public Relations, Culture and Sports; Student Service Center; Department of Strategic Development and Marketing	2022 - 2024	Programs: 1. “University Policy Development and Administration of Programs”; 2. “Higher Education”; 3. “Student Support”	Documents reflecting the conduct of seminars and information campaigns

<p><b>Supporting gender equality</b></p>	<p>Development of a gender equality strategy</p>	<p>Department of Public Relations, Culture and Sports</p>	<p>2022</p>	<p>Human Capital</p>	<p>Documentation reflecting the establishment of the commission and the development of the concept</p>
	<p>Organization of discussions, workshops and information campaigns on gender equality issues</p>	<p>Department of Public Relations, Culture and Sports</p>	<p>2023-2024</p>	<p>Human Capital</p>	<p>Documentation reflecting the conduct of discussions, workshops and information campaigns</p>