



**NATIONAL CENTER FOR  
EDUCATIONAL QUALITY  
ENHANCEMENT**

**The Strategy Document of LEPL - The National Center for  
Educational Quality Enhancement**

**2021-2025**

## I. Introduction

The goal of the Strategic Plan 2021-2025 of LEPL The National Center for Educational Quality Enhancement (hereinafter - the Center) is to determine the strategic directions and objectives, which will guide the Center for the next five years. Through this strategic document, the Center shares with the stakeholders its mission, values, goals/objectives and ways for achieving them which are directed towards the improvement of the quality of education in Georgia. The strategic plan facilitates the coordinated and effective work of the structural units of the Center, the achievement of strategic goals within the set timeframes and the evaluation of the activities.

Based on the Order of the Director of the Center, a working group was created at the beginning of this year with the participation of the structural units of the Center in order to develop a strategic plan. The group prepared a needs assessment (SWOT analysis) and after the completion of this process the workshops were held to determine the development strategy of the Center and elaborate an action plan based on the results of the needs assessment. In this process, the evaluation document of the strategic cycle of the Center for 2016-2020, the main findings, recommendations, as well as the surveys conducted on the satisfaction of the Center's customers and staff were taken into account. It is important to note that the existing vision, mission and values of the Center were reviewed with the participation of the Center's staff.

The work process also included a review of the government strategic documents and reports. During the elaboration of the new strategic document of the Center, the international obligations undertaken by Georgia were taken into account. First of all, the commitments made by Georgia in the field of education within the framework of the Association Agreement between Georgia and the European Union, Modernization Agenda for Higher Education and requirements of Bologna Process, as well as the document and recommendations of the external evaluation of the Center conducted in 2019 by the European Association for Quality Assurance in Higher Education.

In the process of developing the strategic plan, the working group took into account the Resolution N629 of December 20, 2019 of the Government of Georgia on approving the Rules for Developing, Monitoring and Evaluating Policy Documents and the recommendations developed by the international experts in the framework of the EU-funded public service twinning project "Strengthening Capacities for Quality Assurance and Governance of Qualifications" about development of a strategic document and action plan for the Center.

The online meetings were held with the Coordinating Council of the Center, also with the representatives of General, Vocational and Higher Education Institutions and with the members of the Expert Pool of the Center in order to introduce the strategic plan and 2021 action plan of the Center to the stakeholders. Up to 500 people attended the online meetings. The Strategic Documents of the Center envisages the feedback of the stakeholders provided after completion of these meetings.

## Chapter I. Vision, Mission and Values of the LEPL National Center for Educational Quality Enhancement

### **Vision of the Center:**

The Center represents a regional hub with high credibility and recognition on the local and international level, offering a wide range of services related to education quality enhancement to the public.

**Mission of the Center:** The mission of the Center is to support education quality enhancement by providing services that are user-oriented, based on internationally recognized standards and the best local practices, as well as by supporting the strengthening of the quality-oriented governance.

**Values of the Center:** The Center is primarily guided by the best interests of those involved in the learning process and conducts its activities based on the following values.

**Objectivity:** The self-evaluation, as well as the evaluations carried out by us are based on the standards established by the legislation and on the actual circumstances. Established procedures eliminate partiality of the persons involved in the evaluation as much as possible.

**Transparency:** The standards and procedures of our activities, our visions and values are publicly accessible and known to all stakeholders in advance. Publicity of the information on the Center's activities is ensured.

**Impartiality:** We ensure that the decisions made by the Center are in line with the legislation and consider the best interests of the stakeholders.

**Cooperation:** We are open to cooperation with the stakeholders. We constructively discuss news, proposals, different positions and are focused on problem solving.

**Development and Innovation:** We systematically evaluate our activities and plan innovative ways for development based on the results of evaluation. We offer the same to the education providers and we expect the same from our partners.

Chapter II. Strategic Framework

Strategic Goal	Strategic Objective	Indicator	Evidence
<p><u>Strategic Goal N 1: The organizational arrangement, resources and ongoing processes of the Center ensure its institutional sustainability and operational effectiveness</u></p>	<p>Objective 1.1: Organizational arrangement tailored to the needs of the Center and the opportunity for its institutional development are provided</p>	<p>The organizational arrangement of the Center ensures perfect performance of the functions defined by the legislation</p>	<p>Results of human resource management system analysis</p>
		<p>The Center responds adequately to its institutional development needs</p>	<p>Results of human resource management system analysis</p>
	<p>Objective 1.2: The material and technical base of the Center, software and management policy comply with the requirements set by the legislation and are focused on the development and effective work of the Center</p>	<p>The management policy of the Center fully complies with the established standards and the requirements of the legislation</p>	<p>Proof of conformity</p>
		<p>At least 80% of the surveyed employees positively evaluate the efforts / contributions of the Center, the compliance of the software with the functions performed by them</p>	<p>Employee Satisfaction Survey</p>
			<p>Annual plan of the Procurements</p>

	At least 80% of the surveyed employees positively assess the compliance of the material and technical base of the Center with the work to be performed by them	Employee Satisfaction Survey
		Annual plan of the Procurements
Objective 1.3: Rational planning / use of resources is ensured and the degree of financial independence of the Center is increased	The share of subjective changes in the budget of the Center is decreasing	Results of financial analysis
	The share of own revenues in the Center's budget is increasing	Balance analysis
		Document of financial analysis
Objective 1.4: The activities of the Center are transparent, information about the activities of the Center is available to the stakeholders	At least 80% of stakeholders consider the activities of the Center to be transparent	Customer Satisfaction Survey Document (Survey Results)
	For the stakeholders there are diversified channels of information delivery focused on the customer	Diversified channels of information delivery

		Statistics of access to channels of information delivery channels
		Monitoring results
Objective 1.5: The Center has introduced an internal quality assurance system in accordance with the international practice	The operational planning process is based on the results of an internal quality assurance system evaluation	Evaluation results
		The Action Plans
Objective 1.6: Significant decisions are made by the Center with the involvement of stakeholders, using an evidence-based decision-making approach	The Center has an evidence-based decision-making system	Documents certifying the functioning of the system
	Most stakeholders positively assess the involvement in the decision-making process	Stakeholder survey results
Objective 1.7: The Center has a high level of public awareness and a positive image	The share of positive information about the Center disseminated through the media is growing	Statistical analysis of information disseminated through the media

		The awareness of the Center is high among those interested in the field of education (information about the Center is known for at least 80% of the surveyed)	Results of survey
<u>Strategic Goal N 2: The Center actively uses the best international experience to bring the education quality assurance system of Georgia closer to European and international standards.</u>	Objective 2.1: The Center maintains membership in international and European networks of higher education quality assurance agencies and cooperates with other quality assurance agencies	The Center has maintained WFME, ENQA, EQAR membership	WFME, ENQA, EQAR self-evaluation reports and ENQA and EQAR external evaluation reports, annual reports
		Cooperation with at least 3 European Quality Assurance Agencies has been established	Memoranda of Understanding with Quality Assurance Agencies
	Objective 2.2: The Center, within its competence, ensures the coordination of the higher education system with the requirements of the Bologna Process	The recommendations developed by the Center are in line with the requirements of the Bologna Process in the higher education system	Analysis of recommendations

Objective 2.3: The Center takes into account the best European experience in the establishment of the quality assurance system of Vocational Education	The Center's practice is in compliance with the principles of European Quality Assurance in Vocational Education and Training (EQAVET)	Compliance Survey Document
	The Center uses EQAVET indicators to evaluate the quality assurance system	Evaluation carried out in accordance with EQAVET indicators
Objective 2.4: The Center promotes a positive image of the Georgian education system in the international arena	The Center promotes Georgia's participation in national and international events	Material confirming Georgia's participation in national and international events



	<p>Objective 2.5: The Center provides compatibility of the National Qualifications Framework with the European Qualifications Framework for Higher Education and the European Qualifications Framework for Lifelong Learning</p>	<p>The National Qualifications Framework maintains compatibility with the European Qualifications Framework for Higher Education and the European Qualifications Framework for Lifelong Learning</p>	<p>Research Document</p>
	<p>Objective 2.6: The Center ensures the approximation of the Classifier of the Fields of Study with the documents of the "International Standard Classification of Education" and the "Detailed Description of the Fields of Education and Training"</p>	<p>The Classifier of the Field of Study is close to the 'International Standard Classification of Education' and the Detailed Description of Education and Training</p>	<p>Research Document</p>
<p><u>Strategic Goal N 3: The services provided by the Center are developed, flexible, easily accessible and customer-oriented.</u></p>	<p>Objective 3.1: The educational services offered by the Center are substantively and procedurally in order</p>	<p>Customer satisfaction with the educational services provided by the Center is growing</p>	<p>Citizen Satisfaction Survey Documents</p>

	The number of disputes between citizens and educational services at the Center is decreasing	Documents reflecting the annual report of the Dispute Division (statistics)
	Overdue administrative proceedings are declining	Document on the quantities of overdue proceedings (statistics on overdue)
Objective 3.2: Simplified administrative procedures have improved the quality of service provided by the Center	Customer satisfaction with the services provided by the Center has increased	Customer Satisfaction Survey Document
Objective 3.3: Educational Institutions receive support services from the Center tailored to their needs	The support services provided by the Center meet the needs of the Institutions	Results of Thematic Analysis

		80% of the Institutions positively evaluate support services	Results of Survey
	Objective 3.4: Transparency and reliability of the accreditation procedures and standards of public servant professional development programme are ensured	At least 80% of the evaluations of trained professional public servants are positive	Statistics of evaluation of trained public servants; analysis
<u>Strategic Goal N 4: Effective quality assurance mechanisms tailored to the specifics of General Education are introduced, taking into account national specificities, best foreign practices and modern challenges in accessing educational services.</u>	Objective 4.1: Authorization Standards and Quality Assurance Procedures for General Education Institutions promote transparency of the authorization process and increase credibility of General Education received in Georgia	Updated standards and procedures for the authorization of General Education Institutions are welcomed by most stakeholders	Results of Survey
		The share of those Institutions, the authorization process of which takes into account the specifics and regional peculiarities have increased	Statistics

		Results of the authorization process analysis
	At least 80% of the parties involved in the administrative process of authorization of General Education Institutions consider the procedures to be transparent	Results of Survey
Objective 4.2: Highly qualified experts are involved in the external quality assurance process of General Education Institutions	The positive results of the systematic evaluation of the members of the experts pool are growing	Systematic Evaluation Results
	The number of negative decisions made as a result of disciplinary misconduct of members of the experts pool is decreasing	Statistics on the proceedings of disciplinary misconduct

	Objective 4.3: The transparent procedure for the recognition of foreign General Education programmes facilitates the availability of such international programmes within the country that provide high quality educational services through the implementation of a curriculum based on European values, inline with national General Education objectives	Participants in the process consider that the procedure for recognition of foreign General Education programmes is transparent	Results of the survey of the parties involved in the process
			Procedure and standards for recognition of foreign general education programmes
		The number of foreign General Education programmes has increased	Statistics

<p><u>Strategic Goal N 5: There is a system of best quality assurance in Vocational Education, based on European experience, which provides / promotes confidence to the qualifications awarded in the field of Vocational Education in Georgia for the purpose of continuing education and / or employment in the national and international labor market.</u></p>	<p>Objective 5.1: Standards and practice of authorization of Vocational Education Institutions, as well as certification and /or acquisition of the right to implement Vocational training and vocational retraining programmes ensure the transparency, credibility of the process and involvement of the private sector in it</p>	<p>Most of the stakeholders positively evaluate the standards and the existing practice of authorization of vocational institutions, certification and / or acquisition of the right to implement Vocational training and vocational retraining programmes</p>	<p>Results of Survey</p>
		<p>At least 80% of the parties involved in the administrative process of authorization of vocational institutions, certification and / or acquisition of the right to implement vocational training and vocational retraining programmes think that the procedures and existing practices are transparent</p>	<p>Results of Survey</p>

	Private sector involvement is ensured in the evaluation and decision-making process	Results of Survey
		Statistical Analysis
Objective 5.2: Certified specialists of Vocational Education quality assurance and highly qualified specialists in the field are involved in the administrative proceedings for the authorization of Vocational Education Institutions, as well as for certification and / or acquisition of the right to implement vocational training and vocational retraining programmes	The number of negative decisions made as a result of disciplinary misconduct of members of the experts pool is decreasing	Statistics on the proceedings of disciplinary misconduct

	The positive results of the systematic evaluation of the members of the experts pool are growing	Systematic Evaluation Results
Objective 5.3: There is an effective system for developing and updating Vocational Education standards, which ensures that their content is in line with the requirements of national and international labor markets, development trends, also it allows to provide flexibility in the provision of educational services	The feedback from most of the private sector towards the educational standard is positive	Results of Survey
	The international analysis of educational standards is positive	Results of the analysis of the compliance of Vocational Education standards with national and international labor market requirements



	Providers positively assess the flexibility of methodology of teaching and assessment	Results of Survey
Objective 5.4: Quality assurance mechanisms for recognition of Non- formal Education in Vocational Education determine the credibility of the process	Evaluation of educational institutions and employers on the results of recognition of Non-formal Education in Vocational Education is positive	Results of Survey
Objective 5.5: The Vocational Education Quality Assurance System promotes the internationalization of Vocational Education and increases the efficiency of Vocational Education delivery through the use of flexible quality assurance mechanisms for joint and exchange educational programmes	The number of joint and exchange educational programmes at the local level is growing	Statistics of programmes at the local level

		The number of joint and exchange educational programmes at the international level is growing	Statistics of programmes at the international level
<u>Strategic Goal N6: Existing external quality assurance mechanisms for higher education institutions and educational programmes take into account national specificities and are fully harmonized with international standards.</u>	Objective 6.1: External quality assurance standards and procedures for higher education are fully in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and at the same time take into account national specificities	Higher Education Institutions Authorization and Higher Education Programme Accreditation Standards and Procedures Comply with ESG Standards	ENQA Evaluation Document
		The ENQA recommendations are fully implemented	ENQA Evaluation Document
		Most stakeholders positively evaluate the standards and procedures	Results of Survey

	Objective 6.2: Highly qualified experts are involved in the process of external quality assurance of higher education institutions and educational programmes	The number of negative decisions made as a result of disciplinary misconduct of members of the experts pool is decreasing	Statistics on the proceedings of disciplinary misconduct
	<p>Objective 7.1. Authorization standards and quality assurance mechanisms of an institution promote the transparency and credibility of the authorization process</p> <p>Objective 7.2 Quality assurance process of an institution involves high quality experts</p> <p>Objective 7.3 Development-oriented activities (or enhancement of opportunities) of an institution are based on their need assessment, with use of the respective instruments</p>	The positive results of the systematic evaluation of the members of the experts pool are growing	Systematic Evaluation Results
<p><u>Goal 7: External mechanisms for ensuring the quality assurance of early childhood care and preschool and education have been established, taking into account national characteristics and best international practices</u></p>		At least 100 institutions have been authorized	Decisions of the Authorization Board
		Expert Pool Evaluation system has been implemented	Order on the establishment of the Experts Pool; Results of the assessment
		Informational/consultation meetings were held with representatives of at least 100 institutions on authorization standards and regulations.	List of attendees, materials reflecting the held meetings

### **Chapter III. Monitoring and evaluation of the implementation of the Center's Strategy and Action Plan**

Evaluation and monitoring of the Center's Strategy and Action Plans are carried out through the special electronic portal in accordance with the Rules of Elaboration, Monitoring and Evaluation of the Strategy and Action Plan for the Strategy Implementation of the LEPL National Center for Educational Quality Enhancement approved by the Director of the Center. The implementation of the Center's Strategy is evaluated twice - in the form of mid-term and summary evaluations. The mid-term evaluation is conducted at the end of the third year after the start of the new strategic cycle, and the summary evaluation of the implementation of the strategy begins 6 months before the expiration of the ongoing strategic cycle and ends before the expiration of the ongoing strategy document. Two types of reports are developed as a result of monitoring the implementation of the action plan: Progress report (periodicity 3, 6 and 9 months) and annual report. Evaluation report of the Annual Action Plan Implementation, Strategy Mid-Term Evaluation and Strategy Summary Evaluation Reports are published on the Center's website in accordance with the deadlines set out in the Rules of Elaboration, Monitoring and Evaluation of the Strategy and Action Plan for the Strategy Implementation of the National Center for Educational Quality enhancement.