



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

2021-2025

2020

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.

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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 N 1: The organizational arrangement, resources and ongoing processes of the Center ensure its institutional sustainability and operational effectiveness.

Task 1.1: Organizational arrangement tailored to the needs of the Center and the opportunity for its institutional development are provided.

Task 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.

Task 1.3: Rational planning / use of resources is ensured and the degree of financial independence of the Center is increased.

Task 1.4: The activities of the Center are transparent, information about the activities of the Center is available to the stakeholders.

Task 1.5: The Center has introduced an internal quality assurance system in accordance with the international practice.

Task 1.6: Significant decisions are made by the Center with the involvement of the stakeholders, using an evidence-based decision-making principle.

Task 1.7: The Center has a high level of publicity and a positive image.

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,

Task 2.1: The Center maintains membership in international and European networks of higher education quality assurance agencies and cooperates with other quality assurance agencies

Task 2.2: The Center, within its competence, ensures the coordination of compliance of the higher education system with the requirements of the Bologna Process

Task 2.3: The Center takes into account the best European experience in the establishment of the quality assurance system of vocational education

Task 2.4: The Center promotes a positive image of the Georgian education system in the international arena

Task 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

Task 2.6: The Center provides the approximation of the classifier of fields of study with the documents of the "International Standard Classification of Education" and the "Detailed Description of the Fields of Education and Training".

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Strategic Goal N 3: The services provided by the Center are developed, flexible, easily accessible and customer-oriented.

Task 3.1: The educational services offered by the Center are substantively and procedurally in order.

Task 3.2: Simplified administrative procedures have improved the quality of service provided by the Center

Task 3.3: Educational institutions receive support services of the Center tailored to their needs

Task 3.4: Transparency and reliability of the accreditation procedures and standards of public servant professional development programme, are ensured

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

Task 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

Task 4.2: Highly qualified experts are involved in the external quality assurance process of general education institutions

Task 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, in line with national general education objectives.

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

Task 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.

Task 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.

Task 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.

Task 5.4: Quality assurance mechanisms for recognition of non-formal education in vocational education determine the credibility of the process.

Task 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.

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

Task 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.

Task 6.2: Highly qualified experts are involved in the process of external quality assurance of higher education institutions and educational programmes

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.