Appendix 1

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Strategic Development of International Black Sea University and

Mechanisms for monitoring the implementation of action plans

Tbilisi

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Article 1. General provisions

1.1. The document on the monitoring mechanisms of the implementation of the strategic development and action plans of the "International Black Sea University" LLC (hereinafter referred to as the "University") defines the monitoring process of the seven-year strategic development plan and the three-year action plan and the issues of responding to its results.

1.2. The purpose of the document is to monitor and facilitate the achievement of the strategic directions and tasks defined by the strategic development plan and action plan of the university.

Article 2. Monitoring process and stages:

2.1. The Strategic Development Service (hereinafter "Service") monitors the implementation of the university's strategic development and action plans and responds to the evaluation results once during the academic year (at the end of the spring semester), based on which annual monitoring reports are prepared.

2.2. Monitoring of strategic development and action plans of the university during the academic year includes the following stages: 1. Organization of the monitoring process; 2. Search for information; 3. Monitoring and evaluation; 4. Feedback and response; 5. Determining the need to modify strategic development and action plans.

2.2.1. Organization of the monitoring process - the monitoring process is managed by the Strategic Development Service, which at the beginning of each semester ensures communication with the relevant structural units/schools and their access to the necessary information; In particular, the service will introduce their strategic tasks, measurement indicators, targets and timelines of activities planned for strategic tasks. During the semester, meetings will be scheduled to discuss the activities of the structural units/schools and to supervise the process. During the semester, structural units/schools periodically record information and reflect the status of the activities in the form shared by the Strategic Development Service.

2.2.2. Information search - the Strategic Development Office requests activity reports from structural units/schools at the end of each academic year (in particular performance/achievement reports of activity and measurement indicators). If necessary, the office will schedule additional meetings to review performance reports. In the forms shared by the service, responsible units/schools report their activities, after which the received information will be sorted and processed.

2.2.3. Monitoring and Evaluation - The purpose of monitoring is to evaluate the implementation of the action plan both quantitatively and qualitatively. The Strategic Development Service will monitor the annual reports of activities planned and implemented by structural units and schools during both semesters of the academic year (autumn, spring); The structural unit/school responsible for the implementation of the action plan shall present a performance report in accordance with the form developed by the Strategic Development Service. In the monitoring report, it is important to present information about the activities carried out within the time frame with appropriate confirmation, as well as the hindering factors identified in the implementation process, so that the risk factors can be assessed and, if necessary, revised.

The service will evaluate the activity reports of structural units/schools of the university. Initially, the planned and implemented activities will be compared; Checking the relevance of the presented evidence, and then evaluating the strategic tasks, measurement indicators and target marks determined by the strategic development plan and action plan of the university. Each goal will be evaluated with the corresponding measurement indicator, and the target mark of the measurement indicator will be compared with the mark achieved in the given time. Each task will be evaluated.

The annual report prepared by the Strategic Development Service will be submitted to the Management Board with relevant annexes.

2.2.4. Feedback and response - Feedback and response to assessment results is an important process to facilitate the achievement of the university's strategic and action plans. The Strategic Development Service will inform the relevant responsible units on the evaluation results of the structural units/schools and develop recommendations that will be discussed with the relevant units/schools.

2.2.5. Determining the need to modify strategic development and action plans - at the end of the academic year, the Strategic Development Service reviews the activity reports and results of structural units/schools and determines the need to modify the goals, indicators, targets and activities of the strategic development plan and action plan of the university.

Article 3. Modification of strategic development and action plans:

3.1. Modification of strategic development and action plans is carried out when necessary:

3.1.1 Modification of the strategic task(s) - when internal or external factors/changes affect the strategic task.

3.1.2. Modification of the measurement indicator(s) - when there is no alignment between the strategic task and its measurement indicator(s) for the complete execution of the task.

3.1.3. Modifying the activity(s) - when the action plan contains insufficient number of activities to achieve the measurement indicators and strategic objectives.

3.2. The Strategic Development Office will develop an updated version of the Action Plan and submit it to the Governing Board for consideration.

3.3. As needed, the founders' board meeting will approve modified, updated versions of the strategic development and action plans.