



Internal Regulations

Approved by the Order of the Rector of
Georgian Institute of Public Affairs of
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Chapter I. Rules of Proceedings

§ 1. General Provisions

Article 1. University Proceeding System

- 1.1. The purpose of the Rules for the University proceedings is to determine the basis for the registry production of the educational institution, document turnover at the University, preparation of administrative acts, archival and other types of document turnover in accordance with Order N127/N on Approval of the Rules for Registry Production of Educational Institutions of July 22, 2011 of the Minister of Education and Science of Georgia.
- 1.2. The rules for University proceedings determine the procedures for preparation and systematization of the University's correspondence, administrative acts, including the orders and various types of agreements, protocols of academic and scientific boards and other structural units, also the rules for conducting the archival document turnover, document turnover of the University administration, University schools and other structural units.
- 1.3. University proceedings are carried out through the University Proceeding System, which implies usage of IT technologies and creation of conditions required for effective proceedings within the University.
- 1.4. The following directions are regulated by the rules for University proceedings:
 - 1.4.1. Educational institution registry production on the web pages of the National Center for Quality Enhancement;
 - 1.4.2. Flow and systematization of correspondence, including incoming and outgoing letters of the University, student statements and other documents, which also implies the document turnover between the structural units of the University;
 - 1.4.3. Preparation of administrative acts and the relevant registry, which includes the following:
 - 1.4.3.1. Protocols of the Board meetings;
 - 1.4.3.2. Rector's orders;
 - 1.4.3.3. Protocols of the University Academic Board meetings;
 - 1.4.3.4. Protocols of the Schools Academic Board meetings;
 - 1.4.3.5. Protocols of the Scientific Board meetings of the Research Department;
 - 1.4.3.6. Protocols of the Doctorate Scientific Board meetings;
 - 1.4.3.7. Protocols of the Dissertation Board meetings;
 - 1.4.3.8. Protocols of the Rectorate;

- 1.4.3.9. Protocols of the Disciplinary Commission, etc.
- 1.4.4. Contracts Registry;
- 1.4.5. Archival proceedings, etc.

Article 2. Definition of Terms

2.1. The terms used in the present document have the following meaning:

- 2.1.1. The University - N(N)LE Georgian Institute of Public Affairs;
- 2.1.2. Electronic Proceeding System - Document turnover through electronic means;
- 2.1.3. Electronic Management Database of the University (LMB) - The University-managed electronic database reflects information about the personnel and students, including transcript, schedule of lectures/seminars, syllabuses/learning material of selected University disciplines, financial liabilities of the student towards the University and other types of information.
- 2.1.4. Electronic document - written information developed, sent, received or stored using the electronic, optical or similar means, confirming the the fact of legal significance or the fact of non-legal significance;
- 2.1.5. Electronic signature - combined data created by any electronic means used by the signatory to indicate its connection with the electronic document;
- 2.1.6. Material document - In formation on paper or other material carrier confirming the fact of legal significance of the fact of non-legal significance;
- 2.1.7. Organization tree - electronic structure of the University; the hierarchy of documents flow according to the positions stipulated by the list of staff;
- 2.1.8. Typical form of the document - type and signature of the document to be selected to create a document in the electronic system of document turnover.

Article 3. Users of Electronic Proceeding System

3.1. The users of the electroning proceeding system are:

- 3.1.1. Rector of the University;
- 3.1.2. Administration of the University:
 - 3.1.2.1. Head of the Administration;
 - 3.1.2.2. Head of the Public Relations Department;
 - 3.1.2.3. Proceeding Manager;
 - 3.1.2.4. Chief Accountant.
- 3.1.3. Dean of the School of Government and Administrative Manager of the School;

- 3.1.4. Dean of the Caucasus School of Journalism and Media Management and Administrative Manager of the School;
- 3.1.5. Dean of the School of Law and Politics and Administrative Manager of the School;
- 3.1.6. Dean of the School of Social Sciences and Administrative Manager of the School;
- 3.1.7. Head of the Research Department;
- 3.1.8. Head of the Doctorate;
- 3.1.9. Head of the Quality Assurance Department;
- 3.1.10. Head of the Training and Consulting Center;
- 3.1.11. Head of the International Relations Department;

§ 2. Registry of Educational Institution

Article 1. Registry of Educational Institutions

- 1.1. The present paragraph determines the conditions for registry production of the educational institutions (hereinafter – Registry) on the web pages of the National Center for Educational Quality Enhancement, in accordance with Order N127/N on Approval of the Rules for Registry Production of Educational Institutions of July 22, 2011 of the Minister of Education and Science of Georgia, subjects responsible for entering information in the registry, rules for entering information in the registry, amending the registered information and retrieving information from the registry.
- 1.2. The Registry reflects the information about the educational institution, relevant educational programs, including the personnel implementing the program, indicating the individuals entitled to be enrolled/enrolled individuals in the program.

Article 2. Registry of Higher Education Institution

- 2.1. Registry of Higher Education Institution includes the following information about the University:
 - 2.1.1. The full name of the University in Georgian and English (with reference to the relevant legal form);
 - 2.1.2. Legal address, actual address(s), postal code, telephone, e-mail and website address of the University;
 - 2.1.3. Founder (individual, legal entity, state) and its identification code or personal number (if applicable);

- 2.1.4. Legal form, identification code, date of state registration, information about the reorganization and renewal of the educational institution with reference to the relevant acts (act number, dates of its adoption and entry into force);
- 2.1.5. The name and surname of the person, authorized to manage and represent the University in Georgian and English, scanned version of the signatures, personal number, telephone, e-mail address, date of authorization and termination of authority, with indication of relevant acts;
- 2.1.6. Information about the acting head of the University, indicating the period, number and date of the relevant act;
- 2.1.7. Scanned samples of documents certifying the education during the functioning of the University with the indication of their validity period;
- 2.1.8. Data of contact person(s) of the University (name, surname, position, telephone number);
- 2.1.9. Scanned samples of the seal, stamp and letter-head of the University, indicating the dates of their approval/cancellation;
- 2.1.10. Information about the authorization of the University, indicating the number and date of the decision, validity period and relevant stages, according to which the authorization has been granted to the University;
- 2.1.11. Type of the University;
- 2.1.12. Marginal quantity of the University students;
- 2.1.13. Other information determined by LEPL National Center for Educational Quality Enhancement under Order N127/N on Approval of the Rules for Registry Production of Educational Institutions of July 22, 2011 of the Minister of Education and Science of Georgia, Article 2, Paragraph 4.
- 2.2. The following information about the undergraduate, graduate and doctoral programs of the University:
 - 2.2.1. Name of the educational program and qualification to be granted;
 - 2.2.2. Information about the functioning of the educational program in an accredited mode, indicating the number, date and terms of the decision on accreditation;
 - 2.2.3. Information about the accreditation of educational programs with the indication of the number, date and validity of the decision on accreditation;
 - 2.2.4. Language of implementation of the educational program;
 - 2.2.5. Stage of the educational program;

- 2.2.6. Other information determined by LEPL National Center for Educational Quality Enhancement.
- 2.3. The following information about the personnel implementing the educational programs at the University:
 - 2.3.1. Name, surname, personal number, date of birth, gender, citizenship, address (legal/actual), telephone, e-mail;
 - 2.3.2. Position, indicating the date of appointment or date of origination and completion of labour relations (if any);
 - 2.3.3. Education, information on academic degree, publications;
 - 2.3.4. Education program/programs, person is involved in implementation of which;
 - 2.3.5. Other information determined by LEPL National Center for Educational Quality Enhancement.
- 2.4. The following information about the persons entitled to enroll/enrolled persons on the educational program of the University:
 - 2.4.1. Name, surname, personal number, date of birth, gender, citizenship;
 - 2.4.2. Address (legal/actual);
 - 2.4.3. Date and number of the order on enrollment;
 - 2.4.4. Stage of the educational program;
 - 2.4.5. Educational program (indicating the qualification to be granted), on which the right to enroll was granted;
 - 2.4.6. Tuition fees for the educational program;
 - 2.4.7. Information about the suspension / termination of the status / granting the qualification to the enrolled person, indicating appropriate grounds (including the number and date of the order);
 - 2.4.8. The name of the educational institution, on the basis of which the person is enrolled in an appropriate stage, date of graduation, number of the school certificate/vocational education diploma/diploma and date of issue of the school certificate/vocational education diploma/diploma (if any);
 - 2.4.9. Form/method of enrollment;
 - 2.4.10. Number and date of issue of the document confirming the qualification awarded to the enrolled person after completion of the higher education program, also the scanned version of the relevant document;
 - 2.4.11. Identification number assigned by LEPL National Assessment and Examinations Center;
 - 2.4.12. Competitive score (if any);

- 2.4.13. Other type of information determined by LEPL National Center for Educational Quality Enhancement.

Article 3. Vocational Education Institution / Programs Registry

- 3.1. Vocational education institution / programs registry includes the following information about the institution:
 - 3.1.1. Full name of the institution in Georgian and English (with reference to the relevant legal form);
 - 3.1.2. Identification code of the institution;
 - 3.1.3. Type of institution;
 - 3.1.4. Date of granting the authorization and validity period of the authorization;
 - 3.1.5. Marginal quantity of vocational students (per program/module);
 - 3.1.6. Name of the vocational education program in Georgian and English;
 - 3.1.7. Name and surname of the person, authorized to manage and represent the educational institution;
 - 3.1.8. Contact information (e-mail, telephone, website, actual and legal address(es));
 - 3.1.9. Bank information;
 - 3.1.10. Other information determined by LEPL National Center for Educational Quality Enhancement.
- 3.2. The following information about vocational education programs:
 - 3.2.1. Name of the vocational education program in Georgian and English, Indicating the address of the place, where the program is being implemented;
 - 3.2.2. Type of the vocational education program;
 - 3.2.3. Stage of the vocational education program;
 - 3.2.4. Prerequisite for admission to the vocational education program / prior education and age;
 - 3.2.5. In case the vocational education program are developed based on the Vocational Education Program Framework Document:
 - 3.2.5.1. Vocational Education Program component module;
 - 3.2.5.2. Learning outcomes to be achieved.
 - 3.2.6. Professional specialization / name of the qualification;
 - 3.2.7. Duration of the vocational education program / module (according to the months / days), start and end dates;
 - 3.2.8. Number of the vocational education program / module credits;

- 3.2.9. Quantity of students per vocational education program / module;
 - 3.2.10. Maximum amount of tuition fee per vocational education program / module;
 - 3.2.11. Amount of tuition fee of the vocational education program / module established by the implementing institution of the vocational education programs;
 - 3.2.12. Other type of information determined by LEPL National Center for Educational Quality Enhancement.
- 3.3. Information about the personnel of vocational education programs:
 - 3.3.1. Name, surname, personal number, date of birth, gender, citizenship, address (actual/legal), telephone, e-mail of the personnel;
 - 3.3.2. Position of the personnel, indicating the date of appointment or date of origination and completion of labour relations (if any);
 - 3.3.3. Status of socially vulnerable person, status of refugee, humanitarian status and asylum seeker, status of internally displaced person from the occupied territories of Georgia - IDP status;
 - 3.3.4. Education (start/end date), information on academic degree, qualification, working experience of the personnel;
 - 3.3.5. Subject/module, he/she teaches.
 - 3.4. Information, to be submitted about the persons, entitled to enroll/enrolled persons on the vocational education program:
 - 3.4.1. Name, surname, personal number, date of birth, gender, citizenship, address (legal/actual), contact information (telephone, E-mail);
 - 3.4.2. Education;
 - 3.4.3. Educational program, on which the right to enroll was granted;
 - 3.4.4. Status of the person (applicant, to be enrolled, vocational student, expectant, suspended, terminated, etc.)
 - 3.4.5. Information about the enrollment / suspension / termination of the status of the vocational student, relevant grounds, number and date of the relevant act;
 - 3.4.6. The number and date of the act of awarding the vocational qualification after completing the vocational education program by the vocational student;
 - 3.4.7. The number and series of the document (vocational diploma) certifying the qualification issued, the date of issuance (withdrawal);
 - 3.4.8. Internship and employment of the vocational student;
 - 3.4.9. Status of person with special educational needs;
 - 3.4.10. Status of refugee, humanitarian status and asylum seeker;
 - 3.4.11. Status of internally displaced person / IDP;

- 3.4.12. Other types of information determined by LEPL National Center for Educational Quality Enhancement.

Article 4. University's Commitment and Responsibility for the Correctness of the Information Entered in the Registry

- 4.1. The University Quality Assurance Department is responsible for the registry production, envisaged by Article 3 of the present paragraph. The latter is obliged to reflect the relevant information in the Registry within the terms, established by Order N127/N of July 22, 2011 of the Minister of Education and Science of Georgia;
- 4.2. Quality Assurance Service and relevant staff of the schools of the University are responsible for the correctness and completeness of the information entered in the University's Registry.

§ 3. Document Turnover

Article 1. Rules for Processing Incoming Documents, Acceptance, Registration and Allotment

- 1.1. The University receives documents in both material and electronic form. The correspondence received at the University is accepted and registered by the Proceeding Manager of the University, who registers and scans the documents.
- 1.2. The document shall be registered upon receipt, which is carried out by the Electronic Proceeding System. On the first page of the document the registration number will be placed in the lower right corner and the date of entry and number of pages or/and other material and electronic attachments shall be registered. Incoming documents shall be uploaded in the Electronic Proceeding System and the originals shall be stored in appropriate folders;
- 1.3. Application/letter and/or accompanying documentation, which cannot be uploaded due to the volume or format of the document, shall be handed over to the relevant person as a material document and the copy of the document shall be stored in an appropriate folder.
- 1.4. It is inadmissible to accept correspondence bypassing the administration of the University.
- 1.5. The document, received by the University, shall be delivered to the relevant employees after scanning by protection of the hierarchy of the employees. The Proceeding Manager is responsible for preliminary sorting of documents for the Rector, administration and other structural units of the University;

- 1.6. The appropriate folders are created for the purpose of keeping the incoming correspondence. The folders contain the material version of all incoming and outgoing letters.

Article 2. Rules for Processing the Outgoing Documents

- 2.1. The University Rector or in case of his/her absence, the head of the administration of the University or the acting Rector appointed by the Rector, shall have the right to sign letters sent from the University.
- 2.2. The letters, sent from the University shall be drawn on a corresponding form of the University. The form is developed and stored electronically.
- 2.3. When sending the document, it is necessary to register them according to the following indexes:
 - 2.3.1. Letter - 01/;
 - 2.3.2. Power of Attorney - 02/;
 - 2.3.3. References of the School of Government - 03/;
 - 2.3.4. References of the Caucasus School of Journalism and Media Management - 04/;
 - 2.3.5. References of the of the School of Law and Politics - 05/;
 - 2.3.6. References of the School of Social Sciences - 06/;
 - 2.3.7. References of the Doctorate - 07/;
 - 2.3.8. Others - 08/.
- 2.4. For sending the letter, the executor is obliged to indicate the address of the addressee in the letter to be send, as well as the registration number and the date of the letter, the given letter responds to.

Article 3. Internal Turnover of Documents

- 3.1. The following belong to internal documents:
 - 3.1.1. Provided by University Regulations:
 - 3.1.1.2. Submissions;
 - 3.1.1.3. Protocols;
 - 3.1.1.4. Contracts;
 - 3.1.1.5. Orders.
 - 3.1.2. Applications;
 - 3.1.3. Appeals;
 - 3.1.4. Other documents which are the basis of the Rector's orders;
- 3.2. When recording internal documents, the following requisites are filled in:

- 3.2.1. Date of submitting the document and registration number;
 - 3.2.2. Identity of a person, submitting the document;
 - 3.2.3. Form and brief content of the document;
 - 3.2.4. Quantity of pages, attached (if any).
- 3.2. Transferring the internal documents (except for the students' statements) to the Rector, the head of the administration and heads of the structural units or other relevant addressees shall be provided on the day of the preparation of internal documentation through the electronic system by the Proceeding Manager of the University.

§ 4. Preparation of Administrative Acts and Registry

Article 1. Scope of Regulation

- 1.1. Preparation of managing acts and production of registry includes the following directions:
 - 2.1.8.1. Protocols of the Board Meetings;
 - 2.1.8.2. Rector's orders;
 - 2.1.8.3. Protocols of Rectorate meetings;
 - 2.1.8.4. Protocols of University Academic Board meetings;
 - 2.1.8.5. Protocols of School Academic Board meetings;
 - 2.1.8.6. Protocols of Research Department Scientific Board meetings;
 - 2.1.8.7. Protocols of Doctorate Scientific Board meetings;
 - 2.1.8.8. Protocols of Doctorate Dissertation Board meetings;
 - 2.1.8.9. Protocols of Disciplinary Commission meetings;
 - 2.1.8.10. Others.
- 1.2. The protocols of the congregation bodies envisaged by the first paragraph of the present article shall bear the date (day, month, and year) in digits and registration number.
- 1.3. The protocols are uploaded in the Electronic Proceeding System and also, placed in a relevant folder, in accordance with the date of receipt and the registration number.

Article 2. Preparation of Protocols of Board Meetings and Registry

- 2.1. Relevant protocols shall be concluded for each Board meeting, which are prepared by the secretary of the meeting and signed by the board members.
- 2.2. The Proceeding Manager shall provide the upload of the protocols, signed in accordance with the paragraph one of the present article, to the Electronic Proceeding System.

Article 3. Preparation of the Orders of the University Rector and Registry

- 3.1. In order to regulate the issues of multiple and one time importance, the Rector issues an order;
- 3.2. The draft of the order is prepared by the Proceeding Manager in cooperation with the relevant structural units of the University;
- 3.3. The text of the order, as a rule, includes the name of the act, date, number, place, the preamble, stipulating the basis or the legislative act to ensure implementation of the order issued;
- 3.4. The text of the order shall reflect the issue, to be regulated by the order, the name of the performer, if necessary, the structural unit and the terms of execution.
- 3.5. If the order revokes or changes the previously issued order or its specific points, it is indicated in the text of the order. If necessary, the text of the order indicates an official, who is responsible for the control of execution of the order.
- 3.6. The order shall be signed by the Rector or the acting Rector.
- 3.7. If the draft order is accompanied by graphs, charts, tabs, etc., they are placed in the annex.
- 3.8. The draft order shall be authorized by the administration, head of the relevant structural unit and the lawyer in accordance with the structural tree defined by the Electronic Proceeding System.
- 3.9. The orders are numbered and stored in an electronic form in the Electronic Proceeding System;

Article 4. Preparation of Protocols of the Rectorate Meetings and Registry

- 4.1. Relevant protocols shall be concluded for each Rectorate meeting, which are prepared by the Proceeding Manager and signed by the Academic Board members and the secretary of the meeting.
- 4.2. The Proceeding Manager shall provide the upload of the protocols, signed in accordance with the paragraph one of the present article, in the Electronic Proceeding System.

Article 5. Preparation of the University Academic Board Meetings and Registry

- 5.1. Relevant protocols shall be concluded for each Academic Board meeting, which are prepared by the Proceeding Manager and signed by the Academic Board members and the secretary of the meeting.
- 5.2. If the Academic Board makes decision to elect the Board members, the protocol of the meeting requires notarization.

- 5.3. The Proceeding Manager shall provide the upload of the protocols, signed in accordance with the paragraph one of the present article, in the Electronic Proceeding System.

Article 6. Preparation of the School Academic Board Meetings and Registry

- 6.1. The Protocols of the School Academic Board meeting of the University are prepared by the school administration manager or other employee of the administration, who performs the function of the secretary of the meeting, through the electronic system.
- 6.2. The Protocols of the school Academic Board meetings are concluded by the signatures of the Dean and secretary of the meeting in the Electronic Proceeding System.

Article 7. Preparation of Protocols of Other Structural Units of the University and Registry

- 7.1. Protocols of the meetings of other structural units of the University are prepared by the structural unit, within which the relevant meeting is assembled.
- 7.2. The head of the structural unit, within which the relevant congregation body operates, provides upload of the meeting protocols in the Electronic Proceeding System.
- 7.3. The protocol, uploaded in the Electronic Proceeding System, under the second paragraph of the present article, shall be accompanied by the signatures of the chairperson of the congregation body and the secretary of the meeting.
- 7.4. The protocols of those congregation body, which is not gathered within any of the structural units, are uploaded in the Electronic Proceeding System by the relevant structural unit in coordination with the Proceeding Manager.

§ 5. Preparation of Contracts and Registry

Article 1. Contracts concluded on behalf of the University

- 1.1. The contracts, concluded by the University are subject to the relevant indexes:
 - 1.1.1. Contracts, concluded with the personnel of the University;
 - 1.1.2. Contracts, concluded with the students of the University;
 - 1.1.3. Memorandums / contracts, concluded with foreign and local organizations;
 - 1.1.4. Other contracts.
- 1.2. Contracts will bear the date (day, month and year) in digits, registration number and the stamp of the University;
- 1.3. The Proceeding Manager shall enter the following data of the contracts in the registry of contracts:
 - 1.3.1. Registration number and date of the contract;

- 1.3.2. Identities of the second party/parties of the contract;
- 1.3.3. Type of contract.
- 1.4. The contracts shall be placed in the relevant electronic database and folders, designated for the contracts, according to the dates of issuance and registration numbers.

Article 2. Contracts Concluded Electronically

- 2.1. The contracts, to be concluded by the University, may be signed in an electronic form, under the conditions, stipulated by the Georgian legislation, including the Law of Georgia on Electronic Document and Electronic Reliable Services.
- 2.2. The contracts, to be concluded with the persons, envisaged by 1.1-1.2 subparagraphs of the present paragraph of the article one, can be concluded in the Electronic Management Database of the University (LMB) by submitting the draft contract to the persons concerned.
- 2.3. The contracts, envisaged by subparagraphs 1.1-1.2 of this paragraph, will be submitted to the student or/and academic personnel in the relevant section of the Electronic Management Database of the University only after the initial registration in the above mentioned database is carried out.
- 2.4. In accordance with this article, the possibility of concluding the contract does not exclude and does not deprive the University of its right to conclude the contracts, envisaged by 1.1 – 1.2 subparagraphs of the article one in a material (without protecting the electronic form) form.

§ 6. Archival Proceedings

Article 1. Implementation of Archival Proceedings

- 1.1. With the purpose of recording and protecting the material and / or electronic documents, the University's Proceeding Manager coordinates the archival proceedings.

Article 2. Documents Subject to Archival Proceedings

- 2.1. The following is subject to archival proceedings:
 - 2.1.1. Documents depicted in the Electronic Proceeding System;
 - 2.1.2. Information depicted in the Electronic Management Database of the University (LMB) about the students and personnel of the University.

Article 3. Archive of Documents Depicted in Electronic Proceeding System

- 3.1. The documents, depicted in the Electronic Proceeding System are archived by the Proceeding Manager, using the same system.
- 3.2. The documents, envisaged by the first paragraph of the present article, will be reflected in the section “History of Document Turnover” of the Electronic Proceeding System.
- 3.3. The documents, envisaged by the first paragraph of the present article, will be archived in a material form after electronic archival under the second article of the same article.

Article 4. Archive of Data Depicted in the Electronic Management Database of the University (LMB)

- 4.1. The documents, depicted in the Electronic Management Database of the University (LMB) are archived by the coordinators of the relevant school of the University in coordination of the Proceeding Manager.
- 4.2. The documents, envisaged by 4.1 paragraph of the present article, are transcript, information about financial obligations of the students to the University, student's personal data.
- 4.3. Except for the documents, envisaged by 4.2 paragraph of the present article, the relevant schools of the University archive the documents, which are not subject to the reflection in the Electronic Management Database of the University (LMB) in coordination with the Proceeding Manager.
- 4.4. The documents, envisaged by 4.3 paragraph of the present article, are: document, evidencing the degree (diploma) issued by the University for the student, transcript, personal history and other documents that may be deemed subject to archival according to the Rector's decision.

Article 5. Responsibility of Proceeding Manager and issuance of Material Documents from the Archive

- 5.1. The Proceeding Manager is liable for ensuring the protection of material and electronic documents, placed in the University's archive, loss and unauthorized destruction of them;
- 5.2. The original version of the material or / and electronic document, protected in the archive, can be issued to the third party only with the consent of the administration of the University.
- 5.3. In case of requesting the original document from the archive, it is mandatory to submit a power of attorney of an authorized person, if the document is issued to an unauthorized person.

§ 7. Library Rules

Article 1. Scope of Regulation

- 1.1. The present rules govern the membership of the University library, issues related to subscription-use-return of library units and rules of conduct in the library;
- 1.2. The rules for using the library are based on the Law of Georgia on Librarianship and the general regulatory acts of the University.

Article 2. Library Membership

- 2.1. The University library can be accessed after becoming its member;
- 2.2. University students join the library automatically after the enrollment at the University on the basis of electronic data, which includes the following information: name and surname, date of birth, personal number of the identity document, address, telephone, e-mail, course and school of a student.
- 2.3. The University personnel, persons invited by the University and other persons are registered on the basis of identity documents and contact information (phone, e-mail);

Article 3. Possibility of Using Library Resources

- 3.1. The library has relevantly equipped reading halls, a wide variety of books and other material, available in various languages: textbooks, monographs, scientific literature and fiction, periodicals, music, cartographic and reference editions, electronic resources etc.;
- 3.2. Readers have opportunity to take advantage of the collections of the University library, reading halls and computer rooms, group work room, electronic library, free access to scientific electronic databases;
- 3.3. In order to use library resources, readers shall submit an identity document or a student card, issued by the University;
- 3.4. In order to use library resources, readers are obliged to be acquainted with the library rules, published on the website of the University.

Article 4. Access to Physical Resources of the Library and Rules for Withdrawal/Return of Reading material from/to Library

- 4.1. Readers have the opportunity to find material they need in the catalogue of the University library or to benefit from the assistance of the librarian.
- 4.2. Readers have opportunity to order the material, they are interested in, in the library in person or electronically, on the basis of filling the special form on the website of the library;

- 4.3. Withdrawal of a library unit depends on the category of the material, number of units and the frequency of requests;
- 4.4. Printed library unit, the library has only one copy of which, cannot be withdrawn from the library; the reader can use such resources only in a reading hall;
- 4.5. In the case the library has only one copy of a printed library unit, but there is no daily demand for it, readers can take advantage of their right to withdraw it from the library;
- 4.6. Periodicals (magazines, newspapers), rarities (rare editions, old books), cartographic and musical editions, dictionaries, encyclopedias cannot be withdrawn from the library;
- 4.7. University students, academic personnel and personnel have the right to withdraw the book from the library.
- 4.8. Readers are obliged to return the book back to the library within a reasonable time;
- 4.9. Readers have the opportunity to take advantage of the following terms:
 - 4.9.1. Fiction – 2 month;
 - 4.9.2. Text book (in case the library has sufficient amount of it) – 1 semester;
 - 4.9.3. Text book (in case the library does not have sufficient amount of it) – 1-7 days;
 - 4.9.4. Raeder – 1 semester;
 - 4.9.5. Books of other categories – 14-30 days.
- 4.10. Reader have the right to withdraw at least 15 books from all libraries of the University simultaneously.

Article 5. Warning from the Administration

- 5.1. Readers receive warning from the library administration: due to the expiration term for book return and violation of the rules of conduct.
- 5.2. 14 days after the expiration of the deadline for returning the book, the librarian sends a reminder warning to the reader about book delay.
- 5.3. Non-acceptance of the notification on delay does not release the reader from the obligations.

Article 6. Rules of Conduct in Library

- 6.1. Readers are obliged to follow the requirements of the Code of Ethics and Conduct of the University.
- 6.2. Readers are obliged to respect the library and the University personnel, as well as the rights of other users.
- 6.3. Take care of and not harm the material-technical base of the library.
- 6.4. Upon entering the library, the reader is obliged to transfer the mobile phone to the silent mode; keep silence; not disturb the other readers while a group work.

- 6.5. After using the library resources, he/she is obliged not to return them arbitrarily to the shelf, rather than pass it to the librarian or leave it on the table.
- 6.6. When receiving a book or other material, carefully check it and inform the librarian in the case of detecting the defect in it.
- 6.7. Food is not allowed in the library, except for non-alcoholic beverages.
- 6.8. Readers are prohibited to take a book or other resourced arbitrary from the library without a special record in the subscription card of the reader by the librarian.

Article 7. Sanctions for Violation of the Rules of Conduct

- 7.1. In case of damage of library resources and inventory, in determining the guilt, the reader is bound to disciplinary responsibility and the full compensation for damages, provided by the Regulations of the University.
- 7.2. Reader gets a verbal warning from a librarian when violation of silence in a reading hall (loud conversation, cell phone call, etc.) and leaves the reading hall in case of a similar violation for the second time.
- 7.3. If reader arbitrary takes a library recourse from the library, the reader is bound to disciplinary responsibility, provided by the Regulations of the University and is obliged to return the library resource back.

Chapter II. Human Resources Management Regulations

§ 1. Mechanism of Attraction, Recruitment and Professional Development of Personnel

Article 1. General Provisions

- 1.1. For the purposes of recruiting qualified personnel to the University, the present paragraph regulates the procedures for attracting, recruiting and developing the personnel at the University, in accordance with the principles of transparency, equality and justice.
- 1.2. When selecting the personnel, attention is paid to the knowledge and skills necessary for the performance of a specific work, as well as their competences and values, which include development and result orientation, openness to novelty, professionalism and responsibility.

- 1.3. Determining the need for staff at the University, qualification requirements for administrative and academic personnel, as well as invited lecturers, means of attraction and recruitment, as well as encouragement are determined by the present rules and University's Human Resource Management Policy Document, approved by Order of the University Rector. In addition, in case of any irrelevance/collision between the present rules and Human Resource Management Policy Document, the present rules are prevailing.

Article 2. Rules of Affiliation of Academic Personnel

- 2.1. The following sources are used for finding the personnel:
 - 2.1.1. University website;
 - 2.1.2. Job search web portals and social networks;
 - 2.1.3. Others, including the means of mass communication.
- 2.2. Selection of personnel on positions that envisage the performance of simple, homogeneous functions and do not require specialized education/competences, can be made based on the recommendations.

Article 3. Rules of Certification of Academic Personnel

- 3.1. The selection process of personnel involves several stages, the number and sequence of which is determined by taking the peculiarities of the specific position into consideration.
- 3.2. Selection and recruitment of academic personnel is carried out pursuant to the legislation of Georgia and general University regulatory acts and according to the University's Human Resource Management Policy Document.
- 3.3. The selection of personnel is carried out by the relevant commission based on the Rector's order. The members of the commission may be the dean of the school, members of the Academic Board, representatives of the University personnel and invited experts.
- 3.4. When selecting administrative and supporting personnel, review of resumes and submitted documents, if necessary, testing, individual interviews and other activities are conducted.

Article 4. Professional Development Mechanisms

- 4.1. The University uses the professional development mechanisms, which are designed to facilitate the continuous professional development of the employees by improving the skills and competences, necessary to perform their work.
- 4.2. To this end, the University provides availability of development and equal conditions for all employees.

- 4.3. Envisaging the categories of the positions, the University uses the professional development components, determined by the University's Human Resource Management Policy Document.

Article 5. Employee Assessment System

- 5.1. The University has a staff assessment system that aims to provide objective evaluation of professional skills and competences of the University employees. The relevant activities for promoting and motivating successful employees are determined based on it.
- 5.2. The assessment methodology is defined by the University's Human Resource Management Policy Document and involves the qualitative and quantitative evaluation of different positions of employees by using different methods.

Article 6. Encouragement and Motivation of employees

- 6.1. The University's Human Resource Management Policy Document determines the procedures for encouraging and motivating the personnel, regulating the procedures for the recognition of the achievements of the employees and the methods of their encouragement.
- 6.2. The use of incentives is based on the principles of fairness and transparency.
- 6.3. The usage of the methods of encouragement is based on the assessment system, introduced in the University by analyzing the outcomes and achievements of the employees.
- 6.4. The following methods of encouragement are used to increase the motivation of employees with outstanding achievements:
 - 6.4.1. Appreciation;
 - 6.4.2. Granting a certificate, confirming the best outcome and achievement in a specific field;
 - 6.4.3. Placing the information on the best outcomes and achievements on University's internal website;
 - 6.4.4. A one-time cash award (bonus);
 - 6.4.5. Various kinds of presents;
 - 6.4.6. Career development opportunity (promotion).

§ 2. Rules of Affiliation of Academic Personnel

Article 1. Scope of Regulation

- 1.1 This rule regulates the terms and conditions for the affiliation of the academic

personnel of Georgian Public Affairs Institute (hereinafter - the University). It establishes the rights and responsibilities of the academic personnel and the University regarding the affiliation.

Article 2. Definition of Terms

2.1 The terms used in this rule have the following meanings:

2.1.1 Affiliation – a written agreement between the University and the academic personnel, by which the person, having the academic position, confirms its connection (affiliation) with only Georgian Institute of Public Affairs. The mentioned generates the obligations envisaged by Article 3 of the present paragraph;

2.1.2 Affiliated academic personnel – person, having an academic position, has concluded an agreement on affiliation with the University in writing;

2.1.3 Agreement on affiliation - agreement which shall be concluded between the Georgian Public Affairs Institute and the winner of contest on occupying an academic position at the University, by which the mentioned person confirms its consent on affiliation with the University and obligations, connected with it.

Article 3. Obligations Arising from Affiliation

3.1. Affiliated academic personnel of the University is obliged to conduct its educational, scientific/research and/or creative activities within the University, on behalf of Georgian Institute of Public Affairs, which includes the following:

3.1.1. Publication of the results of the educational, scientific/research or/and creative activities under their own copyright and affiliation with the University;

3.1.2. Participate in various scientific conferences and other activities, related to knowledge sharing on behalf of the University.

Article. 4 Agreement on Affiliation

4.1. A person, who desires to occupy an academic position at the University, under the conditions of affiliation with the University, is obliged to express her/his consent on affiliation only with the University in the contest, announced for occupying the academic position and confirm the information about the fact that he/she is not affiliated (current agreement on affiliation) with other higher educational institution.

4.2. The winner of the contest on academic position, including the person, who takes any academic position in other higher educational institutions without affiliation, is obliged to conclude the relevant affiliation agreement before concluding the labour agreement with the University.

Article 5. Terms of Affiliation

- 5.1. Affiliated academic personnel is entitled to carry out educational activities/conduct lectures in other higher educational institutions on the basis of notice, provided to the dean of the relevant school of the University and administration of the University (indicating the name of the relevant higher educational institution, quantity of lecture hours, period of activities), provided that the volume of activities (including lecture hours) does not exceed the volume of his/her activities at the University (including lecture hours).
- 5.2. A person, holding an academic position at the University, who has a certain academic / educational workload in another educational institutions, is obliged to submit information about the scope of academic workload, including the information on supervision of graduate and doctoral students prior to commencement of each academic year (also, at any time, while increasing the workload, at least one week before such changes take effect).
- 5.3. The breach of article 3 and paragraphs 5.1 – 5.2 of the present rule is the basis for unilateral termination of the labour agreement with the person, holding an academic position, by the University.

Article 6. Transitional Provisions

- 6.1. The academic personnel of the University, who has a current labour agreements with the University at the moment of this rule enters into force, is obliged to conclude the affiliation agreement with the terms stipulated by the present rule until September 15, 2018 in agreement with the University, or submit a similar ongoing document (contract, agreement, etc., if any) with other higher educational institution.
- 6.2. Violation of the obligations provided by 6.1 paragraph of the present article, as well as affiliation of affiliated personnel of the University with other higher education institution, is the bases for unilateral termination of the labour agreement with the person, holding an academic position/affiliated person.

§ 3. Rules of Certification of Academic Personnel**Article 1. General Provisions**

- 1.1. The present rule determines the rules of conducting certification of the academic personnel, including the scientific personnel at the Georgian Institute of Public Affairs.

- 1.2. Certification implies determination of compliance of the professional skills, academic and scientific activities with the requirements of the held positions.

Article 2. Terms of Certification

- 2.1. In case of selecting the person on an academic position for more than 5 years, he/she is subject to certification once in five years.
- 2.2. Under the Law of Georgia on Higher Education, Article 35, paragraph 4¹, professor, who has been appointed as professor for more than 5 years, but has less than 5 years of authority after 5 years from being elected as a professor, shall not subject to certification.

Article 3. Principles of Certification

- 3.1. Certification is based on the following principles:
 - 3.1.1. Legality;
 - 3.1.2. Justness;
 - 3.1.3. transparency;
 - 3.1.4. Non-discrimination;
 - 3.1.5. Objectivity;
 - 3.1.6. Impartiality.

Article 4. Procedures Related to Certification

- 4.1. At least one month before the certification is conducted, the decision on holding the certification is made and the relevant order is issued by the Rector of the University.
- 4.2. Personnel subject to certification shall be notified on the date of certification, information about procedures, forms and conditions of certification, at least two weeks before the start of the certification.
- 4.3. To ensure the principle of publicity of the relevant order of the Rector, the University is entrusted to provide relevant information on the official website of the University.
- 4.4. The conditions for holding the certification will be elaborated by the Academic Board of the University and submit them to the Rector for approval.
- 4.5. The following shall be indicated in the order of the Rector of the University:
 - 4.5.1. Time and place of certification;
 - 4.5.2. List of academic personnel subject to certification;
 - 4.5.3. Documents to be prepared for the certification and deadlines for their submission.

Article 5. Certification Commission

- 5.1. Within no later than 5 days before the certification is conducted, the University shall appoint the relevant Certification Commission, consisting of 5 members, by the Rector's Order.
- 5.2. The chairperson of the Commission shall be determined by the order of the Rector of the University and / or by the members of the commission by open voting.
- 5.3. The Certification Commission is authorized to make decision if the session is attended by more than half of the members of the Commission. The decision shall be considered accepted, if it is supported by more than half of the members present at the Commission session. In case of equal distribution of votes, the chairperson of the commission shall be given preference.
- 5.4. The Certification Commission shall make a decision based on the interviews and studying the submitted documents.
- 5.5. At the interview, in order to determine the compliance of the person, subjected to certification, the Commission will hear his/her report on the activities, carried out during the certification period. It verifies the professional level and qualification of the person, subjected to the certification, assesses the compliance of academic activities and scientific activities with the requirements for the occupied position.
- 5.6. In case of failure to appear at the certification without a good reason, the person, subjected to certification receives assessment, stipulated by 6.3.3 subparagraph of Article 6 of the present rule by the decision of the Commission.
- 5.7. A person, who is subject to certification cannot be included in the Certification Commission;

Article 6. Results of Certification

- 6.1. The Commission is obliged to prepare the conclusion on the results of certification of each person, subjected to certification. The conclusion is submitted to the Rector of the University for the final decision.
- 6.2. The conclusion of the Certification Commission shall be drawn up by the minutes of the meeting and signed by the chairperson and members of the Commission.
- 6.3. The Certification Commission is authorized to make the following decision:
 - 6.3.1. The personnel is fully compatible with the occupied position;
 - 6.3.2. The personnel is partially compatible with the occupied position;
 - 6.3.3. The personnel is not compatible with the occupied position.
- 6.4. The decision envisaged by subparagraph 6.3.3 of this article shall set the ground for dismissal of the personnel.

- 6.5. In the case of the decision envisaged by subparagraph 6.3.3 of this article, additional time will be given to the academic personnel and repeating certification will be conducted.

Article 7. Board of Appeals

- 7.1. The personnel, subjected to certification, is authorized to appeal the results of the certification in the Board of Appeals.
- 7.2. In the case of appeal of the certification results, in order to review the claims related to certification procedures and results, the board, consisting of five members will be set up by the order of the Rector;
- 7.3. The chairperson of the board shall be determined by the order of the Rector of the University or/and by an open voting of the board members.
- 7.4. The Certification Commission is authorized to make decision if the session is attended by more than half of the members of the Commission. The decision shall be considered accepted, if it is supported by more than half of the members present at the Commission session. In case of equal distribution of votes, the chairperson of the commission shall be given preference.
- 7.5. The Certification Commission shall make a decision based on the interviews and studying the submitted documents.
- 7.6. The board member, who participated in any stage of conducting the certification, may not be in the composition of the Board of Appeals.
- 7.7. The person has the right to appeal to the Board of Appeals, no later than 2 business days after the announcement of certification results.
- 7.8. The application submitted to the Board of Appeals, shall be reviewed in no more that 3 business days. According to the decision taken, the protocol will be made, which will be submitted to the Rector for the final decision.
- 7.9. A person, subjected to the certification, is entitled not to use his/her right to appeal to the Board of Appeals and submit his/her claim regarding the certification procedures and results to the court under the legislation of Georgia.

§ 4. Labour Regulation

Article 1. General Provisions

- 1.1. The Labour Regulations of N(N)LE Georgian Institute of Public Affairs (hereinafter – the University) are developed under the Labour Code of Georgia, Article 13 and applicable legislation and apply to the administrative, academic and support personnel, as well as invited lecturers of the University.

- 1.2. The goal of the Labour Regulations is:
 - 1.2.1. To establish general principles for regulating the official conduct;
 - 1.2.2. To ensure protection of labour discipline;
 - 1.2.3. The rational use of the working time;
 - 1.2.4. To determine the principle of labour remuneration;
 - 1.2.5. To promote revealing the qualification level and professional skills of the employees;
 - 1.2.6. To establish honest attitude of the employees towards the job;
 - 1.2.7. To create safe and healthy working environment for the personnel.

Article 2. Start and End of Working Time, Break Time

- 2.1. The University has a five-day workweek from Monday to Friday.
- 2.2. The working day starts at 10:00 and ends at 22:00, during which, working hours of the University personnel are determined individually, but not more than 8 working hours per day.
- 2.3. Taking into account the educational process requirements, a six-day working week is allowed, but the working hours should not exceed 40 hours in a week. Duration of working hours can be determined by mutual agreement between the University and personnel on the basis of the labour legislation and contract.
- 2.4. The start and end time of the academic personnel and invited lecturers, involved in the learning process, is determined individually, in accordance with the provisions of the labour agreement.
- 2.5. Taking into account the educational process requirements, a six-day working week is allowed for the personnel, but the working hours should not exceed 40 hours in a week.
- 2.6. Duration of working hours can be determined by mutual agreement between the University and personnel on the basis of labour legislation.
- 2.7. During the day, the personnel is authorized to have a break from 13.00 to 14.00 or from 17.00 to 18.00. With the consent of an immediate supervisor, the personnel may take advantage of a break in the other section of the day.
- 2.8. If the lectures of the personnel, participating in the learning process, coincide with the break time, established by the University, the personnel have the right to have a break in other hours;
- 2.9. The University employee, who is a nursing woman and feeds a child of up to one year, is given an additional break time of 1 hour per day, based on her written request. The time of the break shall be deemed to be her working time, which subjects to remuneration.

- 2.10. The presence of personnel in the University is voluntary on holidays, during the break or after the working hours.

Article 3. Absence from Work/delays and Notification Procedures

- 3.1. At the beginning of the working day, the University personnel should be at work place (in their offices, auditoriums).
- 3.2. Administrative and supporting staff will be considered delayed at work if they arrive later at their workplaces during the working hours.
- 3.3. The academic personnel and invited lecturers will be considered delayed if they arrive to lecture by 5 minutes or more from the begininig of the lecture.
- 3.4. In case of delay or absence from the service, the person is obliged to notify the immediate supervisor and give him/her information about the probable period within the scope of the possibility. The personnel is also required to provide information about the work to be done immediately in order to ensure continuity and effectiveness of the University's activities.
- 3.5. For the absence from job due to the reason, known in advance, the personnel is obliged to apply to the immediate supervisor in advance, indicate the reasons for absence, probable period and activities, to be performed immediately and request temporarily exempt from service obligations during this period. In case of absence from job due to the reason, known in advance, for more than 2 days, appeal shall be submitted in writing and for less than 2 days – either in writing or orally.
- 3.6. Absence from job due to unforeseen, but honorable cause (illness, accident, etc), the personnel is obliged to immediately inform the immediate supervisor about the probable period of absence by indicating the proper reason for absence.

Article 4. Adequate and Inadequite Reason for Absence

- 4.1. Delay and other types of absence from job will be considered as adequate if the head (or the acting head) of the administration satisfies a written or oral application on absence.
- 4.2. Delays amd absence from job will not be considered as inadequate when the personnel fulfills their obligations outside the University premices, which was caused by the specifics of the work to be fulfilled and if the immediate supervisor had been informed about the mentioned fact.
- 4.3. In case the reason of being away from job is considered inadequate, the working time will not be reimbursed.

- 4.4. The document, confirming the adequate reason for the absence of the lecture, shall be submitted to the Dean of the relevant school on the same or next business day, or in case of impossibility, at the very first opportunity.
- 4.5. The head of the relevant structural unit will examine the data about delays and absences of the personnel at the end of each month and inform the Dean of the relevant school and head of the administration.
- 4.6. In case of inadequate reason for absence, the disciplinary liability measures as defined by the legislation and the relevant regulations of the University may be applied against the personnel.

Article 5. Conditions of Staying at the University during Non-working Hours

- 5.1. The head of the relevant structural unit of the University is entitled to call for the administrative and supporting personnel, if necessary, to perform the work, defined by the contract during the holidays under the legislation and the present regulations.
- 5.2. The work, defined by the paragraph 5.1 of the present article, is the overtime work and can be reimbursed according to the rules, established by the legislation of Georgia or the relevant labour agreement. At the agreement of the parties, the University employee may be given a substitute day off or additional compensation, the amount of which is determined individually.
- 5.3. The University employee is entitled to stay at the University on its own initiative for the timely and complete performance of its competences and take advantage of the University's material-technical base.
- 5.4. The employee will not be compensated for its overtime work, when working overtime on their own initiative. The mentioned does not exclude the possibility of using the incentive measures, envisaged by the legislation.
- 5.5. The University employee, who performs overtime work, defined by this Article of the Regulations during a non-working period, is obliged to protect labor safety rules and take care of the University property to the same extent as they are in charge at working time.

Article 6. Leave

- 6.1. The University personnel have the right to benefit from a paid leave at least 24 working days a year, as well as unpaid leave - at least 15 calendar days a year.
- 6.2. The personnel are entitled to the right to request the leave after eleven months of work. With the consent of the school dean or the head of the relevant structural unit, the personnel may be given leave before the expiration of the mentioned period.
- 6.3. From the second year of work, personnel may be given leave at any time of the year.

- 6.4. The annual leave may be used in parts.
- 6.5. Leave period does not include a temporary disability period, leave due to pregnancy, childbirth and child care, leave due to adoption of a newborn and additional leave due to child care.
- 6.6. When benefiting from unpaid leave, the personnel is obliged to notify the school dean or the head of the structural unit about taking the leave two weeks prior to the leave, except when the notification is not possible due to urgent medical or family conditions.
- 6.7. If a person's paid leave for the current year can negatively affect the normal course of work, it is possible to move the leave to another period in the same year or next year. It is not permissible to move the paid leave for two consecutive calendar years.
- 6.8. Administrative and supporting personnel are given extra 5 (five) days off within a year, but not more than 2 working days a month. The mentioned days can be reapportioned as desired/needed for absent from job due to various reasons. Personnel are required to inform the immediate supervisor no later than 1 week in advance about using the mentioned days for a known reason. The reason for absence of the employee in this period shall be deemed to be adequate.
- 6.9. The personnel in case of long-term disability due to health deterioration or other adequate reasons, shall be compensated for one month and the held position is retained for three months.
- 6.10. Leave of the personnel is concluded by the relevant application and resolution of the relevant school Dean or/and head of the administration.

Article 7. Organizational Culture

- 7.1. The personnel is obliged:
 - 7.1.1. To preserve and improve the image of the University in accordance of the established norms of conduct;
 - 7.1.2. To follow the labour discipline, rationally use the working time, prevent any action that hinders the work of the University and humiliates its image;
 - 7.1.3. To have the workplace in order, protect the cleanliness of the premises of the University and area around it.
- 7.2. Computer games and improper usage of internet resources at work by the employees are prohibited.
- 7.3. The personnel is obliged to follow the ethical and moral standards when dealing with the citizens, students and colleagues, introduce oneself and held position, be attentive and polite.
- 7.4. The clothes, hairstyle and external appearance should be tidy, business-like and academic style.

- 7.5. The personnel is obliged not to disseminate the commercial and personal secrecy or other type of information, which has become known to them while fulfillment of their official duties, or use it improperly while having a business relations or after termination of labour relations. The personnel is obliged to follow the above mentioned requirement after termination of the labour relations with the University.
- 7.6. Smoking is prohibited in the University premises (except for the places, specially designated for this purpose). Violation of this restriction shall result in liability in accordance with applicable legislation and rules established at the University. The breach of this rule shall result in the following liability for the offender:
- 7.6.1.1. In the first case of violation of the rule - fine of GEL 50;
 - 7.6.1.2. In case of repeated violation of the rule - GEL 200;
 - 7.6.1.3. Termination of employment contract in case of violation of the rule for the third time.
- 7.7. In case of using the penalty sanctions against the University by the relevant authorities due to the violation of the procedure laid down by Paragraph 7.6. by the offender, the offender will be obliged to reimburse the damages in accordance with the rules, established by the legislation of Georgia. Control of the implementation of this rule is undertaken by the University Defense and Security Service. The employee of the defense and security service concludes the relevant protocol immediately after the discovery of the fact of violation and transfers it to the head of administration of the University for further reaction.

Article 8. Incitement of Personnel

- 8.1. The following forms of incentives are used at the University for an exemplary performance of official duties, for the long and honest service, performance of the task of a special complexity or importance:
- 8.1.1. Appreciation;
 - 8.1.2. One-time bonus;
 - 8.1.3. Salary increase;
 - 8.1.4. Promotion.
- 8.2. Several forms of incentive may be used simultaneously.

Article 9. Protection of Labor Conditions

- 9.1. The protection of labor conditions is a system of technical, sanitary-hygienic and other measures that are aimed at ensuring healthy and safe labour conditions.
- 9.2. The University shall provide healthier and secure conditions, established by the Labor Code of Georgia and other normative acts and development of labour conditions for the employed personnel, as consistent with the labor protection rules (safety rules, health

standards, etc.).

- 9.3. In order to ensure the protection of safety and sanitation rules, the University administration will provide periodic instruction/trainings on safety equipment, fire protection and other rules of labour protection for the relevant personnel.
- 9.4. In order to maintain sanitary norms, the administration is working with the relevant personnel on the preparation and implementation of the Schedule of Cleanliness, periodically conducting the corresponding inspection work at the University with the involvement of personnel and invited experts.
- 9.5. The personnel is obliged to follow the labour and fire safety requirements, envisaged by the Georgian legislation and relevant instructions.

Article 10. Time and Place of Salary Payment

- 10.1. Salaries are paid to the personnel based on the labour agreements, concluded with the personnel, and the relevant order.
- 10.2. The administrative and academic personnel of the University, including the schools, are paid their salaries on the 3rd day of the next month.
- 10.3. The salaries are paid by transferring them to the salary account through the bank, serving the University.
- 10.4. The University is not responsible for salary delays, caused by the reasons arising in the banking system and thus on reimbursement of damages.

Article 11 Communication with Personnel

- 11.1. Any University information or regulation (unless otherwise prescribed by law) will be communicated to the personnel through the electronic system of the University and / or e-mail or the University website, which is considered as official notification.
- 11.2. The University is not responsible for the results of violations of the University Regulations by personnel, if it is conditioned upon personnel's failure to use the e-mail and/or information on the website.

Article 12. Business Trips of Personnel

- 12.1. Business trip of the personnel is concluded by the order, which is sent to the immediate supervisor and the head of the administration for approval and then to the Rector for signature.
- 12.2. The order on business trip shall indicate: information on person (persons) to be sent on a business trip, the purpose of the business trip, start and end dates of the business trip, place (places) of destination, activities related to the business trip and the funds, required

for their financial provision, also, amounts, paid by the inviting party (if any). The signed order on business trip shall be sent to the administration of the University.

- 12.3. Business trip remuneration shall be paid in accordance with the order, issued on the business trip, indicating the time and place of the business trip. The order shall also include a reference to pay for expenses related to a business trip, according to the destination.
- 12.4. Reimbursement of the actual expenses incurred on the business trip shall be paid in accordance with the legislation, based on the documentation confirming the actual expenses.

Article 13. Material Liability of Personnel

- 13.1. Supervision on the use of material values of the University is carried out by the relevant school and the administration of the University.
- 13.2. Head of the structural unit of the University is obliged to:
 - 13.2.1. Control the proper use and protection of the property, which has been transmitted to his/her subordinated structural unit;
 - 13.2.2. Immediately inform the head of administration about any kind of movement, damage, destruction or loss of property under its control;
 - 13.2.3. If the property is damaged, submit an explanatory card to the head of administration.
- 13.3. The personnel is responsible for the proper use and protection of the property transferred to them. They are obliged to:
 - 13.3.1. Use the property only for official purposes;
 - 13.3.2. Inform the head of the structural unit about any kind of movement, damage, destruction or loss of property;
 - 13.3.3. Not transfer the property to another employee without the consent of the school and the administration of the University.

Article 14. Final Provisions

- 14.1. The present labor regulations are mandatory for all University personnel.
- 14.2. Other rights and obligations related to the exercise of official duties by the personnel shall be determined by the labour legislation of Georgia.
- 14.3. The Administration of the University and the heads of other structural units are obliged to introduce the present labor regulations to the personnel.

- 14.4. For violation of the norms defined by the present Regulations, the types of disciplinary penalties envisaged by the Code of Ethics and Conduct may be used in accordance with the procedures set out in the same Regulations.

§ 5. Remuneration System

Article 1. General Provisions

- 1.1. The salary system of the University determines the rules for appointing and issuing salaries for the University employees.
- 1.2. Salaries of the University employees are issued according to the amount, established by the labour agreement.
- 1.3. The salary system of the University provides two approaches to calculation:
 - 1.3.1. Monthly fixed pay;
 - 1.3.2. Variable - compensation for hourly load.
- 1.4. Fixed remuneration may be issued to University administrative and academic personnel who may at the same time perform other additional work on the basis of hourly payment.

Article 2. Procedure for Determining Remuneration of Academic Personnel

- 2.1. The working volume and reimbursement of the academic personnel is determined by three main components:
 - 2.1.1. Conducting the learning process;
 - 2.1.2. Participation in research activities;
 - 2.1.3. Service provision.
- 2.2. The study process involves activities such as preparation and delivering the lecture courses, permanent updating the learning material and methodologies, assessment of students' academic performance, conducting consultation meetings and other activities, related to the course.
- 2.3. Participation in research activities involves implementation of researches independently and/or in groups, preparation of various works, monographs and publications; participation in scientific conferences and also, supervision of bachelor (if any), master and doctoral thesis, as well as the consultations in preparation the conference material, etc.

- 2.4. Service provision includes involvement in administrative activities, participation in / membership of scientific, diploma, dissertation or other councils; involvement in various educational processes and events.
- 2.5. Depending on the specifics and volume of the work done, the reimbursement of academic personnel may be both fictitious or variable, based on the relevant royalties for a particular work performed, which is regulated by the relevant labour agreement.

Chapter III. **Financial management and control system**

§ 1. Rule of Responsibility Reapportion, Delegation and Accountability

Article 1. Goals and Objectives of the Rule

- 1.1. The Rule of Responsibility Reapportion, Delegation and Accountability (hereinafter – the Rule) of N(N)LE Georgian Institute of Public Affairs (hereinafter – the University), within the Financial Management and Control System, is developed based on the Regulations of the University, provisions, general regulatory acts of the University and applicable legislation.
- 1.2. The purpose of the present Rule is to provide effective operation of financial processes and reporting system and legitimate, transparent and effective use of resources, which is necessary to achieve the goals set by the Strategy and Action Plan of the University; also, to determine the basis for responsibility reapportion, delegation and accountability of the persons, responsible on operation of the financial system of the University, on the bases of the regulations set out in the rules of budget design, approval and reporting.
- 1.3. Within the scope of the existing goal, the following are the objectives of the present rule:
 - 1.3.1. Ensuring efficient functioning of managerial accountability system;
 - 1.3.2. Timely and thorough delivery of relevant financial and operational information to the top management.
- 1.4. The managers on any hierarchical level of the University and each employee is responsible for fulfilment of the requirements set out in the present Rule, together with other management and control mechanisms, developed by the management or established by the law.

- 1.5. Responsibility for the establishment and functioning of the organization's financial management and control system is imposed on the University Rector and the head of administration.

Article 2. Financial Planning, Management and Control Units

- 2.1. The following units are involved in the implementation of financial management and control of the University within the competences defined by the Charter of the University, Statute and the present rule:
 - 2.1.1. University Board;
 - 2.1.2. Rector;
 - 2.1.3. Academic Board of the University;
 - 2.1.4. Schools of the University;
 - 2.1.5. Administration of the University;
 - 2.1.6. Other structural units of the University;
 - 2.1.7. Academic personnel and students in the cases, envisaged by the present Rules.

Article 3. University Board

- 3.1. In the area of financial control, the highest management body is the University Board.
- 3.2. The University Board examines the results of the annual audit of the organization within the scope of the Charter of the University.
- 3.3. Due to the results of the audit, within the scope of the authority granted by the Charter, the University Board may undertake the following responses:
 - 3.3.1. Reorganization of the University;
 - 3.3.2. Amendments to the Regulations of the University, in order to ensure more effective operation of the University;
 - 3.3.3. Preparation of appropriate proposals on the implementation of changes in other regulations of the University;
 - 3.3.4. Dismissal of the University Rector.

Article 4. University Rector

- 4.1. In terms of financial planning, management and control, the main goal of the University Rector is to provide achievability of the goals defined by the Strategy and Action Plan of the University.
- 4.2. The Rector of the University is accountable to the University Board.

- 4.3. Within the goals set out by 4.1 paragraph of the present article, the functions of the Rector include the following:
- 4.3.1. Administration of fundraising and effective and transparent consuming of the financial resources, needed for strategic development of the University, including the confirmation of the bank operations;
 - 4.3.2. Participation in defining priorities for effective academic and scientific processes;
 - 4.3.3. Budget planning, management and control according to the priorities of the Strategic Plan of the University;
 - 4.3.4. Revision and approval of the draft annual budget together with the advisory body of the Rector - Rectorate;
 - 4.3.5. Revision of relevant reports, prepared by the administration in order to control the implementation of the budget execution;
 - 4.3.6. Decision making on establishment / liquidation and capital maintenance of legal entities of private law;
 - 4.3.7. Delegation of functions to the heads of various structural units and employees in order to ensure the relevant and adequate implementation of the activities.

Article 5. Academic Board of the University

- 5.1. The Academic Board participates in the financial planning of the organization by identifying the academic activities of the University, the rules of reimbursement of academic personnel and the priorities related to other educational issues.
- 5.2. Preparation of the annual budget of the University is based on the short-term and long-term goals of the University, strategic development directions of the University and identified priorities, discussed by the Academic Board.

Article 6. Schools of the University

- 6.1. School Dean and administrative personnel are actively involved in the implementation of the financial planning, performance and control of the University in order to ensure the performance of the goals and objectives of the relevant school.
- 6.2. Within the objectibes, defined by 6.1 paragraph of the present article, the school dean:
- 6.2.1. Is responsible on organization the determination process of financial priorities of the school subordinated to him/her, which is also carried out by involvement of the academic personnel, students and other stakeholders;

- 6.2.2. Participates in school budget drafting, its submission to the administration and approval of consolidated budget, in order to effectively implement the school goals, strategies and policies;
 - 6.2.3. Is responsible on effective expenditure of the budget, allocated for the school activities, within the approved consolidated budget, subordinated to him/her;
 - 6.2.4. Is responsible for the ongoing school budget and its control and for this purpose, he/she agrees to carry out the expenditure issues, determined by the budget related to the implementation of the daily activities;
 - 6.2.5. Ensures the maintenance of the revenue and actual expenditures within the limits set by the budget and initiates a budgetary amendment with the consent of the administration if the mentioned limits are violated;
 - 6.2.6. Within the scope of his/her competence, he/she is responsible for planning and implementation of events, necessary for effective, economical and productive achievement of the goals according to the Strategy and Policy of the University;
 - 6.2.7. Within the scope of his/her competence, he/she is responsible for ensuring the protection and productivity of the University assets;
 - 6.2.8. Is responsible for ensuring compliance of the school's activities with the financial policy and administration rules of the University;
 - 6.2.9. Delegates the authority prescribed by financial regulations on the school administrative manager, if necessary;
 - 6.2.10. In relation to the financial planning, performance and control process defined by these Rules, the school dean is accountable to the Rector of the University and head of the administration of the University.
- 6.3. The functions of the school administrative manager are following:
- 6.3.1. Direct involvement in the school budget planning process;
 - 6.3.2. Determining adequacy / compliance of costs and their purposes;
 - 6.3.3. Controlling the maintenance of the limits of actual expenditures and revenues as defined by the budget and submitting appropriate reports to the school dean;
 - 6.3.4. Permanent accounting and monitoring of costs and revenues;
 - 6.3.5. Controlling the records of lecture hour, conducted by the invited lecturers of the school, preparing the relevant pay rolls and submitting them to the administration. Also, establishing and controlling the compatibility of the issued salaries and number of employees;
 - 6.3.6. Participation in the procurement procedures within the scope of the competence, which includes the initiation of procurement, description/reasoning of its

purposefulness, accepting the goods and services and the relevant control of goods and/or services requested and purchased by him/her;

6.3.7. Accounting of the material-technical equipment and other assets of his/her structural unit and controlling their usage for only the interests of the University;

6.3.8. In relation to the financial planning, performance and control process defined by these Rules, the school administrative manager is accountable to the school dean and the head of administration of the University.

Article 7. Other Structural Units of the University

7.1. Heads of other structural units of the University are involved in the implementation of the financial planning, performance and control of the University in order to ensure the efficient performance of the functions of the services subordinated to them.

7.2. Within the scope of the competence, the head of structural unit of the University:

7.2.1. Is responsible for determining the priorities of the subordinated unit, which is carried out in the involvement of students and other stakeholders as well;

7.2.2. In the process of drafting the budget of the subordinated unit, required to effectively implement the tasks, defined by the Strategy of the University;

7.2.3. Is responsible for the implementation and control of expenditures of the budget, allocated for operation of his/her unit within the approved budget;

7.2.4. Is responsible for planning and implementing the events for effective, economical and productive achievement of goals according to the Strategy and Policy of the University;

7.2.5. Determining adequacy/compliance of costs and their purposes;

7.2.6. Ensures the maintenance of the revenue and actual expenditures within the limits set by the budget and if necessary, submit the relevant interim reports to the head of the administration;

7.2.7. Regular accounting and monitoring of revenue in case of structural unit expenses;

7.2.8. Participation in the procurement procedures within the scope of the competence, which involves initiation of procurement, description / validity of its purpose, receiving goods and / or services and ensuring compliance with the requested and procured goods and / or services;

7.2.9. Protection of the material-technical equipment and other assets of his/her structural unit and controlling their usage for only the interests of the University.

7.3. In relation to the financial planning, performance and control process defined by these Rules, the head of structural unit is accountable to the Rector of the University and the head of the administration of the University.

Article 8. University Administration

- 8.1. Implementation of financial planning, management and reporting of the goals defined by University strategy and action plan will be conducted by University administration.
- 8.2. Main tasks of University administration within activities defined in paragraph 8.1. of this article are:
 - 8.2.1. Define financial policy of University, implementation of financial system and periodic update according to new standards and ensure its functionality;
 - 8.2.2. Ensure planning and fulfillment of whole (consolidated) budget of University, budget of schools and other structural units as well, in accordance with the regulations established by this rule;
 - 8.2.3. Coordinate ongoing procurement process goods and services within scope of University and make relevant decisions;
 - 8.2.4. Participation in designing and implementation of salary policy;
 - 8.2.5. Provide financial reports relevant to International Financial Reporting Standards (IFRS) and accounting relevant to standards defined by International Accounting Standards Committee (IASC);
 - 8.2.6. Coordinate with relevant structural units of University regarding funding and organizing various events to be held within scope of University, including discussions, conferences, public lectures and other events;
 - 8.2.7. Coordinated cooperation with all parties implementing management and control system in order to exchange of financial information, reporting and analyze budget fulfillment.
- 8.3. Activities of University administration are led by head of administration, which reports to Rector of the University.
- 8.4. The activities of head of administration in the part of financial planning management and control, together with the activities defined by the statute are:
 - 8.4.1. Lead financial activities of University, including financial analysis, budget planning, its implementation and control of fulfillment, relation with banking and financial institutions and supervise other directions of financial policy;
 - 8.4.2. Support heads of schools and other structural units in the process planning of school and other structural units budget;
 - 8.4.3. Control the revenues and expenses of other structural units alongside relevant heads of structural units. Provide information about expected results in the scope of limit value of expenses and develop a plan for prevent;
 - 8.4.4. Ensure compatibility of financial activities of University with financial management and control system;

- 8.4.5. Ensure properly and fully implementation of financial regulations at the University;
 - 8.4.6. Report on financial/operational results and financial management and control system;
 - 8.4.7. Coordinate ongoing procurement processes and supervise accordingly, agreement of issues of the use of procurement tools (tender, price quotation or negotiation with one person);
 - 8.4.8. Supervise issues regarding use of University property, update of fixed assets and their disposal.
- 8.5. Under the supervision of University administration is financial department, which is responsible for University's financial-accounting activities, timely preparation of relevant accounting and financial statements and maintaining relation with relevant agencies, including tax authority and performing other relevant activities; also for carrying out budget accounting.
- 8.6. The tasks and duties of financial department are:
- 8.6.1. Provide accounting according to standards defined by International Accounting Standards Committee (IASC) and relevant accounting transactions, fill relative documents as well, store and ensure to archive them according internal regulation of University and legislation;
 - 8.6.2. Budget accounting of expenses within consolidated budget of University and grant projects and providing financial statement;
 - 8.6.3. Record expenditure part of grants received from international and local donor organizations and provide appropriate reports to donor organizations;
 - 8.6.4. Provide financial accounting (profit and loss, cash-flow) and ensure providing appropriate declaration to tax authority and their adjustment;
 - 8.6.5. Account value added tax including subscribing invoice, comparison, confirmation and monthly declarations; and subscribe waybill as well;
 - 8.6.6. Ensure procurement budget classification and bank transfers in the scope of organization's structural units and ongoing grant's needs;
 - 8.6.7. Appropriate account of purchased (received) fixed assets, low-value long term assets and inventory;
 - 8.6.8. Record organization income including tuition fees paid by students, leasing/rent incomes, and other incomes on interests and accounts receivable as well.
- 8.1. Documents related to budget are stored at the financial department where relevant folders are open for money spent from consolidated budget and funded projects by donor organizations.

- 8.2. The following information is kept for each transaction in the folders defined by paragraph 8.1. of this article:
- 8.2.1. Contracts with debtors and creditors;
 - 8.2.2. Purchase requests, invoices and payment confirmation documents;
 - 8.2.3. Payroll statements;
 - 8.2.4. Other information, including inventory materials.

§ 2. The rules of budget planning, approving and accounting

Article 1. General provisions

- 1.1. The budgeting rules of Georgian Institute of Public Affairs NNJP (hereinafter referred as University) define the principles of forming budget system, regulate the project preparation, discussion, approval, reporting and controlling rules for consolidated and structural units' budgets of University. Also rules of controlling budget fulfillment and reporting for grant projects.
- 1.2. The budget of University is the combination of allocated funds in the scope of reaching the goals defined by mission, strategy and action plan of University, that is oriented to
- 1.3. effective conduction of the educational process, scientific research, training and professional development of qualified staff.

Article 2. Main principles of University's budget system

- 2.1. Budgeting process is the activity of participants of University's budgeting system that includes preparation, submission, discussion, and approval, refinement of budget project, budget fulfillment, reporting and control.
- 2.2. Each participant of University's budgeting system must maintain the following principles within their competency at each stage of budgeting process:
 - 2.2.1. Comprehensiveness – portray all earnings and payables of budget;
 - 2.2.2. Transparency – include all parties of University in the procedures of discussion of budget project, including students if necessary. Availability of reports regarding approved budgets and their fulfillment to all interested parties;
 - 2.2.3. Accountability – the responsibility of all participants of budgeting process regarding their activity and submitted information about budget;

- 2.2.4. Integrity – guidance with common ground, common budgeting classification, common accounting system and common principles of financial control by consolidated and structural units of University;
- 2.2.5. Consolidation – flow earnings and payables at all levels into common accounting system of University.
- 2.3. Within goals defined by strategy the budgeting system operates at the University with three main directions:
 - 2.3.1. Plan and manage the budgets of structural units, including school budgets;
 - 2.3.2. Plan and manage consolidated budget of University;
 - 2.3.3. Budgeting funded projects by donor organizations.
- 2.4. The funding sources of University are:
 - 2.4.1. Tuition fees;
 - 2.4.2. Grants, including grants gifted to students by government;
 - 2.4.3. Other revenues allowed by Georgian legislation, including revenues gained by economic activities.

Article 3. Explanation of the terms used

- 3.1. The terms used in this rules have the following meaning:
 - 3.1.1. Consolidated budget – integral budget of University’s schools, administration and other structural and managerial units, that is approved by Rector of University;
 - 3.1.2. Budget of structural units – budgets of structural units prescribed by University statute, that are that basis of planning consolidated budget and is used to control allocated expenses for structural units;
 - 3.1.3. Approved budget – consolidated budget developed and approved considering University’s internal regulation, statute, common University regulatory acts, strategy and action plan of University;
 - 3.1.4. Budget of grant project – budget of projects funded by donor organizations;
 - 3.1.5. Refined budget – corrected consolidated budget taking into account strategy and acting plan of University and/or based on other changed circumstances;
 - 3.1.6. Budget year – calendar year starting at September 1 of each year and ending at August 31 of the following year;
 - 3.1.7. Budget revenues – the sum of cash funds received in the consolidated budget within budget year, that include revenues, cash funds received from the financial assets operations (including using reserves) and the funds received from the liabilities taken;

- 3.1.8. Budget payables – the sum of cash funds to be deposited from consolidated budget within budget year, that include expenses, funds allocated for non-financial assets operations, funds allocated for financial assets operations (including reserves accumulation) and funds allocated for liabilities repayment.

Article 4. Budgets of structural units

- 4.1. The budgets of structural units are the combination of revenues received and expenses to be allocated within the activity scopes of structural units prescribed by statute of University.
- 4.2. The budget of structural unit is developed considering their priorities, University's strategic goals and action plan.
- 4.3. The budgets of structural units are the basis for developing project of consolidated budget, that is approved by rules defined by statute of University and given rules.
- 4.4. Allocating expenses for the budgets of structural units is agreed to University's administration, taking into consideration University's strategy, action plan and results/forecasts of consolidated budget.
- 4.5. In the budgets of structural units that include generating revenue in their scope of activity, the shares of payables budget of structural units are defined for covering common University expenses, that are calculated by forecasted revenues and common University expenses.

Article 5. Consolidated budget

- 5.1. The consolidated budget is the main budget of University, that covers the combination of all types of revenues (except budgets of grant projects funded by donor organizations) and payables of the organization, which includes among them revenues received from economic activities of structural units of the University and expenses to be allocated within their activity scope.
- 5.2. The consolidated budget is used in the University for planning and controlling of revenues and expenses and planning and accounting of non-financial and financial assets as well.
- 5.3. The budget is being developed only in national currency.
- 5.4. The consolidated budget may be planned as surplus, balanced or deficit budget, based on taking a loan and using money reserves, considering priorities defined by strategy and action plan of University.

Article 6. Budgets of projects funded by donor organizations

- 6.1. The budgets of projects funded by donor organizations are made in the form defined by donor organizations, budgets may be perennial and defined in foreign currency.
- 6.2. The control and reporting of budgets of projects funded by donor organizations is conducted according agreed budgeting articles with donor organizations for each specific case, responsible for fulfillment and control of which is relevant project manager/coordinator.
- 6.3. The financial accounting is conducted with rules defined by University standards, including using relevant financial accounting system, which is performed by financial department of University.
- 6.4. In case if no other things are established by specific grant contract, currency conversions needed for spending funds within the activity scopes considered by received grants in foreign currencies and appropriate reporting with donors are carried out by the following rules:
 - 6.4.1. For the reporting for the period taken from first conversion of part of the amount to second conversion, will be used the exchange rate being on first exchange day;
 - 6.4.2. The remains at the moment of second conversion (in case of existence) will be the subject of report relevant to the exchange rate being at the second conversion.
- 6.5. Overheads within projects funded by donor organizations and grant co-findings may portrayed in the revenues of consolidated budget and may be directed for covering the expenses in the consolidated budget, in case if mentioned does not conflict with the requirements defined by donor organizations.

Article 7. Reserve fund

- 7.1. A special reserve fund is created in consolidated budget, amount of which must not exceed 2% of whole revenues prescribed by yearly budget.
- 7.2. The money will be allocated from reserve fund to cover the payables unforeseen by budget, within the scope of University activity, for appropriate use. The directions of reserve fund expenses of budget will be defined by University administration, according to the amount determined by the budget.

Article 8. Preparation and approval of budget project

- 8.1 The preparation and approval of consolidated budget project is coordinated by University administration, which is responsible for accounting of fulfillment and control of budget.
- 8.2 The basis of developing consolidated budget is the strategy and action plan of University, where the information about main directions of University development is portrayed.

- 8.3 The consolidated budget project must include at least the following information:
- 8.3.1 For ongoing and three budget years to be planned:
 - 8.3.1.1 Forecasts and their descriptions;
 - 8.3.1.2 Aggregated indicators of consolidated budget revenues and expenses, operations and liabilities for financial and non-financial assets;
 - 8.3.2 Final results analysis of fulfillment of last year's consolidated budget and modified forecasts for ongoing budget year.
- 8.4 Planning of consolidated budget of University starts in the spring, at the period of students' registration at national examination.
- 8.5 Budget planning starts by defining financial resources to be demanded by structural units of University within their scope of action, taking into consideration University's strategy and action plan.
- 8.6 The determination of budget resources to be demanded by schools and other structural units of University is conducted by school administration, by involving academic personnel, students and other interested parties.
- 8.7 The resources mentioned in the paragraph 8.5. of this article are determined by schools by taking into account the number of administrative and academic personnel, their salaries, wages, planned students, planned student discounts, student fund and other expenses.
- 8.8 Basic requirements and priorities defined for effective fulfilling by structural units the tasks set before them are submitted by structural units of University to University administration no later than 30 June, in accordance with the established format by University administration.
- 8.9 University administration reviews the submitted applications, determines their compliance with strategy and action plan of University, prepares appropriate proposals and corrections in the project of structural units and consolidated budget no later than 31 July, and submits to University Rector for review together with explanatory note.
- 8.10 By Rector's decision, the project of structural units and consolidated budget can be reviewed at the advisory board to Rector – Rectorate meeting.
- 8.11 The budget of University is being approved by the order of University Rector.
- 8.12 Within the scope of budget parameters defined by consolidated budget are allocated budget expenditures for each structural unit that are portrayed directly to the budgets of schools and other structural units and are mandatory to fulfill.
- 8.13 Changes to budget can be made if the changes within the main articles of budget exceed 20%.

- 8.14 The changes within the main articles in a scope of 20% are allowed only if the ratio between revenues and expenses remains the same.
- 8.15 If the changes within main articles of budget exceed 20%, the case can be reviewed by the advisory board to Rector – Rectorate meeting, which develops relevant recommendations.
- 8.16 The changes to consolidated budget of University are being approved by the order of University Rector.

Article 9. Functions of the parties involved in budget fulfillment process.

- 9.1 Budget fulfillment process includes the procedures of revenue accounting and costs allocation and relevant accounting.
- 9.2 The accounting of budget revenues is performed by University administration through relevant financial program and University management electronic database - „LMB“, where the appropriate accounts for all students are open in order to record tuition fees paid by them.
- 9.3 Through the management electronic database - „LMB“ the monitoring of payment of tuition fees, current debt of students, and received revenues, based on which University administration and administrative personnel of schools ensure appropriate responses on students debts, which can be disabling of student module at student database, suspension of student status and other actions defined by common University regulatory acts.
- 9.4 The relevant financial-accounting program is used for accounting other budget revenues, where accounting is carried out according to international accounting standards.
- 9.5 The budget spending is carried out by involving the parties determined with this rules and common University regulatory acts, according to regulations defined by these rules.
- 9.6 Structural units' personnel payments, including hourly wages are carried out by University administration, based on payroll statements submitted by administrative managers of schools and other authorized persons.
- 9.7 The salaries from budgets within grant projects are provided based on payroll statement submitted to administration by relevant project manager.
- 9.8 The procurement of goods and services to be performed within the planned budget are carried out based on these rules and procedures defined by procurement rule.
- 9.9 The procurement process of goods and services are carried out by involving administrative personnel of University, in case of grant project by involving relevant authorized employees and with coordination by procurement manager of University, according to procedures defined by procurement rule.

- 9.10 Financial department of University carries out relevant money transfers based on only appropriate resolution by head of administration.
- 9.11 Relevant budget article code is indicated to each transfer, based on which transfer is carried out through relevant financial-accounting program, where budget expenditures are recorded simultaneously with transactions.

Article 10. Budget reporting

- 10.1 The goal of budget reporting is to provide University management reliable and timely information on used resources, budget fulfillment and results, achieving the goals set and implementation of financial management and control system and the current situation, to ensure identification of shortcomings and needs and further response.
- 10.2 Reporting is carried out based on information recorded by financial department according to report prepared by University administration.
- 10.3 The reporting in University is carried out by following periodicity:
- 10.3.1 Midterm (based on half-year data);
 - 10.3.2 Annually.
- 10.4 The goal of midterm report is informing University Rector by accountable persons of University within their competence about results of planned and conducted activities within relevant period. It is an internal document and includes the following information:
- 10.4.1 Information on the current financial situation, comparison of current and planned financial indicators;
 - 10.4.2 The refined forecast of financial and efficiency indicators by the end of the year for administrative and investment costs and revenues;
 - 10.4.3 The substantiation of significant differences revealed towards the budget within financial and operational activities (in case of existence);
 - 10.4.4 Corrective action plan in case of deviation from planned budget;
 - 10.4.5 Proposals about new financial-investment policy (in case of existence);
 - 10.4.6 Information on efficiency of University operational activity, losses caused by administrative and operational activities, inappropriate use, devastation and embezzlement of tangible and intangible assets;
 - 10.4.7 Information about financial control weaknesses revealed during the reporting period, the consequences caused by them and measures taken to eliminate these weaknesses;
 - 10.4.8 Information about law violation revealed (including corruption/fraud);

- 10.4.9 Information about measures taken and to be taken as a result of recommendations in audit reports (in case of existence).
- 10.5 Annual reports are submitted by the end of first quarter of the following year.
- 10.6 The goal of annual report is to inform head of University about the development of implementation and performance of financial management and control system of University, and efficiency of planned and taken actions.
- 10.7 The annual report is internal document and includes:
- 10.7.1 Information about current financial situation;
 - 10.7.2 Comparison of current and planned financial indicators;
 - 10.7.3 The substantiation of significant differences revealed towards the budget within financial and operational activities.
- 10.8 The annual report is prepared by University administration.

Article 11. Response on budget reporting

- 11.1. Managers at all levels and each employee of University must ensure proper communication for effective reporting.
- 11.2. Responsible for establishing effective communication are University Rector and head of administration.
- 11.3. According to submitted reports, University Rector and head of administration analyze the difference existing between planned and obtained results. They search the reasons that impact the results (not fulfillment of events, lag behind a plan, insufficient results of carried out events, lack of resources, lack of qualifications etc.), the stages when problems occurred (planning, fulfillment, monitoring/evaluation stages) and possible events to be carried out to fix the weaknesses and shortcomings, and they determine specific activities, deadlines and responsible persons for them.

§ 3. The rule for procurement of goods and services by University

Article 1. General provisions

- 1.1. Special rule (hereinafter as - rule) for procurement of goods and services by Georgian Institute of Public Affairs NNJP (hereinafter referred as University) is developed according to Georgian legislation, statute provision of University, and common University regulatory acts and determines the rule for procurement of goods and services by University.
- 1.2. The goals of given rule are:

- 1.2.1. To ensure provide spending of money allocated for procurement;
- 1.2.2. To provide fair and non-discriminatory approach towards procurement participants during procurement process.
- 1.3. During procurement process procurement procedures defined by donor organizations can be used regarding grant project management.

Article 2. Explanation of the terms used

- 2.1. The terms used in this rules have the following meaning:
 - 2.1.1. Procurement – purchase of goods and services by a buyer according to this rule;
 - 2.1.2. Negotiation with one person - procurement tool that is used in cases described in paragraph 2 of article 5 of this rule;
 - 2.1.3. Tender – procurement tool for goods and services, the accomplishment rule of which is defined by this rule;
 - 2.1.4. Proposal provision guarantee – a guarantee mechanism submitted by supplier to buyer in order to ensure proposal provision, with the amount of 5 (five) percent of estimated value of purchasing object (hereinafter – guarantee);
 - 2.1.5. Supplier – the person with whom the contract (deal) about the purchase is being concluded by the buyer;
 - 2.1.6. Proposal – technical documentation and price submitted by supplier/bidder, in accordance with the requirements of this rule;
 - 2.1.7. Technical documentation – information about purchasing object demanded by a buyer;
 - 2.1.8. Documents certifying the qualification data – documents to be submitted by the bidder, set by a buyer;
 - 2.1.9. Committee – the committee consisting of buyer employees, that is authorized to carry out the procurement procedure according to this rule and established rule by Georgian legislation;
 - 2.1.10. Contract value of purchasing object – the price of contract to be signed with the bidder selected by this rule.

Article 3. The rights and obligations or the buyer

- 3.1. The buyer has rights to:
 - 3.1.1. Select a supplier according to this rule and sign a purchasing contract with him (hereinafter – contract);
 - 3.1.2. Disqualify according to this rule the bidders participating in tender;

- 3.1.3. Terminate procurement procedure and/or negotiation at any time before signing a contract, without any obligations;
 - 3.1.4. Conduct control and supervision of fulfillment of terms of contract by a supplier;
 - 3.1.5. Terminate a contract at any time according to Georgian legislation, if the qualification data submitted by a supplier turns out to be false, and in other cases defined by Georgian legislation.
- 3.2. The buyer is obliged to:
- 3.2.1. Carry out rational procurement, in accordance with conditions established by this rule;
 - 3.2.2. Pay a supplier for goods and/or services provided, according to terms determined by the contract;
 - 3.2.3. Submit the document/protocol depicting the relevant decision in case of terminating tender process or negotiation. The buyer is not obliged to submit the bidders any kind of proof/evidence or detailed information, based on which he/she made a decision.

Article 4. Terms and conditions to avoid conflict of interest

- 4.1. Terms and conditions to avoid conflict of interest refer to the following activities related to the procurement:
 - 4.1.1. Participation of tender committee in the separate procurement process;
 - 4.1.2. Preparation of announcement of the tender, electronic procedures of procurement and materials;
 - 4.1.3. Hold negotiations, in cases provided by this rule;
 - 4.1.4. Control and supervision of contract fulfillment.
- 4.2. In case of conflict of interest, a person related to the procurement must immediately stop participating in the mentioned procurement process.
- 4.3. It is unacceptable for University to impose a person preparation, accomplishment and/or supervision of separate procurement and/or participating in mentioned activity, or to invite a person as a consultant (expert) if he/she:
 - 4.3.1. Is individual and is bidder/supplier of head of any legal entity or is interdependent person to direct participant;
 - 4.3.2. Within 2 years worked for bidder/supplier organization;
 - 4.3.3. Is interdependent person to bidder/supplier legal entity or individual.
- 4.4. The requirements of paragraph 4.3 of this article also apply to:
 - 4.4.1. To the persons conducting control for execution of the contract;

- 4.4.2. To the persons participating in selection-evaluation;
- 4.4.3. To the persons participating in disputes related to procurement;
- 4.4.4. To the persons participating in negotiation regarding procurement through negotiation with one person and to the persons signing a contract.

Article 5. Procurement tools

- 5.1. The procurement is carried out through a tender, if procurement with this article is not considered through negotiation with one person.
- 5.2. By the decision of University Rector and/or head of administration. the procurement can be carried out through negotiation with one person, if there is one of the following conditions:
 - 5.2.1. Cost of single deal to be made about procurement of goods and services defined by appendix to this rule does not exceed 20 000 (twenty thousand) GEL;
 - 5.2.2. As a result of University's economic interests it is necessary to make operatively procurement;
 - 5.2.3. It is only one person's exclusive right to provide goods or services;
 - 5.2.4. In order to avoid quality degradation of purchased object from supplier and/or to ensure its further exploitation, it is necessary to make a purchase from the same supplier or subcontractor defined by the contract signed with the supplier.

Article 6. The rule of creating a tender committee and its activities

- 6.1. The procurement of goods and services through a tender is carried out by a committee, which is created by a University Rector consisting with no less than 3 persons.
- 6.2. The committee is supervised by head of administration or one person of committee determined by him.
- 6.3. On the basis of committee decision, experts of the relevant field can be invited as the consultants.
- 6.4. The decision by committee is made by a majority of list. The member of committee, who disagrees with the committee decision, has a right to submit his/her opinion in writing, which must be attached to the committee decision. In case of equal distribution of votes, the vote of head of committee is decisive.
- 6.5. The committee decision must be portrayed in the relevant protocol of the committee that should be signed by all members of committee.

Article 7. Announcement of the tender

- 7.1. The announcements of the tenders (hereinafter – announcement) shall be filled and published through appropriate web-pages (jobs.ge, tenders.ge etc.). The starting and ending date of receiving the applications begins from the date of publication.
- 7.2. The deadline to review applications and documentation must be no less than 3 (three) calendar days from the moment of publishing announcement and documentation.
- 7.3. The announcement should include the following information:
 - 7.3.1. Name of buyer;
 - 7.3.2. The starting and ending date of receiving applications, indicating exact time;
 - 7.3.3. Estimated value of the procurement object;
 - 7.3.4. Cost of unit of buying object (in case of existence);
 - 7.3.5. Indicating information that the application must be submitted with the value added tax (hereinafter – VAT) of without it;
 - 7.3.6. The quantity or volume of the procurement object;
 - 7.3.7. The deadline of providing or executing the procurement object;
 - 7.3.8. The definition of procurement object.
- 7.4. Based on relevant indication, the submission of prices in application by bidders is provided with or without VAT.

Article 8. Submitting tender proposal

- 8.1. In order to participate in electronic procurement process, bidder may submit the proposal from the beginning of the proposal receiving date to the end of its deadline.
- 8.2. Before submission of proposal, any person has a right to review announcement and documentation.
- 8.3. The proposal may be submitted through sealed envelope. If the submission of guarantee is requested by the announcement, the proposal from the bidder must include the guarantee considered by this rule together with the materials required by the technical documentation.
- 8.4. If the announcement does not consider the price to be indicated with the VAT, the bidder does not indicate the VAT in the proposal, despite if it is obliged to pay the VAT or not according to the Georgian legislation. In this case the selection-evaluation is carried out according to the submitted proposal prices. The buyer must take into the account the VAT appropriate to proposal price, within the contract value, if the bidder is not obliged to pay the VAT according to Georgian legislation, at the moment of signing the contract.

Article 9. Technical and qualification requirements towards the bidder and the rule of description of procurement object

- 9.1. The buyer is authorized at each specific case to determine the requirements for the procurement object, technical documentation of bidders and the certifying documentation for qualifications.
- 9.2. It is mandatory to require the certifying documentation for qualifications if estimated price of procurement object considered by procedure of electronic procedure is equal or exceeds 20 000 (twenty thousand) GEL.
- 9.3. Technical requirements can be established towards the professional qualification, financial resources, experience and reputation, technical equipment and other issues of bidders.
- 9.4. If needed, the buyer defines in the documentation the obligation to submit a sample of procurement object. If the bidder does not submit the sample or it is inappropriate to announcement and/or documentation requirements or to the technical documentation submitted by the bidder, this will cause its disqualification.
- 9.5. The requirements of submitting certifying qualification may include the information/documentation submission requirements regarding legal status/organizational legal form and foundation documentation.

Article 10. Selection/evaluation

- 10.1. The bidders are evaluated by the committee according to the price of proposal, technical documentation and certifying documentation of qualification submitted by them (if required).
- 10.2. At the first stage of selection, the buyer determines the compliance of submitted proposal by the low-price bidder to the technical documentation.
- 10.3. If 2 or more bidders indicate equal prices, preference is given to the bidder with more experience.
- 10.4. The committee must discuss if the documentation submitted by the bidder with the lowest proposal price fits the qualification and technical documentation defined by the buyer. If the qualification and technical documentation submitted by the bidder does not fit the requirements defined in the announcement and documentation, the bidder is disqualified by the decision of the committee, except for the case defined by the paragraph 10.5.
- 10.5. The committee does not disqualify the bidder, if the qualification and/or technical documentation submitted by him contains errors and/or inaccuracies, submission of which does not cause essential change in qualification and/or technical documentation

and/or does not increase the proposal price, also in cases of technical mistakes made by a bidder, such as: indicating incorrect sum or multiplication, the inappropriateness of verbal and numerical images, that can be corrected without clarification, considering the principle of unit price advantage.

- 10.6. In cases, mentioned in paragraph 5 of this article, the buyer contacts the bidder, requesting to refine the qualification and/or technical documentation submitted by him, defining reasonable deadline for it but not more than 3 working days. If the submitted documents were not refined within the given deadline, the bidder is disqualified by the committee.

Article 11. Disqualification

- 11.1. The bidder can be disqualified in the following cases:
- 11.1.1. If the documentation submitted by him does not fit the tender announcement and the technical assignment defined by the buyer;
 - 11.1.2. The qualification data of bidder does not fit the requirements defined by the buyer;
 - 11.1.3. If the bidder refuses his proposal;
 - 11.1.4. If the bidder commits dishonest action in order to gain the right to sign the contract;
 - 11.1.5. If the winning bidder does not submit upon request the proposal for provision/guarantee to fulfill the contract and/or price table/cost calculation, refuses to sign a contract and/or expresses otherwise refusal to sign a contract.

Article 12. Proposal provision guarantee

- 12.1. In case of appropriate request by a buyer, the bidder must submit proposal provision guarantee in order to ensure proposal provision that must be issued by the commercial bank registered in Georgia or a member country of OECD.
- 12.2. The amount of guarantee defined by the buyer may be 2 to 5 percent of estimated price of the procurement object.
- 12.3. The guarantee can be returned in case of signing the contract by the supplier or completion of electronic procurement process with negative result or by its termination, within 5 (five) days after the appropriate request from supplier/bidder.
- 12.4. The guarantee will not be returned to the bidder if:
- 12.4.1. refuses to sign a contract and/or expresses otherwise refusal to sign a contract after winning the tender;
 - 12.4.2. The bidder does not submit the guarantee of fulfillment of the contract;

- 12.4.3. Will be disqualified because of dishonest action during electronic procurement process;
- 12.4.4. The bidder refuses his tender proposal.

Article 13. Signing a contract as a result of tender

- 13.1. According to this rule, the contract is signed between the winner bidder and the buyer, on the basis of conditions and documentation determined by the proposal of the winning bidder.
- 13.2. The price of procurement object defined by the contract must not exceed the final price determined by the winner bidder.
- 13.3. In case of disqualification of winner bidder or refusal on signing a contract by him, the committee has the authority to consider the proposal of next best-price bidder, or terminate the procurement process, according to this rule.
- 13.4. In case of prepayment, if the prepaid amount exceeds 5000 GEL, the buyer is authorized to request the guarantee with the prepaid amount, with the conditions defined by the contract.
- 13.5. The procurement can be made without a written contract in case of procurement with the value in the range of 5000 GEL. In this cases the contract can be replaced with the purchase certifying document, which must include the name of procurement object, the price of procurement object, the confirmation of procurement object payment, the name of supplier and identification code (name, surname, ID number/name, identification code, and in case of legal entity, its name and address).
- 13.6. In case of purchase to be done through internet subscription, the contract can be replaced with the document confirming payment through internet.
- 13.7. The rule of making changes to the contract signed with supplier is determined by Georgian legislation.

Article 14. Terms of procurement contract

- 14.1. Unless otherwise is determined by the decision of University Rector and/or head of administration, the procurement contract must include following required terms:
 - 14.1.1. The exact names and requisites of the parties of contract;
 - 14.1.2. The name of procurement object, technical parameters, key features and identification data, quantity, unit price and/or total cost (if the procurement is done based on price list, the quantity of procurement object is not indicated in the contract);

- 14.1.3. The unit price of procurement object and total cost of the contract (considering margin, payments, transportation, insurance and other factors);
 - 14.1.4. The deadlines of goods delivery and services provision and/or gradual dates and place;
 - 14.1.5. The rule of acceptance-delivery of goods or service;
 - 14.1.6. Form and schedule of payments (deadlines);
 - 14.1.7. The requisites of guarantee of contract fulfillment (in case of using this mechanism);
 - 14.1.8. The rights and obligations of parties;
 - 14.1.9. The responsibility of parties for breach of the contract terms;
 - 14.1.10. Force majeure situations;
 - 14.1.11. The possibility of revision of contract terms, including prices;
 - 14.1.12. Details about prepayment;
 - 14.1.13. Contract expiration date.
- 14.2. By the decision of the buyer, contract can be signed both in Georgian and foreign languages.

Article 15. Controlling fulfillment of procurement contract

- 15.1. In case of the control of fulfillment of procurement contract, the buyer allocates appropriate person or group of persons (inspection group).
- 15.2. The functions of person and/or inspection group carrying out the control of fulfillment of procurement contract are:
 - 15.2.1. Control proper fulfillment of terms of goods and services procurement contract, confirmation of compliance with fulfillment of defined volume, quality and delivery deadlines, before signing the acceptance-delivery act by authorized person;
 - 15.2.2. Regulate the payment process with the supplier of goods and/or services;
 - 15.2.3. Providing periodic documentation, including the progress of contract, if necessary;
 - 15.2.4. Implementation of actions considered by the legislation, in order to control the progress of contract.
- 15.3. The head of appropriate buyer (demanding) structural unit, if necessary, due to the specifics of the procurement object confirms compliance of purchased goods and services with the requirements by signing report prepared by inspection group, before signing by an authorized person the acceptance-delivery act of goods and/or services to be delivered.

- 15.4. The buyer is authorized to inspect the quality of goods or services at any stage of procurement contract.
- 15.5. The costs for eliminating all revealed defects and repeated inspection will be charged to the supplier, according to the rule established by Georgian legislation.
- 15.6. In case of defective performance and/or goods delivery, the buyer is authorized to carry out the activities defined by the legislation.

§ 4. Accounting, reporting and audit

Article 1. General provisions

- 1.1. Accounting, reporting and audit is carried out in the University according to Georgian law “About Accounting, Reporting and Audit”.
- 1.2. University provides conducts audit of its own financial statements/consolidated statement according to Georgian law “About Accounting, Reporting and Audit”.
- 1.3. University conducts internal audit as well, goal of which is to evaluate financial budgeting system and administrative management and efficiency of other directions of University.

Article 2. Legal basis of providing audit service

- 2.1. The audit in University is conducted according International Standards of Audit (ISA). The international standards of audit (ISA) are international standards adopted by International Auditing and Assurance Standards Board (IAASB) or its successor body that are included in the diRectory of this body and international official documents of assurance deals.
- 2.2. Except for audit, the provision of other audit services (overview, evaluation of management efficiency and other related service) is based on the overview and related service and other international standards of assurance deals, adopted and approved by hired audit and international auditing and assurance standards board (IAASB) or its successor body.

Article 3. The rule of conducting audit

- 3.1. Based on requirements of internal regulations and request of University, the audit is conducted annually.
- 3.2. The audit is conducted by the auditor or by audit company, according to the rules determined by Georgian legislation;

- 3.3. The auditor is a certified accountant, who is the member of professional organization of accountants and/or auditors, is registered at state registry of auditors/audit companies (hereinafter – registry) and is authorized to conduct audit activity (service), including individually;
- 3.4. The audit company is legal entity registered in Georgia or Georgian branch of legal entity registered in other country and conducts audit activity (service) through deal partner (partners);
- 3.5. The audit report is signed by an auditor and/or authorized person of audit company.

Article 4. Internal audit

- 4.1. Based on application by University administration or by decision of Rector internal audit can be created an internal audit through the order by the Rector that provides evaluation of adequacy and efficiency of University financial management and control, and management of other administrative issues.
- 4.2. Internal audit is being conducted by the group created through the order by the Rector, members of which are determined by the Rector.
- 4.3. The functions of internal audit group are:
 - 4.3.1. Performance of financial system properly and according to procedures determined by internal regulations of University;
 - 4.3.2. Check the compliance of activities of University structural units with the authorities defined by the University provisions and goals defined by strategic plan;
 - 4.3.3. Provision and implementation of risk prevention and response procedures defined by business continuity action plan;
 - 4.3.4. Check the provision of inventory and maintenance of fixed assets of University;
 - 4.3.5. Check the efficiency of measures to ensure sanitary standards;
 - 4.3.6. Check proper performance of security systems and appropriate response by responsible persons;
 - 4.3.7. Check efficiency of information technology systems;
 - 4.3.8. Evaluate performance efficiency of appropriate responsible persons within their competencies;
 - 4.3.9. Develop recommendations in order to increase frugality, efficiency and productivity of University activities;
 - 4.3.10. Evaluate reliability, accuracy and completeness of financial and other information;
 - 4.3.11. Evaluate proper safety of University assets, other resources and information.

Chapter IV. **Business continuity mechanisms/ plan**

§ 1. **General provisions**

Article 1. The goal and regulation scope of business continuity plan

- 1.1. The goal of business continuity plan is to minimize risks defined by this document, to ensure timely elimination of stoppages and business operations/processes continuity. Also to determine effective, calm and quick response mechanisms at University, in the events of force majeure situations, emergencies and other unforeseen/unexpected situations.
- 1.2. The business continuity provision determines the mechanisms for business processes continuity at the University, which is the mechanism of protection of students, employees and other involved persons from the stoppages caused by internal and external factors.
- 1.3. Key principles of international standards and widely recognized practice are used for developing business continuity plan of University, that are based on:
 - 1.3.1. “The occasion-impact” analysis of events/risk factors affecting efficiency of University;
 - 1.3.2. Analyze legal and legislative environment, including procedures determined in case of emergencies;
 - 1.3.3. Evaluation of existing resources and possibility of mobilizing additional resources.

Article 2. The basis of providing business continuity

- 2.1. The business continuity at the University is provided on the basis of following key principles:
 - 2.1.1. Determine and analyze risk factors influencing efficiency of University;
 - 2.1.2. Implement mechanisms of high potential risk factors and response.

§ 2. **Determine and analyze risks**

Article 3. Determine and analyze risks

- 3.1. Establishment of effective business continuity mechanism includes evaluating potential threats/risk factors that may impact stable efficiency of University.
- 3.2. The risks/components of business continuity are determined based on analyzing internal and external factors, that may be linked to actions caused by an employee and/or external factors, including natural phenomena.

- 3.3. The risk factors of business continuity are determined by special working group created through order by University Rector, including “the occasion-impact matrix” determined by appendix #1, taking into consideration their occasion and quality of impact on business activities.
- 3.4. Prevention measures and response procedures are developed according to this rule towards identified high potential risk factors, using “the occasion-impact matrix”.
- 3.5. The working group defined in the 3.4 paragraph of this article, through decision of Rector, provides review of identified risk factors and initiation of relevant changes to be made to rule, if needed.

4. High potential risk factors identified within the scope of “the occasion-impact matrix”

- 4.1. High potential risk factors identified within the scope of “the occasion-impact matrix” based on this rule, towards which the prevention and response mechanisms are defined, are as follows:
- 4.1.1. Violation of continuity of information technology process;
 - 4.1.2. Financial risks;
 - 4.1.3. Emergencies;
 - 4.1.4. Infrastructural sustainability;
 - 4.1.5. Human resources turnover;
 - 4.1.6. Intensifying of competition on the market.

Appendix N1

“The occasion-impact matrix” of factors impacting University performance

		Impact			
		Low	Average	High	Critical
Probability of occurrence	High		Intensifying of competition on the market		
	Average			IT process breach	Financial risks
	Low	<ul style="list-style-type: none"> •Fraud by an employee •Theft and other criminal 	Loss of software accreditation	Breach of infrastructural sustainability	<ul style="list-style-type: none"> • Human resources turnover • Emergencies

Note: High potential risk factors are risk factors located at red and yellow area. Prevention and response procedures are determined for only high potential risk factors.

§ 3. Prevention and response mechanisms

Article 5. Prevention and response mechanisms for information technology process breach

- 5.1. Information technology process includes following elements of information technology:
 - 5.1.1. Network infrastructure and equipment;
 - 5.1.2. Electronic servers;
 - 5.1.3. Databases and appropriate software;
 - 5.1.4. Servers and reserve copies;
 - 5.1.5. Computer hardware and peripheral devices;
 - 5.1.6. Other information technology tools.
- 5.2. The violation of component elements of information technology infrastructure defined in the 5.1. paragraph is risk factor with high impact on business process, towards which are developed prevention, response and development/improvement mechanisms that are determined by the document of “policy to develop information technologies of University” adopted through the order by University Rector.
- 5.3. The inspections are conducted periodically by internal audit within University, in order to define the compliance of evaluation of information system process efficiency and compliance of information technology system to document prescribed in article 5.2.

Article 6. Prevention and response mechanisms for financial risks

- 6.1. Financial risks are linked to the process of budget development and controlling of its fulfillment and imply the case when budget operational balance of University may fall down to negative mark, or the real probability of this may be outlined.
- 6.2. The financial risk is the risk of receiving less revenue than planned budget revenues that can be caused by internal (mistakes in planning) and external factors (lack of student flow, image damage of University etc.).
- 6.3. The financial risks are:
 - 6.3.1. Reduced planned revenue caused by student’s mobility move;
 - 6.3.2. Delaying of money flow caused by accumulation of student debts;
 - 6.3.3. Necessity to provide unplanned works based on unexpected circumstances;

- 6.3.4. Other factors that cause reduction of planned revenue and/or increase of expenses of University.
- 6.4. The variability of University revenues and expenses is factor having critical impact, which at the same time needs appropriate response mechanism, in order to ensure financial stability of University.
- 6.5. The goal of financial risks management is to ensure avoiding possible material, nonmaterial, financial and other harm to organization. Providing timely and right response procedures using appropriate methodology and indicators.
- 6.6. For purposes of monitoring, prevention and timely response to financial risks, following midterm analysis and reporting is conducted within University:
- 6.6.1. Midterm budget report, that includes indicators of 6 months performance and corrected plan for expected results (taking into consideration the existing number of students, results of student mobility, student debts and other factors);
 - 6.6.2. Midterm financial report that includes balance of appropriate period, profit-loss indicators and cash flow statements;
- 6.7. Critical circumstances that need response mechanisms indicated in paragraph 6.8. are the following results given in the midterm report:
- 6.7.1. Reduce of consolidated budget operational balance to negative mark;
 - 6.7.2. Decrease of forecast indicators of total revenue of University by the value exceeding 5%;
 - 6.7.3. Reduce of money reserves by the amount exceeding 100%.
- 6.8. In case of circumstances indicated in paragraph 6.7. of this article, the following possible directions of responses are defined:
- 6.8.1. Using reserve funds;
 - 6.8.2. Reduction and/or terminating funding of subsidized structural units of University;
 - 6.8.3. Selling non-financial assets for cash;
 - 6.8.4. Reduction of administration personnel salary fund.
- 6.9. Term of implementation of responses indicated in paragraphs 6.8.1. and 6.8.2. is defined by no more than 10 days. And term of implementation of responses indicated in paragraphs 6.8.3. and 6.8.4. is defined by no more than 3 months.

Article 7. Prevention and response mechanisms for emergencies

- 7.1. The emergencies mean the emergencies related with fire, various natural disasters and security issues that may occur due to internal and external factors.

- 7.2. Prevention and response mechanisms for emergencies are developed at the University considering the requirements of Georgian law “About Civil Security”, that include:
 - 7.2.1. Develop fire safety measures and perform fire safety requirements set by relevant authorized bodies;
 - 7.2.2. Teach an University employees having appropriate competency the fire safety rules;
 - 7.2.3. Ensure working condition of fire safety equipment, including initial fire distinguishers and fire protection systems;
 - 7.2.4. Having evacuation plans for students, employees and other persons, also having various inventory and instructions for their use;
 - 7.2.5. Having security managers with appropriate qualifications, at University buildings.
 - 7.2.6. Conduct periodic check of working condition of fire protection systems and initial fire distinguishers located at the buildings;
 - 7.2.7. Conduct periodic simulations of emergencies, catastrophic processes and first aid that allow the University to practice in managing the emergencies and to improve it.
- 7.3. In case of University building damage during emergency, the response procedure includes to plan an educational process at another building under University ownership/use, including possibility to plan educational process by 3 shifts. It is possible also to find alternative space with lease in order to move the educational process to that space.
- 7.4. Term of implementation of the response indicated in paragraph 7.3 of this article, for the case indicated in paragraph 7.1 of this article, is defined with no more than 30 days.

Article 8. Prevention and response mechanisms for the human resources turnover

- 8.1. The human resources turnover means the case when administrative and academic/invited personnel quit their jobs, when the problems of their replacement and knowledge transfer occur.
- 8.2. The human resources turnover case includes the following directions:
 - 8.2.1. The outflow of academic personnel and invited lecturers, that impacts the educational process;
 - 8.2.2. The outflow of administrative personnel that impacts the administrative process.
- 8.3. In order to avoid possible educational process stoppages caused by leaving of academic/invited personnel, following prevention mechanisms are used:

- 8.3.1. Creating a comfortable working environment, taking into account appropriate remuneration, employer based insurance and other benefits. Also giving high quality of academic freedom and professional development opportunities;
 - 8.3.2. Considering obligating employees that are hired through labor/service contract, to inform about quitting job at least 2 months earlier;
 - 8.3.3. Considering obligation by labor/service contract to finish the learning course in the current semester;
 - 8.3.4. Considering obligation by labor contract to fully descend study materials within learning course to his/her substitute;
 - 8.3.5. Possibility to conduct learning course by invited lecturer, before selecting new academic personnel;
 - 8.3.6. Possibility for schools to use academic personnel of other school;
 - 8.3.7. Identifying in advance the possible substitutes for academic personnel in case of his/her leave and having appropriate data;
 - 8.3.8. Announcing a vacancy in order to recruit employee with relevant qualification.
- 8.4. In order to prevent losing a knowledge and stoppage of administrative process, in case of quitting a job by administrative personnel, and to response on the occurred fact, following mechanisms are used:
- 8.4.1. Creating a comfortable working environment, taking into account appropriate remuneration, employer based insurance and other benefits.
 - 8.4.2. Considering obligating employees that are hired through labor contract, to inform about quitting job at least 2 months earlier;
 - 8.4.3. Considering obligating an employee by labor contract to fully descend information about working specifics to his/her substitute;
 - 8.4.4. Considering obligating an employee by labor contract to fully descend all kind of materials related to work performance to his/her substitute;
 - 8.4.5. Defining compensation of damage done to University occurred by labor contract after non-fulfillment of liabilities.
- 8.5. Term of implementation of the response for the case indicated in paragraph 8.2 of this article, is defined with no more than 2 months.

Article 9. Breach of infrastructural sustainability

- 9.1. Breach of infrastructural sustainability means:
 - 9.1.1. Security breach of buildings and partly or full destruction of buildings;
 - 9.1.2. Stoppages at provision of utility services;

- 9.1.3. Destruction of library and archive resources;
 - 9.1.4. Other cases that threaten infrastructural sustainability of University.
- 9.2. Following prevention measures are carried out to avoid breach of infrastructural sustainability:
- 9.2.1. Conduct expert services related to building safety issues, frequency of which is defined by consultations with experts from relevant field;
 - 9.2.2. Finding alternative space and/or planning educational process by two, or if possible by three shifts at another building under University ownership/use before finding alternative space, in order to avoid possible stoppages in case of destruction of building or its part.
 - 9.2.3. Avoiding breaching of continuity of utility services, including electricity with reserve/alternative sources located at University, including system of continuous supply of electricity;
 - 9.2.3.1. There are appropriate generators and fuel supplies at the University in case of power failure, that ensure energy output for 48 hours, properly performance of which is provided by relevant department;
 - 9.2.3.2. There is relevant water reserve at the University in case of drinking water retention. Herewith, operatively refresh of reserves and delivery/use is provided by relevant department;
 - 9.2.3.3. In case of disruption of natural gas, conditioning-heating electronic systems are used as an alternative source for heating the University buildings.
 - 9.2.4. Using following prevention mechanisms to protect library and archive resources from partly or full destruction:
 - 9.2.4.1. Keeping electronic versions of archive database via „LMB“ electronic management software;
 - 9.2.4.2. Keeping electronic versions of library resources via „LMB“ electronic management software;
 - 9.2.4.3. Reserve fund of University that can be used for restoration of book fund in case of destruction of library resources.
 - 9.2.5. Term of implementation of the response for the case indicated in paragraph 9.1.1 of this article, is defined with no more than 35 days, term of implementation of the response for the case indicated in paragraph 9.1.2 of this article, is defined with no more than 1 hour, term of implementation of the response for the case indicated in paragraph 9.1.3 of this article, is defined with no more than 5 days (except case of destruction of book fund).

Article 10. Intensifying of competition on the market

- 10.1. Intensifying of competition on the market means implementation of similar or innovative educational programs by competitor educational institutions.
- 10.2. The identification, prevention and management mechanism for risks regarded to intensifying of competition are the strategy and action plan of University that includes main directions and priorities of University development.

Chapter V. Student Contingency Planning Methodology**Article 1. General provisions**

- 1.1. Given rule regulates the mechanisms and methodology for planning student contingent of Georgian Institute of Public Affairs NNJP (hereinafter referred as University).
- 1.2. The goal of the rule is to provide determination of number of the students to be enrolled on educational programs, considering opportunities to get quality education for each student.
- 1.3. The planning of student contingent at the University is carried out by taking into account material, human and information technology resources at the University.
- 1.4. The number of students to be enrolled at each educational program before the beginning of academic year is determined by advisory board to Rector defined by provision – Rectorate.

Article 2. Criteria to plan student contingent:

- 2.1. The planning of student contingent at the educational programs is carried out considering following key criteria:
 - 2.1.1. University infrastructure (including material and technical base), considering planning educational process by 2 shifts at least;
 - 2.1.2. Human resources, considering number of administration and academic personnel;
 - 2.1.3. Statistical data, considering number of new students to be enrolled and undergraduate students;
 - 2.1.4. Other circumstances depending on the peculiarities of the educational programs.

Article 3. University infrastructure

- 3.1. The planning of students contingent is carried out according to the University infrastructure resources according to the following criteria:
 - 3.1.1. The total building area used for training purposes is not less than 2 sq. m. per 1 student. Among them:
 - 3.1.1.1. Audience area not less than 1 sq. m per 1 student;
 - 3.1.1.2. Auxiliary territory (including foyer, dining room and others) not less than 1 sq. m per 1 student;
 - 3.1.2. Computer hardware located at computer laboratories in accordance with the following criteria - no more than 30 students per 1 unit;
 - 3.1.3. Libraries are arranged in accordance with the reasonable capacity of students with the access to electronic library resources;
 - 3.1.4. Information technology equipment at least 1 computer and a projector at the classroom.

Article 4. Human Resources

- 4.1. Number of academic personnel and invited lecturers corresponding to the number students are taken into account for planning student contingent on the following basis:
 - 4.1.1. For Bachelor level Programs:
 - 4.1.1.1. One academic personnel for no more than 30 students;
 - 4.1.1.2. One invited lecturer for no more than 25 students;
 - 4.1.2. For MA level Programs:
 - 4.1.2.1. One academic personnel for no more than 25 students;
 - 4.1.2.2. One invited lecturer for no more than 15 students;
 - 4.1.3. For PHD level Programs:
 - 4.1.3.1. One academic personnel for no more than 20 students;
- 4.2. In order to ensure the coordination of the educational process, as well as the protection of legal interests and service accessibility of students, the number of administrative staff of the University will be counted during the planning of the student contingent in accordance with the following criteria:
 - 4.2.1. At least one program coordinator per two programs, taking into account the functions defined in accordance with the provisions of the University;
 - 4.2.2. One administrative staff for no more than 50 students;

Article 5. Statistics

- 5.1. Following indicators for each educational program within the scope of current academic year are taken into account for planning student contingent:
 - 5.1.1. Number of students with active status;
 - 5.1.2. Number of graduating students;
 - 5.1.3. Number of students with suspended/aborted status;
 - 5.1.4. Number of students in academic vacation.
- 5.2. Planning of the student contingent on each academic program, including the number of applicants of the next academic year is determined individually.

Article 6. Features of educational programs

- 6.1. Student contingent can be planned with different approach from the methodology defined by the given rule, considering features of specific educational program.
- 6.2. The feature mentioned in paragraph 6.1 of this article may be the need to use special laboratories, clinics, students, principles of “online” courses, and or other special educational spaces.
- 6.3. Educational programs that demands special educational spaces, can be conducted outside the University, on the basis of relevant contractual relations with the owners of these spaces.

Article 7. Change to student contingent

- 7.1. The increase in overall number of student contingent can be initiated after analyzing market demands, change in material-technical resource of University, developing new educational programs and other circumstances, according to Georgian legislation.
- 7.2. The number of students to be enrolled defined in paragraph 1.4. of this rule can be changed in accordance with the provisions defined in 3rd and 4th articles within no more than 40%, considering following circumstances:
 - 7.2.1. Positive and/or negative dynamics of entrants registered with the first application;
 - 7.2.2. Student seed indicator, that includes number of moved out and in with mobility, status suspensions, restoration and abortion indicators;
 - 7.2.3. The results of educational process analysis, that includes the circumstances revealed on the basis of educational programs evaluation;

- 7.2.4. Graduates employment indicator and the survey of labor market that takes into account employer requirements and the graduates employment indicators.

Chapter VI. Administration of the Official Web page of the University

Article 1. General provisions

This rule defines the standard of information to be published, the list of information to be published regarding activity of the Georgian Institute of Public Affairs NNJP (hereinafter referred as University), also the persons responsible for preparation and publication of information.

Article 2. Publish information

- 2.1. The University provides the publication of information defined by this rule at the official webpage of the University.
- 2.2. The information published at the webpage is open and equally available for any person. It is unacceptable to determine restriction receipt of proactively published information, except of instances defined by the law.
- 2.3. Together with the information defined by first paragraph, University is authorized to publish additionally information containing public interest within its activities.

Article 3. Public information to be published

- 3.1. The information to be published at the webpage of University are:
 - 3.1.1. General information about University and University personnel;
 - 3.1.2. The mission and strategic development plan of the University;
 - 3.1.3. The structure of University, including information about schools, including information about current educational programs and implemented projects;
 - 3.1.4. Common University regulatory acts and appropriate orders by the Rector, that is subject of public disclosure, according to Georgian legislation, University statute, provision and other normative acts;
 - 3.1.5. List of vacant positions to be occupied through selection process announced within University;
 - 3.1.6. Description of educational programs;
 - 3.1.7. Tuition fees, scholarships and discounts;
 - 3.1.8. Various news around the University;

- 3.1.9. Planned student and other events;
- 3.1.10. The address of the University, email address, telephone and other contact information, including contact information to public relations department;
- 3.1.11. Other information.

Article 4. Public information publishing standard

- 4.1. The University ensures accuracy, authenticity and permanent update of information published electronically.
- 4.2. The information must be placed at electronic resource in way that it may be to download, print and copy the information without loss and/or damage of the information.

Article 5. Structural units responsible for webpage administration

- 5.1. Responsible for official webpage administration of the University are University public relations department and relevant structural units, within the delivery of information to be published at the webpage, to the public relations department.
- 5.2. For content correctness of published information at the webpage, also for stylistic order is relevant structural unit. The control of content correctness and stylistic order of the information is also provided by the public relations department.
- 5.3. Public relations department:
 - 5.3.1. Provides search for materials for the official webpage of the University, preparation of information and its publication in relevant categories;
 - 5.3.2. Provides systematic supervision of all categories of webpage and update existing information as needed;
 - 5.3.3. Is responsible for controlling stylistic order and content correctness of the published information at the webpage;
 - 5.3.4. Is authorized to request required information from any structural units of the University to prepare materials;
 - 5.3.5. Relevant structural units of the University, including appropriate representatives of the schools, provide gathering, prepare-update the information related to their competency and activity and delivery to the public relations department as needed;
 - 5.3.6. The information is published and available in Georgian and English languages. Translation in English is provided (including translator if needed) and delivered to the public relations department by relevant structural unit.