



 Co-funded by the  
Erasmus+ Programme  
of the European Union  
TRIGGER: 617309-EPP-1-2020-1-SK-EPPKA2-CBHE-JP















# WP3: Establishment/Enhancement of the Careers, Employability and Enterprise Services (CEES)


**D 3.1 Report on graduate's employability support through careers,  
employability and enterprise services at Khorog State University named  
after M.Nazarshoev in Tajikistan**



Triggering innovative approaches and entrepreneurial skills for students through creating conditions for  
graduate's employability in Central Asia

## TRIGGER partners

Technical University of Kosice <i>Slovakia</i>	 TECHNICKÁ UNIVERZITA V KOŠICIACH
L.N. Gumilyov Eurasian National University <i>Kazakhstan</i>	 EURASIAN NATIONAL UNIVERSITY
Atyrau State University <i>Kazakhstan</i>	 ATYRAU UNIVERSITY
Toraighyrov University <i>Kazakhstan</i>	 TORAIGHYROV UNIVERSITY
Termez State University <i>Uzbekistan</i>	
Namangan Institute of Engineering and Technology <i>Uzbekistan</i>	
Jizzakh Polytechnic Institute <i>Uzbekistan</i>	
Tashkent State Transport University <i>Uzbekistan</i>	 TOSHKENT DAVLAT TRANSPORT UNIVERSITETI Tashkent state transport university
Dangara State University <i>Tajikistan</i>	
Khorog State University named M. Nazarshoev <i>Tajikistan</i>	
Kulob State University <i>Tajikistan</i>	
University of Applied Sciences BFI Vienna <i>Austria</i>	 FH University of Applied Sciences BFI Vienna Economics Management Finance
Universite Cote d Azur <i>France</i>	 UNIVERSITÉ CÔTE D'AZUR
ASTRA <i>Slovakia</i>	 astra ASSOCIATION FOR INNOVATION AND DEVELOPMENT

IDEC <i>Greece</i>	
<p><b>Acknowledgement:</b> TRIGGER is co-funded by the Erasmus+ Programme of the European Union under Grant Agreement № 617309-EPP-1-2020-1-SK-EPPKA2-CBHE-JP</p> <p><b>Disclaimer:</b> The views and opinions expressed in this publication are the sole responsibility of the author(s) and do not necessarily reflect the views of the European Commission</p>	

## CONTENT

1. General information on Khorog State University named after M. Nazarshoev	4
2. Information on audit	5
3. Analysis of graduate's employability support through careers, employability and enterprise services and HEI-business cooperation	5
3.1 Framework of Careers, Employability and Enterprise Services in Republic of Tajikistan on country level	5
3.2 Current Careers, Employability and Enterprise Services in HEIs in the country on HEI level	6
3.3 SWOT analyses of graduate's employability support through careers, employability and enterprise services at KSU	11
3.4 SWOT analyses of KSU cooperation with institutions outside HEIs	12
3.5 The suggestions for improvement of graduate's employability support through careers, employability and enterprise services at KSU	13
3.6 The suggestions for improvement of HEI cooperation with institutions outside KSU	13
4. Analyses of Internship	13
4.1 Institutional framework of internships on country level	13
4.2 Current internship on HEI level	13
4.3 SWOT analyses of internship	15
4.4 The suggestions for improvement of internship at KSU	16

## 1. General information on Khorog State University named after M. Nazarshoev

Khorog State University (KSU) named after M. Nazarshoev is the only state university in the region. It was founded in 1992 and situated in a small city of Khorog. During 30 years the university had graduated more than 16 000 specialists. Nowadays the university has 8 faculties (Economics, Biology, Natural science, Physics and Math, Foreign languages, Philology, History and law, Pedagogy) and 21 departments, 54 major subjects of Bachelor, Master's and PhD Degrees.

KSU is governed by the Academic Council. Members of the Academic Council are Rector, 5 Vice-Rectors (Vice-Rector for Academic Affairs, Vice-Rector for Science, Vice-Rector for Education Affairs, Vice-Rector for Economic and Finance, Vice-Rector for International Relations), 8 deans and 21 Heads of the Departments. The faculty staff of KSU includes 313 teachers, 21 % of them have scientific degree. The total number of students at KSU is 3534. The university has 2 Students dormitories, E-library, Computer labs, European project centre, Russian educational centre, Indian cultural centres, the centre of Farsi Language and Culture; the centre of English Language; Innovative and working test centres with appropriate equipment, Scientific centre for students, media and journalist centre.

The Gorno-Badakhshan Autonomous Oblast (GBO), located in the eastern part of Tajikistan, occupies 45% of the entire territory of the country but only 2.5% of its population. Only 3% of GBO's territory is suitable for living - mainly in the mountain river valleys. Agriculture is the mainstay of many GBO districts with a significant part of the population engaged in livestock farming.

GBO's unique and stunning natural environment offers considerable potential for the development of tourism. Today, it attracts visitors from all over the world.

The capital of GBO, the city of Khorog, in the south-western part of the oblast is an important regional trade, health, educational and transport centre. GBO consists of one city with a total population of 231,400 (2021).

GBO is one of the poorest regions of Tajikistan and its economic growth is well below the national average. According to official statistics, the unemployment rate as a percentage of those employed nationwide is 4.1%. This indicator reaches 2.1% in Dushanbe city, 2.1% in Sughd province, 3.1% in Khatlon province and 19.3% in GBO.

The structure of GBO's gross regional product (GRP) has been changed. Agriculture's share declined from 47% in 2013 to 28% in 2020. Energy's share of GRP has doubled, from 6% to 14%, and construction has grown to 24%. Overall, the non-agricultural economic sectors (energy, construction, trade, transport) account for 48% of GRP. The shares of education, health care, public administration, and utilities have remained practically unchanged. The small and medium-sized business sector provides employment to many people in GBO, creating a significant share of the region's gross regional product. About 90% of employers in private and public sectors, also international organizations of GBO are the graduates of Khorog State University.

## 2. Information on audit

The audit was conducted by the questionnaire method among the top management and administrative staff of the university, academic staff of faculties, institutes and centres from 23 April to May 13, 2021. In total 21 people participated in the survey, including:

8 dean/vice-dean for education/research in a faculty

6 top manager/Decision maker at University level

6 professor/Teacher

1 Professional/Support staff

Due to the restrictions related to the pandemic situation of COVID-19 the audit was online, but due to the low speed of internet among some respondents the survey was conducted on paper. Majority of Academic staff were not familiar with the issues related to CEES, therefore we have invited a group of respondents and created a team, where we discussed the translated versions of survey questions with respondents and made the questionnaires clearer. During the group discussions and respondents' feedback was received to clarify some points.

## 3. Analysis of graduate's employability support through careers, employability and enterprise services and HEI-business cooperation

### 3.1 Framework of Careers, Employability and Enterprise Services in Republic of Tajikistan on country level

In Tajikistan there is an electronic multi-regional website of the Employment Center that has a database of current job offers, announcements, vacancies from direct employers. The Multiregional Electronic Center for Employment is a private project of Cyborg Systems. Each employer can post detailed information about the vacancy free of charge for the purpose of recruiting personnel, searching for specialists for vacant jobs, and a person who is looking for a job can create and post a detailed resume free of charge in order to find a job in a city or region.

Vacancies of the Electronic Employment Center will help job seekers quickly find a suitable job. The search for employees is available on the database of current resumes, taking into account the required region. The multi-regional website of the Center for Employment solves the problem of the employment of students and graduates of vocational schools, lyceums, universities.

### 3.2 Current Careers, Employability and Enterprise Services in HEIs in the country on HEI level

#### Services and activities relating to enhancing student and graduate employability

##### **Organisational structure, number of staff, scope and main activities of the career and liaison office of the KSU**

KSU has a Department of Internships, which is engaged in assisting in the employment of students and graduates, supporting communication with graduates, especially in pedagogical spheres. The Department of Internships is a structural subdivision of the Human Resources Department. The Department of Internships employs 3 academic staff consisting of the Head of the office, the head of the internship placements, and 1 senior specialist.

The main responsibility of the Department of Internships are the following:

- Signing the contracts with companies/organizations
- Sending off the students to the industrial and educational Internship
- Sending the graduates with pedagogical specializations to the compulsory Internship by providing them a placement in regional schools: for them it is essential to work as a trainee/intern.
- Monitoring and evaluation of student's performance during the Internship period.
- Collecting the reports from the Head of Departments.
- Approving the schedules of conducting the Internship period for one year.

Furthermore, the purpose of this Department is to monitor the students' internship and employment of graduates. Along with above responsibilities under the scientific projects some faculties conduct the tracking, on-line consulting and questioning of University graduates on the issues of employment by creating online student's questionnaire platform.

In addition, International relation office under the International projects are conducting joint activities with employers on the issues of employment of graduates, conferences, workshops, seminars, trainings and round tables to enhance students' employability.

##### **KSU strategy on matters of employment and career of students and graduates**

KSU has approved the Strategic Plan of Internationalization (SPI) for 2020-2030 that includes preparation of the quality staff for the professional development.

This SPI is a continuation of the overall strategic plan development of KSU. By achieving the goals of this plan. This Strategy intends to build the capacity of academic staff, that has the following indicators:

- Raising the image of KSU at the National and International level
- Preparation of highly qualified graduates in compliance with the modern Labour Market requirements

- Adaptation to the changes.

### **Support offered to students and graduates on their professional development**

KSU doesn't organize information sessions for students and graduates on available job positions in companies and enterprises, doesn't provide counselling services to students and graduates, even on individual career planning through career counsellors.

The Deans of the faculties inform graduates about master's and doctoral studies.

According to the rules of KSU, graduates that have GPA higher than 3.0 can apply for a master program with the recommendation of the dean. Monitoring and control of master and doctoral students' studies relies on the Department of Postgraduate Education.

KSU doesn't offer an online portal and online database.

The university equips classrooms with modern equipment and tries to ensure that students have the best lectures, through international projects and through the organization of practical classes, recommend the best students for master's or doctoral studies and can provide a scientific advisor for scientific research.

### **Support offered to students and graduates on their educational development**

The International Relations Office (IRO) provides information to students and graduates on postgraduate programmes at national or international Universities through conducting Information sessions and days together with the Erasmus office in Tajikistan, Erasmus days and relevant announcements are posted on the university's website and on the social networks.

The IRO annually holds a meeting with undergraduates and PhD students on further education and clarifies the requirements for admission to master's and PhD studies.

Currently, KSU is working with more than 10 International projects. All projects aim to enhance student and graduate's capacity building through academic mobility and exchange programs. The International Relation Office also provides information to students and graduates about exchange programs, study abroad programs and postgraduate education programs. During the educational process the students are always informed about master and PhD programs by mentors and local project coordinators.

All information about available scholarships at the national and international level can be found on the website of the University and information board of IRO. Students also receive mails on their own account from the IRO department.

The staff of IRO offer support to students and graduates in their academic development by providing individual consultations and organizing seminars and master classes. The Department of Science



together with IRO encourages participation of students in various types of Olympiads, competitions at International and National levels.

### **Measures of tracking academic and professional progress of students and graduates**

KSU doesn't track the academic and professional progress of its graduates; this process is not established yet.

The Department of Internship conducts tracking of the graduates with pedagogical specializations that have compulsory Internship in regional schools. In addition, Economics faculty in the frame of scientific project of the Ministry of Education and Science of the Republic of Tajikistan dedicated to the "Interconnection between Labour market and Market of Educational services" currently conduct students tracking. Under this projects senior and junior research assistants track graduates using an online survey in the Google platform since 2017. The main aim of this scientific project are:

- Receiving an information regarding students employment,
- Identification of main competences of the graduates in compliances with the modern Labour market requirements.
- Identification of gaps between Labour market and Market of Educational services.
- Development of the mechanism of involvement of companies and organisations in the process of preparation of highly qualified specialists not only for CA Labour market but for the International level.

### **Additional information of services currently offered by the KSU on Careers, Employability and Enterprise cooperation**

The following suggestions were received from the respondents:

- to cooperate closely with companies
- to improve communication with the regional employment agencies
- to provide more information to graduates on the available vacancies, positions/jobs
- to increase the number of seminars, round tables and business meetings with companies for obtaining an information on vacant placements and to recommend the best students for job offer
- to increase the number of agreements between organizations and the university
- to create Alumni Association
- to create the database and student tracking system
- involving the stakeholders in the process of developing of educational program and curriculums
- to create the Centre of career employability of the graduates
- constantly conducting marketing research with the aim of identifying the stakeholders needs in the modern labour market and posting the evidences of the research in this Centre website.

## Services and activities relating to development of employability skills

### **Activities on employability skills development of students and graduates as part of the curriculum**

Activities on employability skills development should be an integral part of each HEI.

KSU does not offer any workshops or seminars on development of soft skills for graduates.

### **Activities on employability skills development of students and graduates as part of organised social activities**

KSU is in the process of launching a new project (September 2022) dedicated to the “Start-up and business creation” that aims to organize trainings, seminars, workshops and other training activities, which would enhance employability skills of students.

In addition, KSU does not organize any activities, such as career days, job fairs, where students can liaise with business representatives. Moreover, KSU doesn't publish studies regarding the situation in the labour market and the absorption of graduates. But in the frame of the project that was mentioned above dedicated to the Interconnection between Labour market and Market of educational services senior and junior research assistants publish articles in the newsletter of university “Vestnik universiteta” and “Furugi marifat”, and also this information will articulate in the workshop, conferences not only at the level of university, but it is presented in international conferences.

### **Support offered to students and graduates on national or international mobility**

Since 2012 KSU is working with Tempus, Erasmus Mundus, and Erasmus + ICM, Mevlana program. Currently KSU is working with 6 International mobility projects where academic staff and the students of bachelor, master and PhD participating in these projects.

KSU staff and students have an opportunity to spend a semester or an academic year at the partner universities (Austria, Romania, Hungary, Spain, Turkey) as part of the exchange programs. The International Relation office is always responsible for providing information to students and graduates on Mobility programmes. Seminars are constantly held and there is an announcement corner where students and graduates can get acquainted with such information, there are many booklets, information sheets, permanent announcements, e-mail distribution.

Moreover, IRO conducts Information days, Erasmus days for staff and students, and for school graduates as well. IRO publishing information on University website <http://khogu.tj/index.php/tj/>. Program Alumni's shares their information about the mobility process.

## Services and activities relating to development of innovation and entrepreneurial skills

### **Organisational structure, number of staff, scope and main activities of innovation and entrepreneurship office**

Currently KSU doesn't have an established Innovation and Entrepreneurship Unit for students.

### **Services offered to students and graduates to develop their entrepreneurial skills**

In the frame of international projects under the Erasmus + program IRO conducts seminars and trainings for teachers and students on innovation issues. Moreover, invite international experts and partners to conduct trainings and seminars. Students (2) and staff (5) participated in an International training course at EU Universities (Portugal, Spain) to develop their entrepreneurial skills. During the pandemic situation KSU under Erasmus project "HiEDTech" for 120 academic staff and students organized on-line trainings "Improving skills in innovative Educational Technologies", "Planning and developing courses in distance learning environments".

There are special courses for students' choice, where they usually offer classes on the development of business plans. The subjects related to entrepreneurial development are mainly taught at the Faculty of Economics. Sessions are held for students in accordance with the curriculum, which is considered a compulsory subject.

### **Activities to support innovation and entrepreneurship of students and graduates**

Khorog State University doesn't support business efforts of students or graduates through the provision of personalised support on designing or implementing business ideas.

## Services and activities relating to establishing cooperation relationships with businesses

### **Liaison activities of the HEI with employability organizations**

KSU maintains contacts with International and governmental organizations and NGOs at the local and national level. The database of employers includes more than 60 organizations. KSU Department of Internship signing contracts with above-mentioned organisations and in accordance with curriculum send off the student to the educational and industrial internship. The students with pedagogical specialisations have to conduct an Internship during 3 years at regional schools.

### **Mentoring program offered by the KSU**

There is no mentoring office at the KSU, but each faculty's students have mentor who controls and monitors the process of internship. Besides, this group has mentors from companies and

organisations. At the end of the internship each student gets reference from both internal and external mentors.

**Services offered to employers**

KSU doesn’t provide any services to employers except payment for mentors. KSU defines mentors from schools who will be responsible for overall conducting an internship. The responsible mentor will receive salary from KSU. At the end of internship, a responsible mentor will provide references and recommendations for the students who passed an internship at school. KSU involves employers in the educational process for conducting practical sessions, on participation in final state exams, for leading research work and also participation in conferences and seminars.

**Additional information on cooperation procedures with companies**

The best students of KSU receive scholarships from governmental organisations, for example, President’s scholarship, Chairman’s scholarship, bank and international organization’s scholarship. Also some organizations are paying the university fees for the students from low-income families and orphans. There is no any other way of cooperation between university and companies.

**3.3 SWOT analyses of graduate’s employability support through careers, employability and enterprise services at KSU**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- The only state university in the region that trains specialists not only for the region, but also for the republic and beyond</li> <li>- Rich human resources, qualified specialists</li> <li>- Participation in international projects</li> <li>- Agreements between company/organizations and the university</li> </ul>	<ul style="list-style-type: none"> <li>- Excess labour resources (a large number of students in the same specialties)</li> <li>- Lack of interaction between the university and the employer</li> <li>- Absence of alumni association</li> <li>- Absence of alumni tracking</li> <li>- Inexistence of CEES</li> <li>- Absence of communication with alumni</li> <li>- Absence of database of alumni and employers</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Attraction of International programs for capacity building</li> </ul>	<ul style="list-style-type: none"> <li>- Insufficient funding of education</li> <li>- High competition in the labour market</li> </ul>

<ul style="list-style-type: none"> <li>- Creation of a network of Career Centers of universities of the Republic of Tajikistan and establish links with other Career Centers in the country;</li> <li>- Attraction of national and international stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Geographical location of the region</li> <li>- The poor economic situation in the region and in Tajikistan</li> </ul>
--	--

### 3.4 SWOT analyses of KSU cooperation with institutions outside HEIs

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Close relationship between KSU, CA and EU universities partners (The university cooperates with more than 50 partner universities) and organizations</li> <li>- Working with International projects</li> <li>- Student academic mobility</li> <li>- Staff academic mobility</li> <li>- Availability of all stages of education (bachelor's, master's, postgraduate, doctoral studies)</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of participation of academic staff in the implementation of grant programs</li> <li>- The language barrier (The local language is different from national language; English is considered the fourth language)</li> <li>- Lack of publications in foreign editions</li> <li>- Poor communication with the companies and regional agencies on employment for graduates;</li> <li>- University does not provide services to employers</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Opening of joint master and bachelor degrees’ program</li> <li>- Delivery of educational services to the international market</li> <li>- Attraction of funds from foreign foundations, universities</li> <li>- Conducting joint international educational events, scientific research with university partners</li> </ul>	<ul style="list-style-type: none"> <li>- Political factors</li> <li>- Low level of interest of companies, NGO in participating in educational process of the university;</li> <li>- KSU do not prepare specialist in compliance with enterprise requirements</li> </ul>

### **3.5 The suggestions for improvement of graduate's employability support through careers, employability and enterprise services at KSU**

- Creation an Alumni Association at university to improve the employability skills of graduates;
- Opening of joint master and bachelor degrees program in order to meet the requirements of modern labor market;
- Promotion of educational services to the international market (E-business, e-account services);
- Conducting joint international educational events, scientific research for improving educational skills and to be relevant for requirements of International standards;
- Creation of a network of Career Centres of universities of the Republic of Tajikistan and establish links with other Career Centres in the country.

### **3.6 The suggestions for improvement of HEI cooperation with institutions outside KSU**

- To develop new joint projects with international university partners;
- To improve Academic and student mobility program;
- Opening English-language programs for attracting international students;
- Engaging employees in the development of educational programs;
- Involvement of employers in conducting practical trainings;
- Inviting specialists from industry.

## **4. Analyses of Internship**

### **4.1 Institutional framework of internships on country level**

All the curriculums at KSU approved by the Ministry of Education and Science of the Republic of Tajikistan and all internships are based on the plan that will be approved in the meeting of department of faculties for conducting internship in accordance with the state mandatory standard of higher education.

### **4.2 Current internship on HEI level**

#### **Management and administration of internships**

##### **Measures and requirements for student internships**

KSU Department of Internship is developing internal and external procedures for internships. The internship takes place in different courses for 2 to 6 weeks including 3 to 9 credits. The main types of internships of students are: educational and industrial practices.

The periods of the internship are set by the University in accordance with the curriculum and academic calendar. The number of credits corresponding to each type of internship is determined

by the educational program. The average number of ECTS earned varies from 3 to 5 credits and depends on types of internships according to the educational program. The places for internship for students are determined by the Head of the Department of Internship and Head of Departments of each faculty.

#### **Management of internships**

The student internship is supervised by both mentors from the university and from the companies and organizations. Head of departments at each faculty, special mentor from the Pedagogical Department (in a case of humanitarian specialisations) and Department of Internship are responsible for the management and quality control and monitoring of internships. Each student during the Internships fills the practical training dairy provided by the Department of Internship. This document is a proof of student practice which was approved by both mentors.

#### **Administration procedures**

The Department of Internship from the university is responsible for signing agreements between the university and stakeholders, holds a conference to acquaint students with the program, methodological recommendations on internships, the tasks and goals of internships before the start of the Internships for all students. The Head of Internship from the faculty submits a report on the completed internship to the supervisor from the university. The plan and programs of internship are approved by the Dean of the faculty.

#### **Additional information on management and administration of internships**

Basically, students choose the place of internship in accordance with the topic of the scientific thesis or master's thesis. Also, the administration gives the opportunity to publish scientific articles based on the results of their research in the course of internship.

### **Support given to students**

#### **Training activities to support internships**

KSU does not offer any training activities to support internships.

#### **Support given to students on finding internship positions**

The Head of the Department of Internship and Head of Department of each faculty are responsible for providing internship placements for students.

#### **Development of entrepreneurial skills through internships**

The internship gives students the opportunity to find a job, conduct research, questionnaire, survey and acquire the skills of writing scientific articles and dissertations. As KSU offers 60% of pedagogical specialisations, therefore, students are not obtaining any entrepreneurial skills through internships.

### **Monitoring and evaluation of internships**



**Management procedures during internships**

The responsible internship mentors monitor student performance and participation on a daily basis. The process is carried out by the mentor from the faculties and the mentor from the companies. General monitoring is carried out by the Department of Internship. Each student receives a score by providing the evidence of internship in a form of report and recommendations from both mentors.

**Procedures for evaluation of internships**

Upon graduation, the student writes a report on the internship, and fills in the internship diary every day. The Head of the Internship from the organisations/ companies provides feedback for the student, where the internship was conducted. The internship is evaluated by the Head of the internship from the organization and various departments of KSU.

After completing the internship, the student completes a diary and writes a report on the internship. The diary and the report are evaluated by the Head of the internship; the report is defended before the commission, which consists of the lecturers of various departments.

The evaluation results are issued after the defence of the internship report. The assessment is made by both the Head of the internship at the organisation/company and the lectures from the department who accepts the report.

**4.3 SWOT analyses of internship**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Students can choose a place of Internship on their own</li> <li>- Upon completion of the internship, they can receive a positive review with the receipt of a job invitation</li> <li>- Acquire research skills during Internship</li> </ul>	<ul style="list-style-type: none"> <li>- Weak monitoring by the university</li> <li>- Weak monitoring by the organizations</li> <li>- Absence of feedback from responsible internship mentor</li> <li>- Weak mentoring</li> <li>- Weak monitoring of Internship process</li> <li>- Lack of motivation for students to undergo internship</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>- Developing student’s mobility for internship abroad</li> <li>- Signing contracts with international companies</li> <li>- Increase the number of international projects on student internship mobility</li> <li>- Attending in international internship</li> </ul>	<ul style="list-style-type: none"> <li>- Decreasing the number of contracts with companies due to the economic, political and social problems</li> <li>- Theoretical contradiction of the student base in compliances of organisations</li> <li>- Lack of responsibilities from companies due to the large volume of work.</li> </ul>



#### 4.4 The suggestions for improvement of internship at KSU

- Enhancing the mechanism of Mentoring from the university and the companies;
- Creating Alumni association at the level of University;
- Enhancing the mechanism of monitoring by the university;
- Organization of information sessions for students and graduates on available job positions in companies;
- Provision of counselling services to students and graduates;
- Tracking academic and professional progress of graduates;
- Offering an online student portal and online student database;
- Offering workshops and seminars on development of soft skills for graduates.

*Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them*