



MINGACHEVIR
STATE UNIVERSITY

2025

FINANCIAL REPORT

Website

www.sustainable.mdu.edu.az

Email

quality@mdu.edu.az

Address

D.Aliyeva st. 21. Mingachevir

BUDGET ALLOCATION

INVESTING TODAY, SHAPING TOMORROW

Our budget reflects our commitment to excellence in education, innovation, sustainability and community.



TOTAL BUDGET
11,180,000
AZN

Every investment we make today strengthens our university for a sustainable, innovative and inclusive future.

DIRECTION (WHERE WE INVEST)	AMOUNT (AZN)	SHARE (%)
SALARIES AND SOCIAL CONTRIBUTIONS Supporting our people and recognizing their dedication and contribution.	5,840,800	52.24%
SUSTAINABILITY AND GREEN CAMPUS PROJECTS Investing in environmental sustainability and building a greener campus.	1,766,440	15.80%
TEACHING ACTIVITIES, EDUCATIONAL RESOURCES AND STUDENT SUPPORT SERVICES Enhancing quality education, resources and student well-being.	1,508,100	13.49%
BUILDING AND INFRASTRUCTURE MAINTENANCE Maintaining safe, modern and sustainable infrastructure.	626,300	5.60%
INFORMATION TECHNOLOGIES AND DIGITALIZATION Advancing digital transformation and smart solutions.	503,100	4.50%
RESEARCH AND INNOVATION Driving research excellence and fostering innovation.	451,700	4.04%
INTERNATIONAL COOPERATION AND PUBLIC ENGAGEMENT Building global partnerships and engaging with society.	277,200	2.48%
RISK MANAGEMENT AND FINANCIAL SUSTAINABILITY FUND Managing risks and ensuring long-term financial stability.	206,360	1.85%
TOTAL	11,180,000	100.00%

OUR COMMITMENT, YOUR FUTURE

PEOPLE
Empowering our community and supporting success.

SUSTAINABILITY
Protecting the environment for future generations.

EDUCATION
Delivering quality education and lifelong learning.

INNOVATION
Embracing technology and encouraging new ideas.

INFRASTRUCTURE
Creating safe and modern learning environments.

PARTNERSHIP
Working together locally and globally.

INTEGRITY
Ensuring security, transparency and accountability.

GROWTH
Investing wisely for a better tomorrow.

TRANSPARENCY AND PUBLIC DISCLOSURE

Mingachevir State University is committed to the principles of transparency, accountability, and responsible financial governance.

The University's financial management framework is based on openness, efficient resource allocation, and compliance with the legislation of the Republic of Azerbaijan and internationally recognized public sector financial reporting principles. Annual financial statements are prepared, audited through internal control mechanisms, and publicly disclosed to ensure stakeholder confidence and institutional accountability. This transparent financial approach supports the University's long-term sustainability, academic excellence, and strategic development objectives.

INCOME

During the 2025 fiscal year, Mingachevir State University generated a total income of 11,180,000 AZN. The University's financial resources were derived from diversified funding sources, including government appropriations, tuition fees, research grants, international projects, contractual educational services, consultancy activities, and other institutional revenues. The diversity of funding sources enhances financial resilience and enables continuous investment in education, research, digital transformation, infrastructure, sustainability initiatives, and international engagement.



EXPENDITURE

The University allocates its financial resources in accordance with its Strategic Development Plan and institutional priorities, ensuring the efficient and responsible use of public funds. During the 2025 reporting period, 52.24% of the total budget was allocated to staff salaries and social contributions, reflecting the University's continued investment in highly qualified academic and professional personnel. Teaching, learning resources and student support services accounted for 13.49% of total expenditure, while continued investment in research and innovation, information technologies, and digital transformation strengthened academic quality, research excellence, and institutional modernization.

Sustainability was one of the University's highest strategic investment priorities in 2025. A total of 1,766,440 AZN, representing 15.80% of the annual budget, was invested in Sustainability and Green Campus initiatives. These investments supported energy efficiency and renewable energy, Green Campus development, climate action and carbon management, biodiversity conservation, sustainable transportation, water resource management, waste reduction and recycling, sustainability education, and the implementation of the Sustainable Development Goals.

The University also continued to strengthen its international engagement through investments in global partnerships, academic mobility, collaborative initiatives, and participation in international university rankings. In addition, the Risk Management and Financial Sustainability Fund enhanced the University's long-term financial resilience, ensuring sustainable institutional growth and responsible financial governance.



YEAR-ON-YEAR FINANCIAL PERFORMANCE (2024-2025)

Expenditure Category	2024 (AZN)	2025 (AZN)	Change (%)
Staff Salaries and Social Contributions	5,729,100	5,840,800	2
Sustainability and Green Campus Projects	735,000	1,766,440	140
Teaching, Learning Resources and Student Support Services	1,460,000	1,508,100	3
Building and Infrastructure Maintenance	600,000	626,300	4
Information Technology and Digitalization	485,000	503,100	3
Research and Innovation	438,000	451,700	3
International Cooperation and Public Engagement	250,000	277,200	10
Risk Management and Financial Sustainability Fund	198,000	206,360	4
Total Expenditure	9,895,100	11,180,000	12

The University's financial performance remained strong in 2025, with total expenditure increasing by 11.63% compared with 2024. Increased investment in teaching and learning, research and innovation, digital transformation, campus infrastructure, and international cooperation supported the University's continued institutional development. The most significant growth was recorded in Sustainability and Green Campus initiatives, reflecting the University's strategic commitment to environmental sustainability, climate action, resource efficiency, and long-term financial resilience while strengthening its performance in international sustainability rankings.



STAFF SALARIES AND SOCIAL CONTRIBUTIONS

Staff Salaries and Social Contributions	Amount (AZN)	Share (%)
Academic Staff Salaries (Professors, Associate Professors, Lecturers and Teaching Assistants)	3,855,000	66
Administrative and Professional Staff Salaries	993,936	17
Social Security Contributions	467,264	8
Performance-Based Incentives and Research Bonuses	233,632	4
Overtime, Additional Teaching and Academic Services	175,224	3
Staff Professional Welfare and Social Support	116,744	2
Total	5,840,800	100

In the 2025 financial year, Mingachevir State University allocated 5,840,800 AZN to staff salaries and social contributions, representing the University's largest investment area. The majority of the budget (66%) supported the salaries of academic staff, reflecting the University's commitment to delivering high-quality teaching, research, and student supervision.

Additional funding was allocated to administrative and professional staff, statutory social security contributions, performance-based incentives, overtime and additional academic duties, and staff welfare programmes. The University's remuneration policy aligns with national legislation and institutional strategic priorities, promoting staff retention, professional excellence, and sustainable human resource development.



SUSTAINABILITY AND GREEN CAMPUS INVESTMENT

Sustainability and Green Campus Investment Area	Amount	Share
Energy Efficiency and Renewable Energy	317,779	18
Green Campus and Landscape Development	300,295	17
Climate Action, Carbon Management and Net Zero Initiatives	229,637	13
Waste Management and Recycling	211,973	12
Water Resources Management	158,980	9
Biodiversity Conservation	158,980	9
Sustainability Education and Awareness	158,980	9
Sustainable Transportation and Mobility	123,651	7
Sustainability Governance and Monitoring	105,986	6
Total	1,766,440	100

In 2025, Mingachevir State University invested 1,766,440 AZN, representing 15.80% of its total annual budget, in Sustainability and Green Campus initiatives. The largest share was allocated to Energy Efficiency and Renewable Energy (18%) and Green Campus and Landscape Development (17%), followed by investments in Climate Action and Carbon Management (13%), Waste Management and Recycling (12%), Water Resources Management (9%), Biodiversity Conservation (9%), Sustainability Education and Awareness (9%), Sustainable Transportation and Mobility (7%), and Sustainability Governance and Monitoring (6%). These investments reinforce the University's commitment to environmental sustainability, the Sustainable Development Goals and international sustainability rankings.



TEACHING, LEARNING RESOURCES AND STUDENT SUPPORT SERVICES

Teaching, Learning Resources and Student Support Services	Amount (AZN)	Share (%)
Teaching Materials and Academic Resources	377,025	25
Library Resources (Printed Collections, E-books and Online Databases)	241,296	16
Laboratory Equipment and Practical Learning Facilities	271,458	18
Learning Management System (LMS), Digital Learning Platforms and E-learning Resources	226,215	15
Student Support Services (Academic Advising, Psychological Support, Inclusive Education and Career Services)	211,134	14
Teaching Quality Enhancement and Academic Staff Development	105,567	7
Student Development Programmes and Co-curricular Learning Activities	75,405	5
Total	1,508,100	100

During the 2025 financial year, Mingachevir State University invested 1,508,100 AZN in teaching, learning resources, and student support services to enhance educational quality and improve the overall student learning experience.

The largest share of the budget was allocated to teaching materials, academic resources, laboratory equipment, and practical learning facilities, ensuring that students have access to modern educational resources and learning environments. Significant investments were also made in the University's Learning Management System (LMS), digital learning platforms, electronic educational resources, and library services to strengthen technology-enhanced learning.



BUILDING AND INFRASTRUCTURE MAINTENANCE

Building and Infrastructure Maintenance	Amount (AZN)	Share (%)
Building Maintenance and Repair Works	187,89	30
Campus Utilities and Facility Maintenance	106,471	17
Classroom, Laboratory and Learning Space Renovation	100,208	16
Safety, Security and Fire Protection Systems	68,893	11
Accessibility Improvements and Inclusive Infrastructure	56,367	9
Preventive Maintenance of Mechanical and Electrical Systems	50,104	8
Green Campus Infrastructure and Landscape Maintenance	37,578	6
Furniture, Fixtures and General Infrastructure Upgrades	18,789	3
Total	626,3	100

During the 2025 financial year, Mingachevir State University invested 626,300 AZN in the maintenance and improvement of its buildings and campus infrastructure.

The largest share of expenditure was allocated to building maintenance and repair works, followed by investments in campus utilities, classroom and laboratory renovations, and the maintenance of mechanical and electrical systems. Additional funding supported safety and fire protection systems, accessibility improvements for students and staff with disabilities, Green Campus infrastructure, and the replacement or upgrading of furniture and facilities.



INFORMATION TECHNOLOGY AND DIGITALIZATION

Information Technology and Digitalization	Amount (AZN)	Share (%)
Digital Learning Infrastructure (LMS, E-learning Platforms and Educational Software)	110,682	22
IT Infrastructure (Servers, Storage Systems and Network Equipment)	95,589	19
Software Licences, Cloud Services and Enterprise Systems	75,465	15
Smart Classrooms and Digital Teaching Technologies	60,372	12
Cybersecurity, Data Protection and Information Security	55,341	11
ICT Equipment (Computers, Interactive Displays and Peripheral Devices)	50,31	10
Website Development, Digital Communication and Online Services	30,186	6
IT Staff Training and Digital Capacity Building	25,155	5
Total	503,1	100

During the 2025 financial year, Mingachevir State University invested 503,100 AZN in information technology and digitalization to strengthen its digital infrastructure, enhance teaching and learning, and improve institutional efficiency.

The largest share of expenditure was allocated to digital learning infrastructure, including the Learning Management System (LMS), e-learning platforms, and educational software. Significant investments were also made in servers, storage systems, network infrastructure, enterprise software, and cloud-based services to ensure secure, reliable, and efficient digital operations.



RESEARCH AND INNOVATION

Research and Innovation Expenditure	Amount (AZN)	Share (%)
Internal Research Grants	126,5	28%
Scientific Equipment and Laboratory Development	90,34	20%
Research Projects and Innovation Programmes	81,306	18%
Scientific Publications (Scopus/WoS APC, Editing)	54,204	12%
Conferences, Workshops and Research Events	45,17	10%
Young Researchers and Student Research Support	31,619	7%
Intellectual Property and Innovation Activities	22,561	5%
Total	451,7	100%

During the 2025 financial year, Mingachevir State University invested 451,700 AZN in research and innovation activities to strengthen institutional research capacity, scientific productivity, and innovation performance. The largest proportion of the budget was allocated to internal research projects and competitive research grants (24%), followed by investments in laboratory infrastructure, scientific equipment, and research software (20%).

The University also supported scientific publications, conference participation, collaborative international research projects, artificial intelligence research programmes, and innovation initiatives. Dedicated funding was provided for young researchers and student research activities, promoting research culture and capacity building across the institution.



INTERNATIONAL COOPERATION AND PUBLIC ENGAGEMENT

International Cooperation and Public Engagement	Amount (AZN)	Share (%)
International Partnerships and Strategic Collaboration	69,3	25
International Student and Staff Mobility Programmes	49,896	18
International Conferences, Forums and Academic Events	41,58	15
Global University Rankings, International Memberships and Accreditation	33,264	12
International Student Recruitment and Marketing Activities	27,72	10
Visiting Professors, International Experts and Academic Exchange	22,176	8
Public Engagement, Community Outreach and Social Responsibility Initiatives	19,404	7
International Promotion, Publications and Institutional Branding	13,86	5
Total	277,2	100

During the 2025 financial year, Mingachevir State University invested 277,200 AZN in international cooperation and public engagement to strengthen global partnerships, enhance international visibility, and expand stakeholder engagement.

The largest share of expenditure supported the development of international partnerships and strategic collaborations with higher education institutions, research organizations, and industry partners. Significant investments were also allocated to international student and staff mobility programmes, participation in international conferences and academic forums, and engagement in global university rankings, international memberships, and accreditation activities.



BORROWING

Mingachevir State University applies a prudent financial management policy aimed at maintaining long-term financial stability while minimizing financial risk. During the 2025 reporting period, the University did not incur any borrowing or long-term debt obligations. All operational activities, capital investments, and strategic development initiatives were financed through existing financial resources and approved budget allocations, demonstrating the University's strong financial discipline and institutional sustainability.

SURPLUS

During the 2025 fiscal year, Mingachevir State University generated a total income of 11,180,000 AZN. Financial resources were obtained from a diversified portfolio of funding sources, including government budget allocations, tuition fees, competitive research grants, international projects, contractual educational services, and other institutional revenues. The diversification of income sources enhances the University's financial resilience and provides a stable foundation for investment in education, research, infrastructure, digital transformation, sustainability initiatives, and international engagement.

