



Independent agency for
accreditation and rating

Independent Agency for Accreditation and Rating (IAAR)

Self-Evaluation Report for the inclusion onto

the Asia-Pacific Quality Register (APQR)

August 2019

Contents

Glossary of Terms.....	3
1. Executive Summary.....	4
2. Introduction.....	5
2.1 Short introduction.....	5
2.2 Basic information.....	5
3. Evaluation Criteria.....	7
Criteria 1: Organization Category.....	7
Criteria 2: Operations.....	11
Institutional accreditation of EO.....	15
Specialized accreditation of study programs.....	15
Criteria 3: Mission and Objectives.....	16
Criteria 4: Staff and Reviewers.....	19
Criteria 5: Independence.....	24
Criteria 6: Resources.....	27
Criteria 7: Process and Criteria.....	30
Self-assessment.....	31
ECC visit.....	31
EEC report.....	32
Follow-up procedures.....	32
Criteria 8: Appeals.....	33
Criteria 9: Quality Assurance.....	35
Criteria 10: Monitoring and Evaluation.....	38
Criteria 11: Agency Linkages.....	43
4. SWOT Analysis.....	46
5. Appendixes.....	48

Glossary of Terms

AC – IAAR Accreditation Council
ACQUIN - Accreditation, Certification and Quality Assurance Institute
APQN - Asia-Pacific Quality Network
APQR - the Asia-Pacific Quality Register
ASIIN - Accreditation Agency for Study Programs in Engineering, Informatics, Natural Sciences and Mathematics
CEENQA - Central and Eastern European Network of Quality Assurance Agencies in Higher Education
CIQG - CHEA International Quality Group
DBA - Doctor of Business Administration
EC – IAAR Expert Council
EEC - External Expert Committee
ENQA - European Association for Quality Assurance in Higher Education
EO - education organization
EQAR - the European Quality Assurance Register for Higher Education
ESG - Standards and Guidelines for Quality Assurance in the European Higher Education Area
FIBAA - Foundation for International Business Administration Accreditation
HEI – Higher Education Institution
IA - Institutional Accreditation
IAAR - Independent Agency for Accreditation and Rating
INQAAHE - International Network for Quality Assurance Agencies in Higher Education
IQAS - Internal Quality Assurance System
IQAS Manual - Internal Quality Assurance System Manual
IREG – International Observatory on Academic Ranking and Excellence
MA – Master Programme
MBA - Master of Business Administration
Media - Mass Media
MES RK - Ministry of Education and Science of RK
NAC - National Accreditation Centre of the MES RK
Natsaccredcentr - National Center for Public Accreditation (Russia)
NCE - National Chamber of Entrepreneurs "Atameken"
NSEQA - National System of Education Quality Assessment
PhD – Doctoral Programme
QA - Quality Assurance
RK - Republic of Kazakhstan
RSMC - JSC "Republican scientific-methodical center for the development of technical and professional education and qualification"
SA - Specialized Accreditation
SP – Study Programme
TVE - Technical and Vocational Education
WFME - World Federation for Medical Education

1. Executive Summary

The Independent Agency for Accreditation and Rating (IAAR) is a non-profit accreditation agency established in 2011 with the aim of improving the national system for quality assurance in education - one of the leading international accreditation agencies in the accreditation of higher, technical, and additional education. As part of the establishment and modernization of the independent accreditation system in Kazakhstan - the IAAR, developing its activities and constantly improving the methodology of international accreditation, comprehensively promotes qualitative institutional changes both in individual education organizations and in the entire education system of the country, expanding integration into the global educational area and providing access to the foreign market of international education services.

The development strategy of the IAAR is worked out taking into account the national policies and legislation in the field of education. Compliance of Agency's procedures of accreditation with the ESG requirement, APQN membership criteria as well as Chiba Principles is the priority to achieve the strategic goals.

The purpose of this self-evaluation is the assessment of the IAAR and the verification of compliance of its activities to the APQR criteria, which takes into account the APQN membership criteria as well as Chiba Principles.

External evaluation of the IAAR includes the following stages: self-assessment and preparation of the report on self-assessment, development of plan to implement the recommendations, the publication of materials by the results of external evaluation.

The self-report has been prepared by employees of the IAAR in collaboration with the Expert Council and Accreditation Council. This self-report allowed to critically evaluate and improve the internal quality assurance system, to identify the strengths, weaknesses, opportunities and threats, which are an incentive for further improving the activities of the IAAR.

2. Introduction

2.1 Short introduction

Currently, the IAAR is an authoritative organization for external quality assurance, recognized both in Kazakhstan and abroad. The IAAR status is the result of the development and growth of the independent agency’s potential in the system of quality assurance in education. At the national level - the IAAR had been included in the Register of accreditation bodies of the Republic of Kazakhstan, and was also recognized and included in the Register as an international accreditation agency of the Kyrgyz Republic on April 6, 2017, which is a token of recognition and special trust rendered by the Ministries of Education and Science of Kazakhstan and Kyrgyzstan and an indicator of sustainable development in quality assurance in education.

The IAAR is a full member of leading international networks, accreditation agencies and associations of accreditation bodies of OECD member states. The IAAR became the first accreditation body in Kazakhstan, which has the status of a full member of the European Network for Quality Assurance in Higher Education - ENQA (November 30, 2016) and has been included in the European Registry for Quality Assurance in Higher Education – EQAR (June 20, 2017), and is the only accrediting agency from the CIS countries that received high recognition status of the World Federation of Medical Education – WFME (December 14, 2017).

2.2 Basic information

Agency:	The Independent Agency for Accreditation and Rating (IAAR)
Type of APQN membership:	Full
Year of establishment:	2011
Mission:	Assistance in improving the quality and competitiveness of education organizations at the national and international scopes through an independent, objective and professional accreditation process, and promotion of the quality culture as a value of the global community.
Objectives:	<ol style="list-style-type: none"> 1. Development of the national system of quality assurance in education, taking into consideration the best international experience. 2. Strengthening the IAAR’s status in the market of accreditation services of the Republic of Kazakhstan, the states of Central Asia, Europe and the USA. 3. Development of the IAAR’s rating studies as a mechanism of influence on the improvement of the quality of education, science and innovation. 4. Enhancing the role of the analytical capacity of the IAAR in improving the national and international system for quality assurance in education.

	<ol style="list-style-type: none"> 5. Increasing public awareness on outcomes of the quality assessment of academic programs and operations of education organizations. 6. Expansion of the base of candidates - experts and the formation of a pool of national and international experts. 7. Development of new international projects in the framework of the project office expansion. 8. Improving the effectiveness of the IAAR in the quality assurance in education.
<p>Operations:</p>	<ol style="list-style-type: none"> 1. International institutional and specialized accreditation of higher and postgraduate, technical and vocational, medical and additional education, scientific organizations and international schools. 2. Development of Standards and Guidelines for the quality assurance in education in compliance with the international standards and guidelines of the ESG and international regulations. 3. Dissemination of international best practices in quality assurance in the activities of education organizations and the promotion of a quality culture. 4. Conducting training seminars for the preparation and professional development of experts in the field of quality assurance in education. 5. Participation in research and international projects. 6. Organization and hosting international conferences and forums. 7. Development of scientific, methodological and informational publications. 8. Rating research in the higher, postgraduate, technical and vocational education.

3. Evaluation Criteria

Criteria 1: Organization Category

The QAA is a full member of APQN or is a QA body which is valid entity recognized by the appropriate authority in the relevant country/territory/region, and is accountable to stakeholders.

In the accreditation system of HEIs of Kazakhstan everything has changed after signing the Bologna Declaration and the adoption of the decree of the President of [State Program of Education Development in the Republic of Kazakhstan for 2011 – 2020](#) (2010). This program was approved again in 2018 under the name [State Program for the Development of Education and Science of the Republic of Kazakhstan for 2016 – 2019](#). The above mentioned documents are key to the quality assurance system and a new milestone in the accreditation of HEIs of Kazakhstan, which identified further development vector.

By the decision of the founder, the IAAR was founded in 2011, right after that in the same year changes were made into the Law of Kazakhstan "On Education" ([Law of the Republic of Kazakhstan dated October 24, 2011 № 487-IV](#)), which clearly stated independence and voluntariness of accreditation in Kazakhstan (article 9-1). The Law abolished the National Accreditation Centre of the Ministry of Education and Science of the Republic of Kazakhstan (NAC MES RK), the public agency that is responsible for ensuring the quality of higher education in Kazakhstan, and passed the accreditation function in a competitive environment. All the accumulated experiences and the base of highly qualified NAC MES RK experts became the basis of methodology and the IAAR experts' community.

The legal framework of the IAAR and the responsibilities and duties of the founder are defined by [the IAAR Statutes](#). In the part, where it is not governed by the Statutes, the IAAR is guided by the [Constitution of RK](#), the Law "[On education](#)", the [Civil Code of the Republic of Kazakhstan](#), the Law of RK "[On Noncommercial Organizations](#)" and other applicable laws of the Republic of Kazakhstan in the field of education.

According to Article 2 of the Statutes of the IAAR, the Agency is a non-profit organization that does not have profit as the main purpose of its activities (Appendix 1).

Article 12-3 of the Statutes of the IAAR defined exclusive competence of the IAAR Accreditation Council (AC), which is an advisory body of the IAAR, created for the collegial and

transparent consideration of materials on the accreditation procedure of organization of educational and training programs.

AC Decisions on quality assessment of the educational organizations and / or study programmes are final.

Methods of selection and appointment of members of the AC is defined in the [Regulations on the AC IAAR](#). To date, the AC presented authoritative education stakeholders, including representatives of government agencies, research institutions, associations and employers' associations and students, which is an important factor in ensuring a high reputation as a recognized agency.

The [list of AC members](#) is available on the IAAR's website. According to the legislation of the Republic of Kazakhstan and its internal normative acts IAAR is independent in the development of standards, guidelines and quality assessment procedures for education organization. The group of authors with the participation of IAAR experts developed standards and requirements for accreditation procedures. Copyright is confirmed by a [certificate of state registration to the standards of institutional and specialized accreditation IAAR](#).

IAAR is included in the National Registry 1, formed in accordance with the [Regulations of Recognition of Accreditation Bodies, Including Foreign Ones, and Formation of Registers of Recognized Accreditation Bodies, Accredited Educational Organizations and Educational Programs](#) (Approved by the order of the Minister of Education and Science of the Republic of Kazakhstan No 629 of November 1, 2016).

IAAR has a [Certificate for inclusion in the National Register 1](#) according to the order of the MES RK dated by March 14, 2017, № 112. This certificate is valid until March 14, 2022 and gives the full right to carry out quality assurance activities in Kazakhstan. This certificate confirms that the IAAR quality assessment results are recognized by the system of higher education, government, stakeholders and the public.

Besides on April 6, 2017 the IAAR was included in the register of the Ministry of Education and Science of the Kyrgyz Republic. Thus, the IAAR became a transnational accreditation body and was recognized in the Kyrgyz Republic as an international body for the accreditation of HEIs and study programs.

The IAAR conducts international accreditation of higher education institutions of the Kyrgyz Republic in compliance with the Procedure for Recognition (Decree of the Kyrgyz Republic Government as of September 29, 2015 No. 670), following the established criteria for

institutional and program accreditation of the IAAR designed for higher education institutions of the Kyrgyz Republic on the basis of ESG with due account of the statutory requirements.

The accreditation procedure in the Kyrgyz Republic is no different from the procedure in Kazakhstan and is governed by the same agency provisions.

The recognition of the Agency's activities by public and stakeholders are confirmed by Memoranda of Cooperation with JSC "[Republican scientific-methodical development centre of technical and vocational education and Qualification](#)" (RNMTS), the [National Chamber of Entrepreneurs of Kazakhstan "Atameken"](#) (GMP), the [National Medical Association of Kazakhstan](#).

IAAR activities are recognized at the international level.

IAAR is [a full member of](#): **APQN; INQAAHE; ENQA; IREG; AQAAIW; CIQG; CEENQA.**

IAAR was an intermediate member of APQN since 2011. From that time, IAAR was always interested in confirming its compliance with the APQN requirements in order to get a full member status and **in 2017** after the review procedure IAAR became **a full member of the APQN**. For the purposes of the study and application of best practices, IAAR representatives takes part in conferences and seminars organized by foreign partners and international networks in the field of quality assurance, including APQN events.

In 2016, the IAAR is [accredited by the MES of RK](#) as a subject of scientific activity, which confirms its recognition at the national level.

The Agency is accountable to the stakeholders of education, provides reporting through a variety of internal quality assurance mechanisms (see Appendix 2. [IQAS Manual](#)).

IAAR annually sends to the MES RK an analytical report with recommendations to improve the national quality assurance system, also IAAR regularly informs MES RK about accredited EO and / or SP.

At the initiative of the AC Agency annually reports on the results of post accreditation monitoring of accredited EOs and / or SPs. AC members regularly participate in the discussion of important normative documents of the IAAR, including Development Strategy, procedures, complaints and appeals procedures, standards and accreditation criteria, provide comments and recommendations for improving the activity of the IAAR.

In 2015 the IAAR developed two forms of [survey of experts](#) and [accredited EO](#).

The survey of service customers is carried out to identify the level of EO satisfaction with the conducting procedures of institutional and specialized IAAR accreditation, and to determine

the degree of influence of the accreditation procedure in the further development of the EO and the internal quality of the HEI education system.

Analysis of the survey results regularly [published in IAAR webpage](#).

Conducting IA and SA has had a positive impact on education quality and competitiveness of higher educational institutions, in improving the employability of graduates, expansion of students and teachers academic mobility, strengthening student-centered learning, an opportunity to identify the strengths and weaknesses of higher educational institutions, to identify the main areas for further improvement.

The Agency's methodological approach of conducting IA and SA inspires the confidence of the educational institutions focused on increasing the competitive advantages of HEIs - more attractive for students and employers' demand.

The purpose of the survey of experts is to continuously improve quality of the IA and SA procedures and obtain feedback on the results of visit to the EO.

The survey of certified experts allowed to determine the level of organization of the EEC, and to identify the degree of satisfaction with the conditions created at the time of the visit, regulations of accreditation procedures to be improved.

According to experts' opinion, IAAR at the proper level organizes the expert work in the EEC and conducts external quality assessment.

Based on the assessment of experts' satisfaction level with the created conditions at the time of the site visit, we can conclude that most experts are satisfied with the organization of the transfer, the terms of payment, the organization of the visit in the framework of institutional and specialized accreditation and the work of IAAR observers, to a lesser extent – with the training workshops for IAAR experts.

Designed IAAR regulations governing the procedure of external quality assessment, comply with the requirements and expectations of stakeholders. The majority of the experts did not have proposals to improve the regulatory documents.

The agency [cooperates with various public organizations](#) such as the National Chamber of Entrepreneurs of RK "Atameken" (NCE), National Medical Association of the RK, JSC "Republican scientific-methodical center for the development of technical and professional education and qualification" (RSMC). In the framework of the signed memorandums, Agency is working to attract these organizations to expert evaluation and improvement of standards. On a regular basis, these organizations recommend candidates for training.

During the seminars and roundtables organized by the Agency, an exchange of views with representatives of the HEI community and experts, employers is held. The round table with the participation of regional centers of NCE "Atameken" was attended by representatives of local education departments.

In perspective, survey results will be used in writing the IAAR annual analytical report for MES RK and, based on that the IAAR will undertake corrective and preventive actions.

Criteria 2: Operations

The quality assurance agency undertakes quality assurance activities (at institutional and/or program level) on a cyclical basis.

IAAR was created to improve the competitiveness of HEIs and other EO at the national and international levels through a process of institutional and specialized accreditation.

Ensuring high quality of higher education is a priority for the IAAR activity, where the transparency of education system management, public participation, transparency and objectivity of the procedure have become the hallmark for the independent quality assurance system.

According to the IAAR Statutes, the main activities are (Appendix 1):

- to organize and conduct the procedures for institutional and specialized (program) accreditation;
- to develop and revise the standards and guidelines, as well as the necessary regulations for carrying out those or other procedures in order to ensure the quality of education.

As it is defined in the IAAR Statutes the main activity of the IAAR is related to conducting procedures of institutional and specialized accreditation of educational institutions on a cyclical basis - higher education institutions, research organizations, implementing educational programs of postgraduate education, training institutes, educational institutions, implementing educational programs of technical and vocational, post-secondary education, international schools.

Today, IAAR is actively involved for quality assurance procedures not only in Kazakhstan, but also in Kyrgyz Republic, Republic of Moldova, and Republic of Tajikistan.

In 2017 for the first time in Kazakhstan the IAAR in collaboration with the German Institute for Accreditation, Certification and Quality Assurance (ACQUIN), conducted a joint international

accreditation based on ESG (Part 1). For this end, *the Guidelines for the Joint International Accreditation (Independent Accreditation of the Independent Agency for Accreditation and Rating (IAAR) and the Accreditation, Certification and Quality Assurance Institute (ACQUIN))* have been developed. This Guideline details the procedure for joint accreditation, including the decision-making process and the formation of a joint external expert panel.

The purpose of the joint international accreditation procedure is to assess and recognize the quality of the proposed study programs in accordance with the European accreditation standards following ESG (ENQA) based on the principles of professionalism and accessibility, voluntariness and independence, objectivity and professionalism, transparency and credibility, collegiality and awareness of results.

IAAR plans to further expand its expertise, willing to work with all education organizations in Kazakhstan and abroad that meet the threshold requirements and wish to demonstrate good practice at the institutional and program levels.

Quality assessment, procedures and decisions of the Agency are set and regulated by the internal regulations. Agency Development Strategy (Appendix 3) and the IQAS Manual (Appendix 2) altogether define the IAAR's policy on the quality assurance. Accreditation procedures and decisions taken by the Agency are recognized by the HEIs and national authorities of the respective countries. The accreditation decisions are reported to the Ministries of Education of the respective countries according to the national requirements.

Adherence to the IAAR to the ESG standards to improve the quality of education and the use of them at the national and international levels are the predominant factor for continuous improvement of independent quality assurance system.

The stakeholders: employers, students, representatives of the academic community and professional associations, are involved for quality assessment process.

The foreign experts experienced in the assessment of quality in their respective countries are involved in accreditation procedures to ensure the principle of transparency.

The IAAR performs its activity in accordance with [the Law "On Education" \(Appendix 4\)](#) and the [Regulations of Recognition of Accreditation Bodies, Including Foreign Ones, and Formation of Registers of Recognized Accreditation Bodies, Accredited Educational Organizations and Educational Programs \(Appendix 5\)](#):

- existing of its own standards for institutional and specialized accreditation;
- full or associate membership in the international network of quality assurance;
- the lack of affiliation with educational institutions, etc.

Self-Evaluation Report by the IAAR

IA and SA are focused on continuous improvement of the education quality, and the formation of EO's competitive and developing the culture of quality, public awareness on the quality of institutions and SP.

The HEIs are evaluated for compliance with the accreditation standards through the study of the self-assessment reports on IA / SA, conducting external evaluation, EEC site visit to the EO, EEC final report, the AC decision on the accreditation of EO and / or SP.

Self-evaluation reports of IA and SA are one of the main processes of accreditation and it involves the representatives of the HEI administration, faculty, student organizations and other stakeholders to collect and analyze data on the EO and / or SP, define its own strengths and weaknesses needed to be improved.

Self-assessment process includes the publication and dissemination of evaluation results for the public awareness and continuous improvement.

An important condition for the accreditation process is a critical assessment of the EO and SP's strengths and weaknesses, which are analyzed later by the EEC during its site visit.

Accreditation results show that EO and / or SP are complied with the accreditation standards and ensure the public that graduates are properly trained and prepared for their future professional activity.

According to the legal framework the accreditation standards are developed by the accreditation bodies themselves. The IAAR standards are targeted to provide professional and reliable support for external quality of the accredited SP and HEIs.

The Guidelines to the standards of IA and SA have been developed, in which the methodic recommendations for the organizing and conducting the self-assessment procedures, for preparing and designing of the self-assessment report were given.

All standards are the intellectual property agencies. They are available to the public and presented on [the IAAR website](#).

The IAAR standards and guidance are subject to be revised and improved, and are governed by [the Instruction on the development and improvement of standards](#), taking into account the HEIs recommendations, academic experts, employers, professional organizations.

The IA/SA procedures are aimed at the continuous development of quality assurance in higher education of Kazakhstan and abroad and dissemination of best international practices.

The main purpose of the procedures of external quality assessment of the IAAR is continuous improvement of the quality of the EO and / or SP.

Self-Evaluation Report by the IAAR

The IA/SA Standards contain clear evaluation criteria, procedure description, including follow-up procedures (post-monitoring, re-accreditation), which are addressed to continuous improvement of the quality culture.

The following factors are taken into account in institutional and specialized accreditation procedures:

1. Load level and the cost of the accreditation procedure for EO.

Cost of the procedure is determined by the actual costs of expertise and analysis of the report on self-assessment, travel expenses (travel, accommodation, meals, daily allowance) of Kazakhstani and foreign experts, the salary of the IAAR employee, services, administrative costs, including the holding of meetings of the AC, expense materials.

Attracting experts from near and far abroad is taken into account in drawing up the calculation. The foreign experts are attracted from database of experts profile or by foreign partners' recommendations for the IA/SA. Unlike for private HEIs, the cost of services for state HEIs is governed by the Law of the RK "On public procurements".

The HEI places announcement on public procurement portal to conduct an IA / SA services. The IAAR participates in the public procurement tender. The agency that provided the lowest price and the best technical characteristics of accreditation services, wins public procurement.

With the private HEIs a contract is signed only after the detection of compliance of the threshold requirements.

2. Further improvement of EO activities.

Post-accreditation monitoring and reaccreditation procedures of the EO and SP are reflected in the [Standards](#), in the [Regulation on post-accreditation monitoring of the educational institutions and educational programs](#).

IAAR regulations governing the follow-up evaluation procedures aimed at the continuous development of the quality of higher education.

As part of the post-accreditation, implementation of the EEC recommendations, the confirmation of positive changes in the content of education, teaching and knowledge assessment are required from the HEI.

A progress made since the last procedure of external quality review is taken into consideration throughout the reaccreditation. All these should be reflected in the report on self-assessment and the EEC report.

Developed methodology of the IAAR IA/SA procedure enables HEIs to form quality culture, stimulates to continuously improve their services, facilitates recognition of graduates' qualifications at the international level.

Institutional accreditation of EO

In accordance with the Law of RK "On Education" institutional accreditation is a process of evaluating the quality of educational organization by accreditation body to conform to the applied status and approved accreditation body standards.

An independent institutional accreditation of educational institutions contributes to:

- Financing based on state educational grants and government orders;
- Issuing state-recognized diplomas;
- The implementation interstate agreements on mutual recognition of academic degrees and educational credentials;
- Graduates employment and their further education abroad.

EO quality assessment is based on the institutional accreditation [Standards and Guidelines](#) for higher, vocational, basic medical and postgraduate medical education, medical colleges, and organizations of further education for adults, schools, implementing international programs of primary, basic secondary and general secondary education.

During 2012-2019, about [171 educational organizations](#) from Kazakhstan, Kyrgyz Republic, Republic of Moldova, and Republic of Tajikistan (including 75 HEIs, 83 colleges (TVE) and 6 international schools, 7 institutions of additional education) were accredited by the IAAR within the institutional accreditation.

Specialized accreditation of study programs

In accordance with the Law "On Education" specialized accreditation is an assessment of the quality of separated study programs implemented by the organization of education.

The Independent specialized accreditation contributes to:

- Financing, based on state educational grants and government orders;
- The issuance of state-recognized diplomas on accredited SP;
- Expansion of international cooperation in developing joint educational and double-degree programs, joint research projects with foreign partner HEIs;
- Further implementation of the academic mobility of students and academic staff within the accredited SP;
- The implementation interstate agreements on mutual recognition of academic degrees and educational credentials;

Self-Evaluation Report by the IAAR

- Employment of graduates and their further education abroad.

SP Quality Assessment is based on the specialized accreditation [Standards and Guidelines](#) for higher, vocational, basic medical and postgraduate medical education, medical colleges, and further education programs for adults, schools, implementing international programs for primary, basic secondary and general secondary education.

During 2012-2019, about [2614 study programs](#) from 145 educational organizations (Kazakhstan, Kyrgyz Republic, Republic of Moldova, and Republic of Tajikistan) were accredited in the IAAR within the specialized accreditation.

Criteria 3: Mission and Objectives

The mission statement and objectives of the agency are understood consistently by its stakeholders.

The analysis of external and internal reviews, as part of the feedback from stakeholders, is an important component of the IAAR self-evaluation report. In accordance with their functional responsibilities all IAAR departments were involved in data collection and analysis processes of relevant information.

Internal and external reviews are collected through questionnaires and interviews with stakeholders, as well as discussions and meetings with the AC and EC members, IAAR experts.

In 2015 IAAR has developed policy and system of internal quality assurance. It is formalized in [IQAS Manual](#) (Appendix 2) and published on the site.

The Policy of the Agency in the sphere of quality is focused on continuous improvement and providing quality services for users of all levels.

Working with stakeholders (educational organization, expert community, academic community, partners and state agencies) based on the principles of meeting their requirements, feedback, mutually beneficial partnership and maximum liability for commitments.

IQAS policy is aimed on the formation of a culture of quality, continuous improvement processes of accreditation, compliance with international and Kazakh authorities for recognition, providing unity of [Policy](#) and [Strategy](#).

IAAR in its new [Strategy for 2019-2023](#) (Appendix 3) defined mission, vision, and its place in the education system of Kazakhstan and abroad. In the development plan identified the strategic objectives for 2019-2023 years, which are reviewed regularly. The main strategic goals

are the basis for the preparation of Annual Action Plans and Strategy Implementation Plans (Appendix 6).

IAAR generates internal environment for the full involvement of employees and stakeholders in the achievement of strategic objectives. The agency draws the competent national and international experts for quality assessment.

In the development of plans of the Agency taken into account the views and suggestions of EC members, who are not only experts of the IAAR, but also representatives of the HEI. Development Strategy Project for 2019-2023 years was discussed at the AC in December of 2018, where the majority of the members are represented by non-governmental organizations, associations and employers' associations. Strategy of development was approved by the Director at the end of 2018 and is available on the IAAR site.

Results of IAAR activities are reflected in the annual analytical reports that include all processes and accreditation procedures and comply with the stated mission and goals of the IAAR.

IAAR has published Development Strategy and Mission of the Agency, which have been developed with the involvement and discussion of key stakeholders (national and foreign experts of IAAR, EC and AC members, representatives of the academic community, students, state agencies, employers).

The Mission of IAAR - assistance in improving the quality and competitiveness of education organizations at the national and international scopes through an independent, objective and professional accreditation process, and promotion of the quality culture as a value of the global community.

The key objectives of the implementation of the mission of the IAAR set out in Strategic Plan for the 2019-2023 (Appendix 3) are:

1. Development of the national system of quality assurance in education, taking into consideration the best international experience.
2. Strengthening the IAAR's status in the market of accreditation services of the Republic of Kazakhstan, the states of Central Asia, Europe and the USA.
3. Development of the IAAR's rating studies as a mechanism of influence on the improvement of the quality of education, science and innovation.
4. Enhancing the role of the analytical capacity of the IAAR in improving the national and international system for quality assurance in education.

Self-Evaluation Report by the IAAR

5. Increasing public awareness on outcomes of the quality assessment of academic programs and operations of education organizations.

6. Expansion of the base of candidates - experts and the formation of a pool of national and international experts.

7. Development of new international projects in the framework of the project office expansion.

8. Improving the effectiveness of the IAAR in the quality assurance in education.

This strategic objective is realized with the help of the active position of the IAAR in the international platform, commitment to international quality standards, the study and implementation of the best international practices. Thus, the IAAR strives to be a reliable authority to ensure the quality and win the trust of key stakeholders.

In order to conduct appropriate activities to external quality assurance of education and development of NSEQA of RK using international experience in the accreditation process of IAAR includes the following steps:

- Preliminary analysis / self-analysis of compliance of the EO and / or SP to the threshold requirements;
- Self-evaluation of EO and / or SP;
- site visit to EO by expert group of IAAR;
- The report of the expert committee on the results of the visit, including the EO and AC recommendations;
- making a decision of AC;
- publication of EEC Report to inform the public;
- consistent procedures of post accreditation monitoring.

All these have contributed and continue to contribute to the enhancement of independent accreditation in the Republic of Kazakhstan and other countries.

The procedure of EEC organization and formation of the report defined in the [Regulations on the external expert committee of IAAR](#) (Appendix 7) and the [Guidelines for the organization and conduct of external expertise in the process of accreditation of educational organizations \(Appendix 8\)](#). According to the Regulation on the external expert committee of IAAR the expert group should include foreign experts who are nominated from among experts of IAAR expert's base and / or a foreign accreditation agency partners. Also students and employers are necessarily included into the EEC.

Self-Evaluation Report by the IAAR

Since the formation of the AC, it consisted of representatives of the academic community, students and employers. In 2016 expert capacities of IAAR expanded by inclusion of foreign expert (member) into AC of IAAR.

IAAR incorporates ECs on areas of activity, which also includes foreign experts (see Appendix 9. [Regulations on the Expert Councils](#)). These activities have increased the transparency of quality assurance procedures in Kazakhstan and the confidence of the public and educational organizations.

Informing the public about the results of EP and EO quality assessments carried out by:

- Publication of EEC reports and AC decisions on the IAAR's website;
- Organizing seminars and roundtables;
- Participation in the dialogues with MES RK and HEIs;
- Conferences and forums held by international networks and international partners;
- Speeches and publications in the media and scientific publications;
- Placing information and the latest news on the portal of Agency;
- Direct mailing delivery.

IA and SA standards include a description of external evaluation procedures and clear criteria that ensure collective decision-making.

Timely updating of standards is a prerequisite for meeting the increasing needs of the EO and other stakeholders. Update and analysis of standards is carried out by the IAAR Working Group with the involvement of the Expert Council for Higher Education. Standards are generally reviewed in the case of changes in the legislative and regulatory base in the field of education, the ESG standards taking into account the views of all stakeholders.

In order to maintain fairness and reliability of the results of external quality assurance, IA and SA standards, EEC reports, AC decisions (list of accredited EO and SP) are placed on the IAAR website and updated depending on changes. This allows interested parties to compare the quality of evaluation results.

Criteria 4: Staff and Reviewers

The profile of the agency staff and the profile of the reviewers the agency uses are consistent with the Mission Statement.

The IAAR takes processes for determining and meeting consumer requirements as a priority of the Agency. Agency management also informs the personnel about the requirements of users (stakeholders) and the significance of their meeting.

The most important resource to ensure the quality of services and products is IAAR staff, which corresponds to qualification requirements. Management maintains an internal environment, involving employees of the Agency to achieve its strategic goals, takes care of the maintenance of competence, awareness and training of personnel.

Agency workers increase their competence by taking part in the training seminars, conferences, etc. on a regular basis. IAAR experts and accredited EOs Poll Results, conducted as part of the feedback in 2018, showed a high level of consumer confidence in services to Agency staff and their level of professionalism (see Appendix 10. Analytical reports).

The agency attracts the competent national and international experts for accreditation. Particular attention is paid to training national experts to continually improve the quality of accreditation procedures. The Agency determined the qualification and ethical requirements for experts. All the experts are trained on special training courses held by the Agency.

According to the Statutes and Development Strategy the IAAR has tasks to ensure the quality not only of higher education which is wide enough, but also vocational and technical education, the organization of secondary education, implementing international educational programs. Today, for the implementation of the objectives of the Agency there works [20 people](#) on a regular basis and functions Supervisory Board, Accreditation Council and Expert Councils on activity directions.

Table 1. IAAR Councils

#	Council names	Number of council members
1	Supervisory Board	5
2	Accreditation Council	17
3	Expert Council for Higher Education	10
4	Expert Council on TVE	7
5	Expert Council on Medical Education	9

Participation in the AC is voluntary and governed by the Statutes of the IAAR and [AC Regulation](#). The activities are coordinated by the AC elected Chairman.

EC is a permanent body of experts, and information and advisory support. EC members work on a voluntary basis, on a permanent basis.

The agency is headed by Director of the IAAR, whose powers are described in paragraph 13 of the Statutes of the IAAR (Appendix 1). The Director has a degree of Candidate of Juridical Sciences. Most project managers have master's and PhD degree.

Functional duties and responsibilities of the IAAR are described in job descriptions and identified in the annual plan of the IAAR. Number of employees is the enough, all functions are fully distributed. In case of increase of the volume of work, the introduction of new analytical positions is possible.

The internal feedback is carried out at weekly meetings. During a EEC site visit to EO, the observer daily informs the Agency of the course of the visit. Following the visit of EEC feedback from the Chairman of the Commission and experts is carried out through e-mails and/or telephone calls.

IAAR staff regularly improves their professional competence, participate in various conferences, seminars and forums dedicated to discussion of the educational issues and quality assurance in Kazakhstan and abroad. This process is planned and controlled by management of the Agency in accordance with the Guidelines for internal quality assurance system (See para. 6.2. Human resources of [IQAS Manual](#)).

IAAR uses project-based approach for the implementation of their tasks. The Agency project managers are assigned by branches activity. If necessary, the IAAR attracts a variety of external experts on a contract basis.

The principles and procedures for the selection, training and development of employees and IAAR external experts are contained in the Guide on IQAS (See para. 6.2. Human Resources of [IQAS Manual](#)).

For the qualitative evaluation of the EO and/or SP, the IAAR management pays particular attention to the selection and training of experts. The IAAR expert's database includes representatives of the higher education community, foreign experts, employers and students. For each category of experts, there are specific selection criteria, that allow to attract the most experienced professionals to the assessment of quality.

Table 2. Selection Criteria of the IAAR Reviewers

№	Experts category	Selection criteria
1	Representatives of the HEI community	<ul style="list-style-type: none"> - experience in the field of education for at least 5 years; - the availability of a scientific degree and / or rank or length of service in the post of the head of at least 3 years for administrative staff; - experience in teaching, research activity at least 3 years; - profile of activities corresponding to the subject of expertise;

2	Foreign Experts	<ul style="list-style-type: none"> - nomination by accreditation agencies; - the existence of a scientific degree and / or titles; - the profile of activities corresponding to the subject of expertise;
3	Employers	<ul style="list-style-type: none"> - nomination by professional organizations - key partners in the employment of graduates, specialized agencies, or employers' associations;
4	Students	<ul style="list-style-type: none"> - senior students, undergraduates, Phd; - nominated by educational institutions, or student organizations and unions, except the accredited one; - a positive recommendation of management of educational organizations; - good knowledge of the legal framework in the field of higher education; - knowledge of the main provisions of the Bologna process.

Careful selection of experts carried out considering the length of work in the field of education, the availability of a scientific degree / title, nomination by accreditation agencies, professional and educational institutions or student unions. Candidate can apply via the website or the HEIs recommend candidacy.

For the formation of the candidates' competencies on experts of quality assessment, the IAAR conducts training seminars, which is first level of experts training. On the first level, participants learn theoretical part: the IAAR requirements, the content of IA/SA procedures, standards of the IAAR and ESG, principles of ethical behavior. Participation of candidates in the seminar is compulsory and serves as a basis for inclusion in the EEC.

On the second level of training, candidates are given practical tasks in accordance with the functions of experts as part of the EEC. Successful completion of the second level tasks allows candidate has the category (1, 2, 3) assigned and enter the expert database.

Expert 1 category - Certified Agency experts participated in the accreditation procedure as part of the external expert committee of the Agency for at least 7 times.

Expert 2 category - Certified Agency experts participated in the accreditation procedure as part of the external expert committee of the Agency for at least 3 times.

Expert 3 category - Certified Agency experts or experts recommended by other accreditation bodies.

These categories allow the Agency to monitor the amount of involvement of experts and the quality of their work.

Experts have trainings regularly to improve their competence. By the standards harmonized with the ESG 2015 training seminars were conducted in Almaty and Astana. During

the seminars, the IAAR experts gave recommendations to improve the criteria for IA/SA standards. The recommendations made were included to the standards by the Working Group.

Since 2015 trainings have been held for the candidates recommended by the regional chambers of entrepreneurs "Atameken" within the framework of the Memorandum with NCE "Atameken".

Foreign experts are involved in the EEC to achieve transparency of procedures and disseminating best practices. Since 2012 experts from ASIIN, FIBAA, WFME, and members of the Guild of Russian experts, representatives of international education organizations of the United Kingdom, Germany, France, USA, Turkey, Poland, the Czech Republic, Estonia, Latvia, Lithuania, Bulgaria, Ukraine and Azerbaijan have participated in the IAAR EEC.

The IAAR holds an electronic database of certified national and foreign experts, according to the regulations. Electronic database allows adding a record of each expert after his/her visit to the HEI and track periods of validity of experts' certificates.

Independence of experts and lack of affiliation with the EO are a priority for the Agency. These principles are followed in the formation of the EEC. The expert signs a statement on the absence of conflict of interest. Agency approves the preliminary structure of the expert commission with the EO and/or SP management. In the case of conflict of interest, replacement of experts is made on the basis of rationale sent by HEI to the IAAR.

As EEC Chairmen are appointed an academic expert with the greatest experience and knowledge of the accreditation process, as well as experienced in a managerial position of the structural divisions of the HEI.

Chairman organizes the work of the EEC according to the visit program to the EO, leads the management and coordination of the commission members preparing the final EEC report and recommendations on improvement of the OE and/or SP quality. The Chairman also presents the results of EEC visit at the AC meetings.

In its activities, the experts should comply with the Code of Ethics, which contributes to the professionalism of experts, promotes successful interaction of all stakeholders involved in the process of external quality assessment.

In the case of non-compliance of the Code of Ethics rules, the behavior of expert goes into discussion on the Council of Experts and can be excluded from the database of experts of the IAAR. For instance, in 2013 two national experts and one foreign expert were excluded from the database. In order to prevent similar cases, there was included the topic "Principles of Ethical Conduct of the IAAR expert" in the training seminar program for candidates for expert.

Criteria 5: Independence

The quality assurance agency is independent and has autonomous responsibility for its QA operations. The judgments and recommendations of the agency's reports cannot be changed by third parties.

In accordance with Article 9-1 of the [Law "On Education"](#) (2007) accreditation of educational organizations is carried out on a voluntary basis. The organization is independent in choosing education accreditation body and accreditation body conducts institutional and specialized accreditation in accordance with its accreditation standards (regulations). These provisions demonstrate the independence of agencies in the development of standards, voluntary and free choice of accreditation agencies in Kazakhstan.

In accordance with paragraph 2 of Art. 9-1 of the [Law "On Education"](#), the accreditation body alone decides on accreditation or refusal to conduct on the basis of criteria and supporting documents (as defined by the Agency).

[State Program for the Development of Education and Science of the Republic of Kazakhstan for 2016 – 2019](#) provides the development of effective measures on the recognition of the education quality by means of an external evaluation by independent non-profit agencies.

The competence of MES RK, related to the accreditation process, includes the establishment of requirements and procedures for recognition of accreditation bodies, including foreign ones. Status of non-profit organization is a prerequisite for the recognition of the accreditation body (subp. 1 p. 4 of [Regulations of Recognition of Accreditation Bodies, Including Foreign Ones, and Formation of Registers of Recognized Accreditation Bodies, Accredited Educational Organizations and Educational Programs](#)).

Accreditation bodies, included in the Registry, entail legal consequences for the EO and the recognition of the EO and / or SP at the national level. Solutions of recognized accreditation agencies serve as the basis for the automatic generation of a Registry of accredited EOs and SPs. Formation of Registries is performed by MES RK.

According to Article 2 of the IAAR Statutes, the Agency has an independent status (non-profit and non-governmental organization) and carries autonomous responsibility for their actions. Third parties cannot affect the conclusions and recommendations contained in the reports (Appendix 1).

IAAR Statutes defines the exclusive competences of the IAAR Accreditation Council (Article 12-3) and gives it the power to make a final decision on the award of accreditation status of the EO and / or SP. AC makes decisions on the basis of self-evaluation of education organisation and the EEC report. Responsibility for the legality of administrative decisions on accreditation or refusal of accreditation of educational organizations and / or educational programs provided by them lies on the IAAR.

In order to ensure the independence of decision-making, the AC may include representatives of government agencies, non-governmental organizations, research institutions, local and international experts in the field of education, employers and student associations. The basis for inclusion in the AC is the recommendation of public or professional associations and public authorities. Participation in the Council is voluntary and gratuitous. To avoid conflicts of interest and to ensure impartial decision each member of the AC signs the [AC Member Code of Ethics](#). The Agency carries out the selection of candidates for the AC. Appointment of the members of the AC shall be approved by order of the Director. [Regulations on the AC IAAR](#) and the [list of members](#) are published on the IAAR website.

Complex documents mentioned above guarantee the independence of the agency from the organization of education, government and other stakeholders.

IAAR's methodology of external quality assurance (in accordance with the requirements of national legislation and ESG) is based on the involvement of representatives of the higher education community, employers, students, international experts, which ensures transparency and objectivity of decision-making, and the lack of influence of third parties and affiliation of the EO.

Agency forms the database of national experts in accordance with the [criteria for selection of experts](#) independently. Each expert included in a particular EEC signs the Code of Ethics and therefore accepts the declared commitments. In particular:

1. Prior to the inclusion in the external expert committee, the expert is obliged to inform IAAR about the circumstances preventing its participation in the work of the commission.
2. Carrying out an external examination in educational institutions and educational programs, the external examiner must not act in excess of its powers delegated by the IAAR.
3. The expert undertakes to fulfil its function as a part of the external expert commission high quality and the deadline to submit the IAAR materials for the final report to ensure objective assessment of the self-assessment results.

4. The examiner should build its relations with other external experts and employees of the accredited educational organizations based on mutual respect, not to use statements and expressions belittle the honour and dignity of another expert, representatives of educational organizations, in respect of which the examination is being conducted.

5. The expert accepts the obligations of confidentiality of information obtained in the course of EEC IAAR.

6. The expert is involved only in the accreditation procedures undertaken by the IAAR. While participating in the work of other accrediting agencies the expert should coordinate their work with the IAAR.

7. Expert is forbidden to accept any form of compensation from the accredited organization of education workers and others.

8. The expert should strive to create a positive public opinion about the IAAR experts and their activities.

Experts are trained in the course of which they are developing the competence of conducting external audit and independent behaviour model.

Decisions on the appointment and nominating external experts for the accreditation procedure shall be taken by the Agency independently of the educational organizations, government agencies and other stakeholders. Agency creates EEC on the basis of expediency and compliance principles with professional fields. Foreign experts are included in the EEC from the database of experts and / or by foreign partners' nominations.

Each expert before starting EEC signs "[Statement of IAAR Expert on the Absence of Conflict of Interest](#)" and the [paid service agreement](#).

To avoid conflict of interest IAAR conducts preliminary approval of the list of experts with the educational organization (Paragraph 13 of [Regulations on the external expert committee of IAAR](#)). Accredited educational organization has the opportunity to reject the candidature of experts on the basis of the facts and send an official letter with a detailed justification.

The interaction with EO as follows. The text of the contract on accreditation services is agreed with the organization of education before signing it.

The accreditation process is independent from the management of the EO. The Agency shall pay all the expenses of the experts relating to their stay and activities as part of EEC.

Assessed education organization and/or SP have the right to get acquainted with the draft of the EEC report and point out factual inaccuracies (official letter) before reviewing the report at a meeting of the AC and its publication on the website (see Appendix 8. [Guidelines for the](#)

[organization and conduct of external expertise in the process of accreditation of educational organizations](#)). Responsibility for the final EEC Reports is carried out by IAAR.

Criteria 6: Resources

The agency has sufficient resources to run its operations in accordance with its mission statement and objectives.

IAAR is a nonprofit organization whose income is fully directed to the development of the Agency.

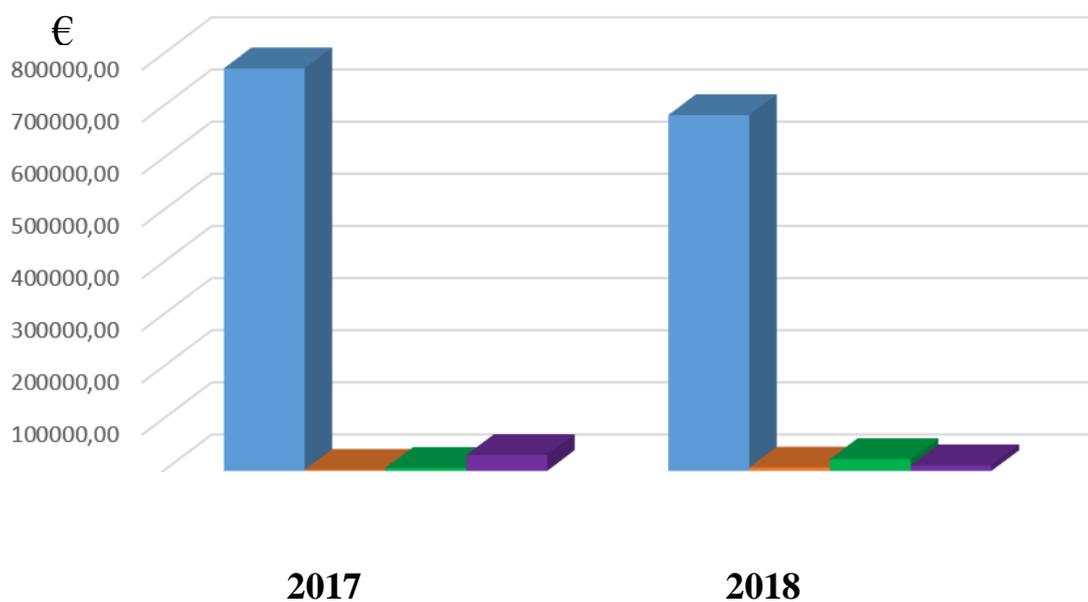
Kazakhstan legislation does not provide for the funding of independent agencies from the state budget. Accreditation of EO and SP is performed at the expense of the education organization (p. 4 of Article 9-1 of the [Law "On Education"](#)). The main source of IAAR income are the accreditation services of EO and SP.

Budget of IAAR in 2017 was 306.666.000 tenge (810.856,68 Euro as of 1 August), in 2018 it was 273.287.000 tenge (722.599,15 Euro as of 1 August).

To improve its financial stability IAAR plans to be more involved in national and international research grants and competitions, to attract sponsorship (See para. 6. Resource Management of [IQAS Manual](#)).

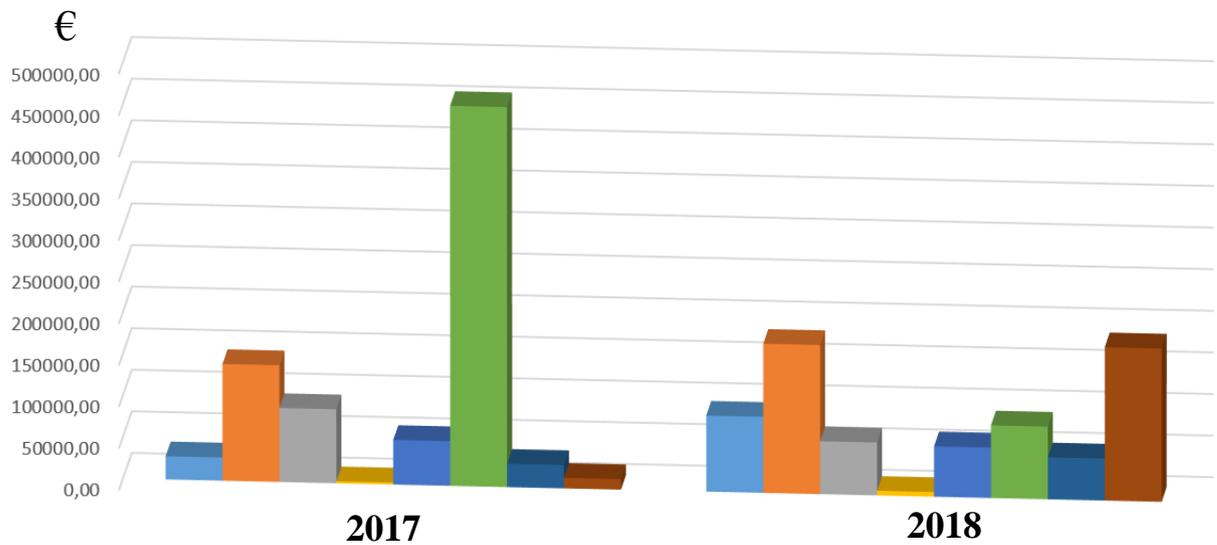
In order to ensure financial stability and reduce the cost the Founder provides space for the operation of the Agency for free.

Figure 1. Funding Sources of IAAR in 2017-2018



IAAR's Income	2017	2018
Fees for accreditation services	772269,43 €	682565,84 €
Fees for participation in rating and printing of certificates	2134,32 €	6450,03 €
Fees for post-accreditation monitoring	5953,73 €	22608,14 €
Fees for seminars and consultations out of accreditation procedure	30498,68 €	10974,62 €

Figure 2. Expenditures of IAAR in 2017-2018



IAAR Expenses	2017	2018
IAAR office expenses	27892,65 €	91345,58 €
Salary	140320,47 €	179304,60 €
Business trip expenses	88932,05 €	63618,19 €
QA networks membership fees	2462,45 €	5591,49 €
Taxes and levies	53690,90 €	60656,00 €
Outside contractors (including with external experts)	456771,55 €	87319,67 €
Other development activities	28091,75 €	50456,64 €
Balance (planned funds for development, including ENQA Review, WFME Recognition, APQR Review)	12694,34 €	184306,45 €

Until February 2016 the Agency was located in its own office at the address: Republic of Kazakhstan, 010000, Astana city, Kabanbay Batyr avenue 42-17-VP. Total area is 116.2 m². Currently, the office is owned by the agency and may be involved in the case of expansion of the IAAR staff.

Since February 2016 the IAAR occupies a new office at Bauyrzhan Momysuly avenue 2, VP-4D, 010000, Nur-Sultan city, Kazakhstan. Total area - 380 square meters. The office includes the offices of management, staff offices, archive, conference hall for 20 seats (with the possibility

of video conferencing) for holding a meeting of the AC and the EC, a relaxation area and a kitchen. The mentioned office space is delivered in trust with the subsequent transfer to the agency's balance sheet.

The agency has a website located at www.iaar.kz, portal for carrying out rating research www.rating.iaar.kz, corporate e-mail, the magazine "Education KZ. Quality Assurance. Accreditation. Rating. Innovations".

According to the IQAS Manual, the Director of the IAAR has overall responsibility for ensuring those resources (see para. 6.1. Provision of resources of [IQAS Manual](#)). By now, the IAAR management provided all employees with the necessary equipment for the proper performance of organizational work. Every employee in the IAAR has a personal computer with high-speed Internet access.

The IAAR has the following equipment on its balance:

- Desktop Computers - 9; Monoblock PC - 10; Notebooks - 8; iPad - 1; Fax - 1; Printers - 5; Multi-functional device - 14; Phone - 20; Projector - 1; Smart board - 1; Digital Voice Recorder - 1; Digital Camera - 1; Executive cars - 1.

The IAAR employees are satisfied by technical equipment for ensuring the organizational and technical support for the accreditation procedures.

Necessary infrastructure is revealed in the process of analysing IQAS and is provided through composing of the Agency's development plan (See para. 6. [IQAS Manual](#)).

Criteria 7: Process and Criteria

The description of the processes and criteria applied by the agency are transparent and publicly available and normally include: self-evaluation, site visit, public report and follow-up measure. The published standards and criteria are applied consistently and rigorously.

The institutional and specialized accreditation procedures are the same, conducted professionally, transparently and consistently. This approach ensures the efficiency and effectiveness of the quality assessment processes.

The IA/SA procedure is continuous and begins with the submission of the HEI application. The application is accepted once the following [threshold requirements](#) of the Agency are met:

- 1) the existence of a state license, which gives the right to conduct educational activities;
- 2) experience on the educational market for at least 5 years;

Self-Evaluation Report by the IAAR

- 3) the existence of students, according to the type of HEI;
- 4) the existence of graduation or training of students in the framework of the state educational order;
- 5) the existence of internal quality management system;
- 6) the existence of the HEI's development strategy;
- 7) the existence of the HEI web site;
- 8) lack of current acts of existing instruments for administrative offenses.

At this stage, the IAAR and the HEI agree to undertake necessary measures:

- participation in the government purchasing for state HEIs;
- conclusion of an agreement with an indication of the services cost, the number of experts, visit duration, post-accreditation monitoring procedures and timing of procedures;
- a workshop for the working group for the preparation of self-assessment.

After the conclusion of the agreement, the IAAR employee is determined for coordination of the process of IA and/or SA at the HEI.

The IAAR assessment procedures include:

Self-assessment

Self-assessment report of the EO and/or SP should be analytical and comply with the IA/SA standards. For the credibility and reliability of the information, it is necessary to append supporting documents to self-report.

In order to prevent conflicts of interest, an expert consultant, who conducts a workshop on self-assessment, is not included to the EEC (see p. 13 of the [Regulations on the external expert committee of IAAR](#)).

Agency conducts a preliminary expertise of self-assessment reports of the IA/SA; in the case of non-compliance of the report with the Standard requirements, the HEI is given the recommendation to finalize the report before the EEC visit.

ECC visit

After the admission of self-assessment report of the IA/SA, the commission for evaluation of the HEI or SP is formed, consisting of the Chairman, independent experts, employers and students.

Prior to the visit, the experts should conduct a thorough report assessment on the self-assessment and explore additional materials from the HEI website.

Within 5 weeks after the admission of the self-assessment report, the EEC conducts the HEI and/or SP evaluation by visiting. During the visit, the accuracy of the documentary information is

Self-Evaluation Report by the IAAR

confirmed by visual inspection, meetings and interviews with the management, administrative and managerial staff, and head of the SP, faculty, students, graduates and employers.

During the interview, differentiated approach to the target groups is applied. To determine the level of satisfaction with conditions at the HEI or faculty, a survey of faculty and students is conducted.

Term of the visit on IA is 3 days, when SA is 3-4 days, depending on the number of SPs.

EEC report

Report is formed by the result of the EEC visit that provides recommendations for the EO/SP and the AC IAAR. The EEC report is drawn up in accordance with a defined structure of the HEI or SP evaluation. Conclusion of the EEC on the compliance with the accreditation standards is filled for each criterion in the Parameters of institutional / specialized profile. Assessment classification as "strong", "satisfactory", "anticipates improvement" and "unsatisfactory" is set on the parameters.

The IAAR observer checks the report for consistency and clarity and sends the EEC report to the HEI to correct factual inaccuracies. Once finalized, this report sent to the AC, on the basis of which one of the decisions is made: to accredit for a period of 1, 3, 5 years, or deny accreditation. [The EEC reports](#) are published on the IAAR website.

Follow-up procedures

Standards 6 of the IA and SA describe follow-up procedures in the case of a positive decision on the accreditation of the EO and/or SP. The follow-up procedures are equally applicable to the IA and SA. Purpose of these procedures is the HEIs involvement in the continuous process of evaluation and quality improvement of their services. Therefore, all HEIs should provide interim reports within the EEC recommendations according to the action plan. The plan reflects the specific activities for each of the recommendations and deadlines for their implementation. The HEI sends interim reports to the IAAR 2 months before the expected date of post-accreditation monitoring. The report should include a work analysis on the implementation of the EEC recommendation for the entire period of accreditation certificate of the EO and/or SP. The report should reflect all the changes on the development of the HEI or the quality of SP.

Interim report is transmitted to the IAAR expert for study. As a result of the expertise, in the case of necessity, the Agency sends mini experts group to the EO.

Interim report of the EO and/or SP and the expert report on the post-accreditation monitoring are forwarded for consideration by the AC.

The AC takes the following decisions in case of unfulfillment of the EEC recommendation:

- suspend the accreditation of the HEI or SP for a fixed term (3 to 6 months) for the partial implementation of the recommendations.

- withdraw the accreditation of the HEI or SP in case of unfulfillment the EEC recommendations by excluding from the list of accredited EO and/or SP.

Dates of post-accreditation monitoring are pre-determined and [published on the IAAR website](#), thereby it ensures the consistency and transparency of the external evaluation procedure.

Criteria 8: Appeals

An appeals mechanism is available for the institutions.

According to ENQA expert recommendations, the Commission was established to review appeals and complaints in late 2015 (hereinafter - the Commission). The purpose of the commission is to enable the HEI to express their dissatisfaction with the accreditation procedures and decisions made by the AC. The commission's work should be objective, based on facts, independently make decisions on appeals and complaints.

Appeal mechanism ensures the effectiveness of accreditation procedures and support transparency, accountability involved in the quality assurance process. The appeal procedure is the same as for institutional and for specialized accreditation.

Members of the Commission are elected among employers, public associations. Commission members must keep confidential, to refuse to work in the Commission in the case of a conflict of interest.

IAAR clearly delineates the concept of complaints and appeals:

- during filing a complaint the EO subjects the EEC competence and IAAR representatives to doubt;

- appealing HEI disagrees with the results of the AC decision.

A mandatory requirement for filing a complaint or statement of appeal is justification and providing materials, which may affect the AC decision.

Commission considers the received complaint within 30 days.

Complaints submitted anonymously without presentation any fact and reasoning is not subject to review.

Self-Evaluation Report by the IAAR

Established Commission ensures transparency and accountability of the external quality assurance procedures.

The decision taken by the Commission and the Council may be appealed by the applicant in the court in accordance with law of the RK.

From the end of 2015 external evaluation of the EO and/or SP includes informing the HEI on complaints and appeal procedures during the conclusion of the main agreement (contract).

To implement the recommendation of the ENQA Council, The IAAR has set up working group (by the Order No. 3-17 / 1-OD as of January 13, 2017) to be focused on making amendments and additions to the Regulations on the Commission for the Review of Appeals and Complaints (hereinafter - the Commission).

The working group, having studied the documentation and practices of other agencies, made suggestions on amending and supplementing the "Regulations on the Commission for the Review of Appeals and Complaints". The proposals were considered at the meetings of the Expert Councils, the Accreditation Council and the Supervisory Board.

Upon the recommendation of the Supervisory Board, it was decided to amend the [Regulations on the Commission for the Review of Appeals and Complaints](#).

The clause No. 4.2 of the "[Regulations on the Commission for the Review of Appeals and Complaints](#)" determines the procedure for processing and examination of complaints. According to these changes, the conceptual framework of the "complaint" has been expanded. Now complaints can be submitted by any person both in relation to an accredited institution of education or study program, and in relation to the agency, its personnel or accreditation processes. Also, the "Regulations on the Commission for the Review of Appeals and Complaints" defines the procedure for the decision-making process by the Commission for Review of Appeals and Complaints. The decision of the Commission depends on the nature and subject of the specific complaint and shall be deemed as final.

Thus, according to the new edition of the Regulations on the Commission for the Review of Appeals and Complaints, the IAAR has clearly documented procedures for complaints that may be filed by any persons against the agency, its personnel or accreditation processes, as well as on institutions accredited by the IAAR. Review of complaints will allow to identify violations during the accreditation process, as well as timely monitor and evaluate the effectiveness of the procedures conducted, maintain the openness and responsibility of the agency's employees, in compliance with the system of internal quality assurance. "[Regulations on the Commission for the Review of Appeals and Complaints](#)" is published on the agency's website.

The commission consists of 5 (five) independent members, of which 2 are permanent members (Chairman and Deputy Chairman) and 3 non-permanent members, including a student. Permanent members of the Commission are recommended by professional associations of employers and cannot be members of other IAAR councils at the same time.

Non-permanent members of the Commission are recommended by the Chairman of the Commission from among employers, representatives of institutions of education as qualified specialists in the field of education organizations for comprehensive and objective consideration of appeals and complaints that are not members of other councils, IAAR experts and employees of the educational organization being examined.

"Regulations on the Commission for the Review of Appeals and Complaints" and the permanent composition of the Commission is posted on the agency's website <http://iaar.kz/en/about/appeals-and-complaints-commission>.

Criteria 9: Quality Assurance

The agency has effective quality assurance measures in place to monitor itself and is subject to occasional review.

As part of the pre-audit of ENQA it was recommended by the expert to formalize IQAS (internal quality assurance system) Agency in accordance with the ESG.

In 2015, in order to improve the efficiency of the IAAR the [Guidelines on internal quality assurance system](#) were developed.

The Guidelines defined policies of IAAR in terms of quality and described the internal quality assurance system developed for the implementation of this [Policy](#).

With the support of the strategic objectives of the state in the field of quality of the Agency's Policy is focused on the continuous development and providing quality services to consumers at all levels: state, society, the education system of Kazakhstan, educational organizations, students.

Work with customers is aimed at meeting their requirements and is based on feedback principles and mutually beneficial partnership based on the maximum liability for commitments.

The agency gives priority to:

- The formation of a culture of quality,

Self-Evaluation Report by the IAAR

- Continuous improvement of the internal quality assurance system according to the requirements of international and Kazakh authorities on recognition,
- Assurance of development policies and strategies unity.

The IAAR management unit and its subdivisions use IQAS Guidelines. General IQAS is administered by the Director. Advisor to the Director coordinates the content component of IQAS. Legal Consultant is responsible for organizational and legal activities of the Agency as well as processes of providing resources within IQAS.

IQAS is the instrument for implementing the Quality Policy through the achievement of quality goals.

The following IQAS processes are defined in the IAAR:

- document management;
- management responsibility;
- providing resources;
- lifecycle.

IQAS documentation is aimed at ensuring a common understanding of the Policy and Strategy of the IAAR.

Developed, documented, implemented and maintained IQAS Agency documentation includes the following:

- IQAS Manual;
- Agency Development Strategy;
- Standards and guidelines on assessment of compliance with accreditation standards;
- external documents of bodies, carrying out recognition: including the ESG, the WFME standards, APQN membership criteria, Chiba Principles and INQAAHE Guidelines of Good Practice etc.;
- regulations-governing acts in the field of accreditation and rating research;
- corporate documents regulating the activities in the field of accreditation and rating research of the Agency;
- the results of the Agency's research;
- work instructions, regulations, job descriptions, etc., which are developed in the development or maintenance of instruments;
- reporting documentation;
- recordings, and their templates/patterns.

IAAR Management undertakes to ensure that the development, implementation and continuous IQAS improvement to achieve its effectiveness.

In order to involve staff in the process of continuous IQAS improvement, IAAR administration supports the working groups of the initiative groups of employees and experts.

The IAAR takes processes for determining and meeting consumer requirements as a priority of the Agency. Management Agency also informs the personnel about the requirements of users (stakeholders) and the significance of their meeting.

The most important resource to ensure the quality of services and products is IAAR staff, which corresponds to qualification requirements. Management maintains an internal environment, involving employees of the Agency to achieve its strategic goals, takes care of the maintenance of competence, awareness and training of personnel.

Agency workers increase their competence by taking part in the training seminars, conferences, etc. on a regular basis. IAAR experts and accredited EOs Poll Results, conducted as part of the feedback in 2018, showed a high level of consumer confidence in services to Agency staff and their level of professionalism (see Appendix 10. [Analytical reports](#)).

The agency attracts the competent national and international experts for accreditation. Particular attention is paid to training national experts to continually improve the quality of accreditation procedures. The Agency determined the qualification and ethical requirements for experts. All the experts are trained on special training courses held by the Agency.

Agency forms Expert Councils from data base of certified experts on different directions (see the [Regulations on the Expert Councils](#)). Some Agency experts may be sent to participate in local (Kazkhstani) and international events in the field of quality assessment.

For accreditation and rating research a systematic and process approach in activity and resource management are used.

When planning the accreditation process objectives, activities, timelines, resource requirements, load distribution among the IAAR staff, measures to control the quality of the process of accreditation, conformity assessment processes and post accreditation monitoring of the EO and/or SP are established.

The accreditation process is carried out in accordance with the standards and regulations of the IAAR. Standards are developed with the involvement of stakeholders (expert reviews, recommendations, public bodies, non-governmental organizations) in accordance with the [Instruction on the development and improvement of standards](#). To ensure the quality and

dissemination of European best practices, the IAAR standards are harmonized with the ESG (2015) and WFME (2012) standards.

In order to make objective and independent decisions on accreditation of EO and/or EP the Agency has the AC, who makes decisions on the basis of self-assessment of EO and/or EP and EEC report. The composition of the AC is based on the recommendations of the public or professional associations, public authorities. To provide an objective decision-making, each member of the AC signs the [AC Member Code of Ethics](#).

To ensure compliance of the EO and/or EP with standards and continuous improvement a post-accreditation monitoring is carried out, regulation of which is described in the [Regulations on post-accreditation monitoring](#).

IAAR strives to constantly improve the results of its activities through annual plans for the implementation of development strategies, involvement of staff and experts in the working groups on continuous improvement of the IQAS, internal audits IQAS, IQAS analysis by management, corrective and preventive actions.

Criteria 10: Monitoring and Evaluation

The agency undertakes research on internal and external quality assurance and provides information and advice to the higher education institutions.

As a result of the EEC, IAAR regularly publishes reports. External evaluation results are summarized in the Agency's annual reports, which contain an analytical review of the results of the accreditation and EO and EP for the past year. The structure of this report includes a description of best practices used by HEIs, and general recommendations for the development of education system. The trends identified in the report and recommendations of the MES RK are used to improve the quality of education on the republic level.

Analytical report on the activities of the IAAR with recommendations to improve the national quality assurance system is provided annually in the MES RK and published on the Agency website.

Since 2015 the IAAR is studying consumer satisfaction with accreditation services. During feedback from the accredited HEIs, their expectations are studied with respect to assessing the quality and impact of external quality assurance processes.

The annual survey of certified IAAR external experts allows the improvement the quality assurance procedures and the content of standards and criteria.

Survey results are analyzed and published [on the web site](#).

The survey results are included in the annual analytical report of the IAAR and are used for continuous improvement of accreditation procedures and standards. On this basis, the IAAR's management is taking corrective and preventive actions (see [IQAS Manual](#)).

A paragraph 7 of Article 10 of the IAAR Statutes incorporates a conducting research on the procedure of quality assurance of education (Appendix 1).

One of the forms of higher educational monitoring conducted by agency is a rating research on educational programs on levels and areas of training that include a comprehensive analysis of the quality of HEIs implemented Kazakh educational services. Rating criteria encourages HEIs to implement the Bologna process parameters. The results of rating research are used to inform the public, continuous improvement of quality of education and increasing the competitiveness of HEIs of Kazakhstan. The results of the independent rankings are published annually in the media and [on the Agency website](#).

In order to highlight the best world and domestic practice in the field of quality assurance IAAR publishes informational and analytical magazine "[Education. Quality Assurance](#)". The magazine serves as a dialogue platform for national and foreign experts and the academic community.

Management, employees and experts of the IAAR participate and represent the quality assurance policy of the IAAR in various international and national conferences, forums and workshops on quality assurance.

It is a great challenge to the IAAR as for relatively young agency to implement this standard, since it requires a lot of resources and efforts. Currently, the Agency are not fully able to demonstrate the results of thematic analysis, as well as completed reports for some areas of research.

IAAR continues intensive work on thematic analysis aiming to use the information contained in the external expert panel's reports on accreditation to inform educational organizations and the public about the development of the national quality assurance system and trends in higher education in general.

To date, the following work is being conducted on the implementation of this Criteria:

1) Development of the IAAR annual report on the results of accreditation activities, which includes:

Self-Evaluation Report by the IAAR

- analysis of quality improvement proposals made by expert panels for higher education institutions;
- a review of the best practices in accredited higher education institutions;
- proposals to improve the internal quality of IAAR, including the consideration of standards and criteria;
- the IAAR international activity and cooperation;
- information on quality assurance measures organized by IAAR.

The report is sent annually to the Ministry of Education and Science of the Republic of Kazakhstan and published on the IAAR website <http://iaar.kz/en/about/iaar-reports/annual-reports>

2) An analytical report on the survey results of the HEIs, accredited by IAAR, is compiled on an annual basis and is used in reviewing and improving the system of internal quality assurance of IAAR. The purpose of the survey of HEIs is to identify the degree of satisfaction of educational organizations with the IAAR procedures of institutional and specialized accreditation and to determine the degree of influence of accreditation on further development and improvement of the internal quality assurance system of educational organizations.

According to the recommendation of the ENQA Board, on March 12, 2018, at the meeting of the Expert Council on Higher Education (Minutes No. 12), the survey form of HEIs was reviewed to have a feedback on the priorities of current areas of the future thematic analysis of the agency.

The results of the HEIs survey for 2017 were summed up and the suggestions of the surveyed HEIs related to the current areas of thematic analysis were taken into account.

An analytical report on the HEIs' survey results is annually posted on the agency's website (<http://iaar.kz/en/about/iaar-reports/analytical-reports>).

3) The analytical report on the outcomes of the IAAR experts' survey is compiled annually for the quality of the accreditation procedures improvement purposes and to receive feedback from the IAAR experts.

An analytical report on the experts' survey results is published annually on the agency's website (<http://iaar.kz/en/about/iaar-reports/analytical-reports>).

4) Improvement and development of the scientific information journal of IAAR "Education. Quality Assurance". The journal is assigned the international standard serial number ISSN 2617-0493. The journal is included in the Kazakhstan citation database (JSC "National Center for State Scientific and Technical Evaluation").

The journal is also included in the Catalogue of Periodicals of the Republic of Kazakhstan, a subscription index has also been received. Since the second half of 2018, the work has been continuing on the subscription for this journal to broaden the information space.

Work is underway to include the journal in the list of recommended publications of the Committee for the Control of Education and Science under the Ministry of Education and Science, Republic of Kazakhstan (CCES MES RK), which will increase the attractiveness of the journal and its dissemination in society and abroad.

In order to improve the quality of published papers, the editorial board of the journal has been revised and expanded; its membership includes foreign members of the editorial board.

The frequency of the journal has increased from 1 to 4 times a year. A separate website of the Journal "Education. Quality Assurance" <http://iaar-education.kz/> has been established.

5) As part of the social partnership, on March 3, 2017, IAAR signed a Memorandum of Cooperation with the authoritative publishing house in Kazakhstan, the republican educational socio-political newspaper "Bilimdi Yel – Educated state".

The purpose of cooperation is to create public awareness with comprehensive, reliable and relevant information about the IAAR activities in the field of quality assurance in education, promoting the formation of public opinion in rising social importance of accreditation of educational services, highlighting and promoting the best practices of educational organizations, expanding the educational space.

Monthly on the pages of the newspaper, IAAR publishes information on various activities about the quality assurance of education. Along with the Journal "Education. Quality Assurance", the newspaper "Bilimdi Yel - Educated state" is actively involved in the processes of creating public awareness about the importance of the agency's performance in quality assurance, as well as the results of accreditation of HEIs and education programs (<http://iaar.kz/en/publications/newspaper>).

6) Annual analysis of the EEC reports. The purpose of the analysis is to identify development trends in the field of best practices of HEIs, as well as to identify ways to improve the quality of education in the framework of the EEC recommendations. Monitoring is used to analyze and improve policies to ensure the quality of education at the national level.

Analysis of the external expert panels' reports is annually published on the agency's website (<http://iaar.kz/en/about/iaar-reports/analytical-reports>).

7) Continuous work is conducted to widely attract public attention to the results and significance of the agency's activities on quality assurance in education through the organization and participation in webinars, seminars, workshops, conferences and forums.

In 2017-2018 the following major events were held by IAAR:

- World Congress of Engineers and Scientists WSEC-2017 (June 19-20, 2017, Astana city)
- International Training Seminar "Accreditation of technical and vocational education organizations as a factor of quality assurance in training qualified personnel: international experience" (November 10, 2017, Astana city)
- I Central Asian Forum on Quality Assurance (December 8, 2017, Almaty city)
- International seminar on professional development of the IAAR experts, organized jointly with EQAR (March 12, 2018, Astana city)
- Seminar "Preparation of organizations of technical and vocational education to the accreditation procedure" (March 13, 2018, Kokshetau city)
- Workshop "Accreditation of technical and vocational education organizations - imperatives of time" (April 3, 2018, Almaty city)
- International Forum "Accreditation - a new vector for quality assurance of educational institutions in the Kyrgyz Republic" (May 18, 2018, Bishkek city, Kyrgyz Republic)
- II Central Asian Forum on Quality Assurance (October 16, 2018, Astana city) and others.

9) In the framework of expanding information interaction, IAAR actively works with the media and gives an important consideration to information cooperation. In order to raise public interest and awareness of on the IAAR activities the following has also been arranged:

- Interview to local television channel of the Kokshetau city (March 13, 2018).
- Participation in the "It is important to know" program of the Khabar TV channel (May 24, 2018).
- Media coverage of the IAAR Accreditation Council's meeting by the Khabar channel (June 1, 2018).
- Interview of the Agency Director A. Zhumagulova to the leading republican TV channel Khabar (June 19, 2018).
- Interview to the Tajik TV channel No. 1 on the quality assurance system in Kazakhstan and prospects for the development of accreditation in the Central Asian region (June 19, 2018, Khujand city, Tajikistan) during the participation of the IAAR representative in the International Conference "International cooperation of HEIs as an important factor in improving the quality of education.

10) The methods and important means of thematic analysis and public awareness are further development of cooperation with regional, republican and foreign media through the publication of materials prepared by the IAAR staff and experts. The papers of the IAAR employees were published in the Journal of the International Academy of Education, the Kazakhstanskaya Pravda Republican newspaper, the Kutbilim social-educational and popular science newspaper of the Kyrgyz Republic, the Higher Education Discovery (HED) journal and others.

IAAR actively participates in several [Erasmus + projects](#) aiming to improve the quality assurance system in education, and in the project funded by the World Bank, "Conducting a review of best practices to develop a systematic approach to aligning the National Qualifications Framework with vocational and higher education programs".

Criteria 11: Agency Linkages

The agency cooperates and collaborates with other agencies and key players across national borders.

One of the key objectives of the implementation of the mission and vision of the IAAR set out in the 2019-2023 Strategic Plan, is the recognition of the IAAR at national, European and international levels as a reliable partner for quality assurance. This strategic objective is realized with the help of the active position of the IAAR in the international platform, commitment to European quality standards, the study and implementation of the best international practices. Thus, the IAAR strives to be a reliable authority to ensure the quality and win the trust of key stakeholders.

IAAR recognized as major international and regional quality assurance networks:

- The Asia-Pacific Quality Network (APQN) - full member;
- The International Network for Quality Assurance Agencies in Higher Education (INQAAHE) - full member;
- The European Association for Quality Assurance in Higher Education (ENQA) - full member;
- The US Council for Higher Education Accreditation (CHEA) International Quality Group (CIQG) - full member;

Self-Evaluation Report by the IAAR

- The Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA) - full member;
- Association of Quality Assurance Agencies of the Islamic World (AQAAIW) - full member;
- International Observatory on Academic Ranking and Excellence (IREG) - full member.

Active work is underway on the development of mutually beneficial cooperation with the recognized world agencies for quality assurance in higher education. To date, [agreements on bilateral cooperation](#) with 15 such organizations signed:

- Andalusian Agency of Knowledge, Department of Evaluation and Accreditation (AAC-DEVA, Spain);
- Agency for Evaluation and Accreditation of Higher Education (A3ES, Portugal);
- National Agency for Quality Assurance in Professional Education (ANACIP, Moldova);
- Agency for Development of Higher Education and Quality Assurance (HEA, Bosnia and Herzegovina, Banja Luka);
- Foundation "Academic Information Centre"(AIC, Latvia, Riga);
- National Information Centre "Glavexpertcentre" (Russia);
- The Certification Association "Russian Register" (Russia);
- Agency for Quality Assurance in Higher Education and Career Development (AKKORK, Russia);
- The Institute for Sustainable Innovative Technologies, University of Ljubljana (ISIT, Slovenia);
- The Accreditation, Certification and Quality assurance Institute (ACQUIN, Germany);
- National Accreditation Agency (NAA, Russia);
- Foundation for International Business Administration Accreditation (FIBAA, Germany);
- Accreditation Agency for Study Programs in Engineering, Informatics, Natural Sciences and Mathematics (ASIIN e.V., Germany);
- Accreditation Council for Business Schools and Programs (ACBSP, USA);
- National Center of Public Accreditation (Natsaccredcentr, Russia).

The aforementioned agencies as official partners assist in the procedures for the external quality evaluation of the Agency. These include joint activities and nominate foreign experts in the EEC.

Over the past year more than 40 visits have been carried out by the expert committee under the IA and SA with experts from FIBAA, ASIIN e.V., NAA, ACQUIN, AKKORK, AIC, ANACIP,

Self-Evaluation Report by the IAAR

HEA and Natsaccredcentr. Professionalism, excellent training, high culture characterizes the experts nominated by the Agency's partners.

In its turn, the IAAR recommended from its base to foreign partners more than 40 experts.

For the purposes of the study and application of best practices IAAR representatives take part in conferences and seminars organized by foreign partners and international networks in the field of quality assurance (see [the following web page](#)).

4. SWOT Analysis

SWOT-analysis reflects the implementation of strategic objectives and is the basis for the annual planning of the IAAR activities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ➤ Recognition and authority of the IAAR in the Republic of Kazakhstan and abroad; ➤ Full membership in ENQA, inclusion in the EQAR and recognition by the WFME; ➤ inclusion in the National Register of the Ministry of Education and Science of the Kyrgyz Republic; ➤ Harmonization of IAAR standards with the ESG standards revised in 2015 and the WFME revised in 2012; ➤ IAAR participation in ERASMUS + international projects; ➤ Copyright state registration of the IAAR Standards Guidelines for the institutional and specialized accreditation; ➤ Elaboration and approval of the Standards and Guidelines for carrying out initial international ex-ante accreditation for new study programs; ➤ Wide cooperation with the stakeholders of education, government and non-governmental organizations in the framework of the Bologna and Turin processes; ➤ Cooperation with foreign partner-agencies for the mutual exchange of experts; ➤ Conducting international accreditation of HEIs together with leading foreign accreditation agencies; ➤ Experience in conducting international institutional and specialized accreditation of foreign HEIs; ➤ Considerable experience in accreditation of educational organizations, organizations of additional education, MBA, DBA education programs, medical education; ➤ The positive impact of accreditation on the development of all areas of activity of accredited educational organizations; ➤ Experience in developing a methodology and technology for conducting national ranking of educational programs of the Republic of Kazakhstan by the levels of specialist training; ➤ Professional and cohesive IAAR team; ➤ Professionalism and competence of national and foreign experts of IAAR; ➤ High reputation of the IAAR in the market of accreditation services; 	<ul style="list-style-type: none"> ➤ Insufficient level of cooperation with HEIs of Uzbekistan, Tajikistan, Belarus, Russia, Georgia, Azerbaijan, lack of interaction with HEIs of Turkmenistan, China; ➤ Insufficient base of experts of the first category; ➤ Insufficient base of experts from Tajikistan, Uzbekistan, Belarus; ➤ Insufficient level of English (foreign) language skills of the IAAR staff and experts; ➤ Frequent involvement of the same experts in the EEC reduces the expert's work and entails negative consequences.

<ul style="list-style-type: none"> ➤ Opening of a representative office of the IAAR in the European Union in Riga, Latvia; ➤ Quarterly issue of the scientific informational and analytical journal “Education. Quality Assurance”; ➤ Annual organization and holding of the Central Asian Forum on Quality Assurance of Education. 	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Amendments to the legislation in the field of education, which open up new possibilities in the field of education quality assessment; ➤ IAAR support by international networks and quality assurance organizations (ENQA, EQAR, INQAAHE, IREG, APQN, WFME, CHEA); ➤ Support for a system of independent assessment of the quality of education and the state authorized body in the field of education; ➤ WFME support in activities to develop a national accreditation system for medical and pharmaceutical education; ➤ Implementation of the principles of the Bologna and Turin processes at the national level; ➤ Expanding the base of potential accrediting organizations: HEIs, TVE organizations and additional education; ➤ Conducting IAAR international accreditation abroad; ➤ Opening of representative offices (branches) and offices abroad; ➤ Inclusion of the journal “Education. Quality Assurance” in the Russian Science Citation Index (RSCI) and in the List of journals of the Committee for the Control of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan; ➤ Distribution of the journal “Education. Quality Assurance” through a subscription of Kazpost, distributors of Eureka-Press, etc., for its consistent translation into self-sufficiency and wide recognition of the IAAR publication. 	<ul style="list-style-type: none"> ➤ Economic situation in the country; ➤ Unstable situation in the international financial market; ➤ Not timely informing of the Ministry of Education and Science the public about the accredited institutions of education and educational programs, in accordance with the procedure of formation of the National Register 1, 2 and 3; ➤ The lack of a complete list of professional standards for the industry sectors; ➤ Weak involvement of employers and students in the educational process of educational organizations, as well as in the quality assessment procedure; ➤ Increased competition in the market of accreditation services in Kazakhstan and the emergence of new accreditation agencies in the Register of the Ministry of Education and Science of the Republic of Kazakhstan.

5. Appendixes

[Appendix 1. the IAAR Statutes](#)

[Appendix 2. IQAS Manual](#)

[Appendix 3. Strategic Plan of Development of IAAR for 2019-2023](#)

[Appendix 4. the Law of RK "On Education"](#)

[Appendix 5. Regulations of Recognition of Accreditation Bodies, Including Foreign Ones, and Formation of Registers of Recognized Accreditation Bodies, Accredited Educational](#)

[Organizations and Educational Programs](#)

[Appendix 6. Annual Action Plans and Strategy Implementation Plans](#)

[Appendix 7. Regulations on the external expert committee of IAAR](#)

[Appendix 8. Guidelines for the organization and conduct of external expertise in the process of accreditation of educational organizations](#)

[Appendix 9. Regulations on the Expert Councils](#)

[Appendix 10. Analytical reports](#)