

ABRIDGED VERSION

**DEVELOPMENT STRATEGY
of Non-Profit Institution “Independent
Agency for Accreditation and Rating
(IAAR)” for 2022-2026**

APPROVED
By the Supervisory Board of
Non-Profit Institution “Independent
Agency for Accreditation and Rating
(IAAR)”
No. 6 dated December 21, 2023



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and Rating (IAAR)”
for 2022-2026

Astana
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Abbreviations

IAAR	Independent Agency for Accreditation and Rating
APQN	Asia-Pacific Quality Network
APQR	Asia-Pacific Quality Register
CEENQA	Central and Eastern European Network of Quality Assurance Agencies in Higher Education
CIQG	The US Council for Higher Education Accreditation (CHEA) International Quality Group (CIQG)
CHEA	The US Council for Higher Education Accreditation
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register for Higher Education
INQAAHE	International Network for Quality Assurance Agencies in Higher Education
IQA	Association of Quality Assurance Agencies of the Islamic World
IREG	International Observatory on Academic Ranking and Excellence
HR	Human Resources
WFME	World Federation for Medical Education
IQAS	Internal Quality Assurance System
IA	Institutional Accreditation
KGZ	The Republic of Kyrgyzstan
MSHE	Ministry of Science and Higher Education of the Republic of Kazakhstan
MES	Ministry of Education and Science of the Kyrgyz Republic
OHPE	Organisation of higher and postgraduate education
EO	Educational Organisation
EP	Educational Programme
RK	The Republic of Kazakhstan
SA	Specialised Accreditation

1. General Description

Non-Profit Institution “Independent Agency for Accreditation and Rating” (hereinafter referred to as IAAR) is a leading international accreditation agency for quality assurance in education, founded in 2011. IAAR has been the first accreditation body in Kazakhstan to receive the status of a full member of the European Association for Quality Assurance in Higher Education - **ENQA** and is included in the European Quality Assurance Register for Higher Education - **EQAR**.

IAAR is a full member of European, Asian and American networks and agencies for education quality: **INQAAHE** - International Network of Quality Assurance Agencies in Higher Education; **CIQG** - International Quality Group of the Council for Higher Education Accreditation in the USA; **IREG** - International Observatory for Academic Ranking and Excellence; **CEENQA** - Central and Eastern European Network of Quality Assurance Agencies in Higher Education; **APQN** - Asia-Pacific Quality Network, **APQR** - Asia Pacific Quality Register, **IQA** - Association of Quality Assurance Agencies of the Islamic World.

IAAR is the first accreditation agency from the CIS countries, which received a high status of recognition from the World Federation for Medical Education (**WFME**). The activities of IAAR comply with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (**ESG**) and the Global Standards of World Federation for Medical Education (**WFME**).

Thanks to full membership in international and European networks, IAAR-accredited educational organisations and educational programmes possess the **status of international accreditation**.

IAAR, demonstrating high competitiveness, consistently conducts an independent, objective, professional assessment of educational activities in the East European and Central Asian regions (in the Republic of Kazakhstan and 14 foreign countries (including the Republic of Kyrgyzstan, the Republic of Tajikistan, the Russian Federation, the Republic of Moldova, Romania, Belarus, Ukraine, Azerbaijan, Armenia, Barbados, Dominica and etc.) on the basis of the Agreements concluded and the recognition of the IAAR by the relevant authorities of the above-mentioned states. IAAR, applying the best world quality assurance practices, contributes to improving the efficiency and quality of educational and scientific activities of educational organisations in the states of Central Asia, Eastern Europe and America in accordance with the most important national and international trends in the development of education systems.

In 2021, the IAAR has successfully passed the second full review of ENQA and, in December 2021, received **international European recognition** for 5 years, by the decision of the Board of the European Association for Quality Assurance in Higher Education (ENQA). IAAR has confirmed the progress of its activities meeting all criteria of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

Within 2011-2023, 261 educational organisations and **4900** educational programmes of **15 countries** of Central Asia, Eastern Europe and America have passed IAAR international accreditation.

In the field of higher education, transformational processes occur in conditions of high uncertainty and constant change. In these conditions, it is especially important to be able to identify emerging trends, align them with one's goals and resources, and adapt one's development strategy. Such trends include the increasing role of consumers of educational services, widespread use of digital formats and artificial intelligence, autonomous learning, micro-credential programmes, integration of formal and informal education, lifelong learning and more.

IAAR, while promoting a culture of quality and forming strategic priorities, always takes into account the leading trends in the development and activities of key partners and various quality assurance networks. The adoption in 2021 by IAAR's leading partners - the European Association for Quality Assurance in Higher Education (ENQA), the World Federation for Medical Education (WFME), the Asia-Pacific Quality Network (APQN), and the Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA) - of important policy documents reflecting the key directions of their development and expanding opportunities for accreditation activities cannot but influence the activities of IAAR as a full member of these organisations.

"The Development Strategy of the Independent Agency for Accreditation and Rating for 2022-2026" was developed and approved by the Director General of the Agency in December 2021. In November 2023, amendments and additions were made to the Development Strategy, taking into account changes in international and national legislation in the field of higher education. In March 2023, the "Concept for the Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029" was approved by the Government, aimed at providing a legislative framework, autonomy of higher education institutions, attracting talent to universities and research organisations, enhancing knowledge and competencies with modern educational programmes based on emerging technologies and the future economy, taking into account modern challenges in the higher education system.

The main trends in higher education include massification, the interaction of universities and businesses with the state (the triple helix), digitisation, internationalisation, initiatives for academic excellence, increased demands for the quality of educational services and scientific research of universities, orientation towards serving society, development of corporate governance and academic freedom of universities. Significant attention is paid to lifelong learning, which is considered both an educational paradigm and an indicator of the country's level of economic development.

“IAAR Development Strategy for 2022-2026” defines the mission, vision, strategic goals, objectives, content of activities, key indicators and expected results of activities for the medium and long term.

2. Analysis of the current situation

2.1. Analysis of the external environment

IAAR, demonstrating culture of quality and forming strategic priorities, promotes social responsibility in quality assurance and contributes to the implementation of the United Nations Sustainable Development Goals, in particular Goal 4. Quality Education.

In its activities, IAAR takes into account leading development trends and activities of key partners and various quality assurance networks. The European Association for Quality Assurance in Higher Education (**ENQA**), of which IAAR is a member, in its new Strategic Plan 2021-2025, aims to periodically reassess external quality assurance processes in order to ensure fit-for-purpose and study potential new concepts for quality assurance.

The World Federation for Medical Education (**WFME**) reviewed its standards for basic medical education in 2020 to ensure their applicability across all cultures and circumstances. WFME changed its approaches to standards, allowing each agency to harmonise its basic standards with the context in each area of development, management, and quality assurance of education and training. In connection with this, in 2022, the agency, in accordance with these changes in WFME standards, updated the standards for the international accreditation of medical education organisations/medical education programmes. In 2023, the WFME Postgraduate Medical Education Standards were also updated. You can find more information about them at <https://wfme.org/standards/pgme/>.

The International Network for Quality Assurance Agencies in Higher Education (INQAAHE) has released the revised International Standards and Guidelines for Quality Assurance in Tertiary Education (ISGs), 2022 edition. You can find more information about them at <https://www.inqaah.org/international-standards-and-guidelines-quality-assurance-higher-education-isgs>.

The Central and Eastern European Network of Quality Assurance Agencies in Higher Education developed the CEENQA Guidelines for Distance Assessment, and in 2021 WFME published a new set of Medical Education Standards - WFME Standards for Distributed and Distance Learning in Medical Education (DDL).

Current trends in the development of higher education, such as massification, university-business interaction, digitisation, internationalisation, initiatives for academic excellence, the development of corporate governance and academic freedom in universities, and others, remain at the forefront of attention for universities in Europe and Central Asia. The development of the educational services

market determines the diversity and qualitative renewal of educational programmes, teaching methods and technologies.

The "Development Strategy of the Independent Agency for Accreditation and Rating for 2022-2026" takes into account the tasks defined in the strategic documents of the countries where IAAR carries out accreditation activities.

New requirements, needs and opportunities in the international and national educational space orient universities towards expanding their academic and managerial autonomy, increasing the responsibility of educational organisations for the quality of personnel training and ultimately enhancing global competitiveness. According to the Concept for the Development of Higher Education and Science for 2023-2029 in Kazakhstan, further development of dual-degree and global programmes, various forms of external and internal academic mobility for students and faculty are planned. The opening of branches and representative offices of prestigious foreign universities in Kazakhstan will allow transforming the management system and introducing global educational standards into the content of education and the learning process.

In accordance with the leading international trends in higher and postgraduate education, national legislation and programme documents of the Republic of Kazakhstan on education, changes and additions have been made to the document "IAAR Development Strategy for 2022-2026," which were discussed and approved at a meeting of the IAAR Advisory Board (Minutes No. 6 of December 21, 2023).

2.2. Analysis of the internal environment

Accreditation is recognised in Kazakhstan as an effective tool for assessing the activities of universities and ongoing educational programmes, as well as regulating the educational services market. The legislation of the Republic of Kazakhstan in the field of education establishes the status and powers of accreditation bodies, the voluntariness of accreditation, the independence of an educational organisation in choosing an accreditation body. The authorised body - the Ministry of Science and Higher Education of the Republic of Kazakhstan has determined the requirements and procedure for the recognition of accreditation bodies, including foreign ones. The status of a non-profit institution is a prerequisite for the recognition of an accreditation body (sub-clause 1 clause 4 of *the Rules for the recognition of accreditation bodies, including foreign ones, and the formation of registers of recognised accreditation bodies, accredited educational organisations and educational programmes* (Order of the Ministry of Education and Science of the Republic of Kazakhstan dated November 1, 2016, No. 629).

According to [the Rules for the recognition of accreditation bodies, including foreign ones, and the formation of registers of recognised accreditation bodies, accredited educational organisations and educational programmes](#) three Registers have been formed: Register 1 - List of recognised accreditation bodies, Register 2 -

List of accredited educational organisations that have been accredited by accreditation bodies from Register 1; Register 3 - The list of accredited educational programmes that have been accredited by accreditation bodies from Register 1. In 2023, the Register of Recognised Accreditation Bodies included 12 accreditation agencies, including 6 national and 6 foreign agencies.

Efforts are being made to improve the quality assurance mechanisms and methodological support for educational institutions to ensure the quality of education. New qualification requirements have been introduced for educational activities, and systems for internal and external quality assurance of university educational services are being developed.

In accordance with the Statutes, the IAAR activities are aimed at strengthening the status of a recognised, nationally and internationally competitive Agency for quality assurance in education. IAAR is committed to high development outcomes and sustainable growth of its capacity to provide quality education.

The activities of IAAR are based on the goals and objectives outlined in:

- National educational system documents, including the Law of the Republic of Kazakhstan "On Amendments and Additions to Some Legislative Acts of the Republic of Kazakhstan on Education" dated July 4, 2018, No. 172-VI; the Law of the Republic of Kazakhstan "On the Status of the Teacher" dated December 27, 2019, No. 293-VI; the Government Resolution of the Republic of Kazakhstan "On Approval of the Concept of Development of Higher Education and Science in the Republic of Kazakhstan for 2023-2029" dated March 28, 2023, No. 248, among others.

- Specific programme documents and legislation in the field of education of the Central Asian countries and the European Higher Education Area, in accordance with international documents in the field of quality assurance, including the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) and global standards of WFME, regulations of the European Association for Quality Assurance in Higher Education - ENQA, European Quality Assurance Register for Higher Education - EQAR, and the World Federation for Medical Education - WFME.

- The IAAR Development Strategy for 2022-2026.

IAAR primary activity is associated with the international accreditation of educational organisations and/or educational programmes in Kazakhstan and abroad. IAAR conducts procedures for institutional and programme accreditation of higher educational organisations, scientific organisations implementing educational programmes of postgraduate education, organisations of continuing professional education, as well as implementing educational programmes of technical and vocational, post-secondary education, international schools.

One of the key objectives of the IAAR mission is the recognition of the Agency at the national, European and international levels as a reliable quality assurance partner. This strategic goal is realised with the help of IAAR active position in the global educational space, commitment to European quality standards, study and implementation of the best foreign practices. IAAR successfully passed its second full

review in 2021 and by decision of the Board of the European Association for Quality Assurance in Higher Education (ENQA) received, in December 2021, international European recognition for the next 5 years. IAAR has confirmed the progress of its activities in all criteria of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). This testifies to the high international prestige of IAAR and its recognition as a reliable quality assurance body.

IAAR is recognised as the authorised body in the field of education by the Ministry of Education and Science of the Kyrgyz Republic and is included in its Registry of Accreditation Agencies. Additionally, IAAR's activities are recognised in the Russian Federation, the Republic of Tajikistan, the Republic of Moldova, Romania and others. The status of a recognised agency confirms IAAR's compliance with high international and national standards. Thanks to its full membership in international European networks, educational organisations and educational programmes accredited by IAAR receive international accreditation status.

Over the years of activity, IAAR has developed and implemented Standards and Guidelines, harmonised with European and international standards for the quality assurance of education. As a result of the great work done by IAAR, a highly professional expert community has been formed from the academic environment, employers who regularly take an active part in the examinations of the external panel for the international accreditation of educational organisations. Currently, the pool of experts is over 4,000 people who have been trained and certified.

IAAR consistently addresses the need for independent, objective, professional expertise in educational activities in Kazakhstan and beyond. IAAR conducts international institutional and specialised (programme) accreditation in 15 countries of Eastern Europe, Central Asia and America.

IAAR conducts rating studies that are focused on international standards and aimed at developing the system of higher and postgraduate education. Rating studies have been conducted in the Republic of Kazakhstan since 2014, in the Kyrgyz Republic since 2018 and the international rating IAAR EUR since 2020. In 2019, the IAAR rating system passed an external audit by the IREG Observatory and confirmed the compliance of the ranking methodology with the Berlin Principles, receiving high recognition “IREG Approved” in 2020. IAAR is an active participant in international projects of the ERASMUS + programme.

Wide coverage of IAAR activities and results of its work in the media increases the Agency's recognisability, attracts more partners and consumers of services, forms a positive public opinion and enhances IAAR's image and authority.

The quality control of the accreditation processes implementation of EOs and (or) EPs, monitoring and analysis of the agency's activities, carried out within the framework of the IQAS, improves the quality of the agency's main business processes, and, ultimately, the quality of IAAR accreditation activities in whole.

Given the challenges of the time, IAAR has adopted new approaches to accreditation procedures. In accordance with ENQA and WFME recommendations

and analysis of international experience, IAAR has developed Guidelines for the organisation and conduct of online visits by external expert panels (including visits by expert panels for post-accreditation monitoring) during the period of restrictive measures due to the COVID-19 pandemic. From 2020 to 2023, IAAR successfully conducted external evaluations in online, offline and hybrid formats.

IAAR through accreditation activities, standards and procedures, focuses educational organisations on meeting the diverse interests and abilities of students, the widespread development of modern educational and digital technologies, academic exchanges with foreign partners; involvement of foreign experts in teaching activities, increasing responsibility for the quality of services provided.

3. Mission, vision and values

MISSION – continuous support and promotion of a culture of quality in the field of education, in order to increase the competitiveness of educational services at the national and international level, based on ongoing activities for external quality assurance in education.

VISION: IAAR — an international accreditation agency, recognised by the world community, whose activities are aimed at the sustainable development of education quality assurance systems.

VALUES:

- Commitment to a high culture of quality
- Professional standards and responsibility
- Constant monitoring and feedback
- Creativity and innovative road maps

4. Principles, policies and main activities

Core principles of IAAR activities:

Transparency. IAAR publishes its mission, vision, policy, decision-making results, analytical materials and reports; provides information to interested parties in Kazakhstan and abroad about the activities of educational and scientific organisations.

Independence. IAAR consistently stands for the independence of accreditation activities to ensure quality and the autonomy of educational organisations.

Openness. IAAR actively interacts and cooperates with educational and scientific organisations, state and non-state organisations and associations of the Republic of Kazakhstan and foreign states in order to ensure the quality of education.

Objectivity. IAAR operates honestly, impartially and independently.

Policy

Supporting in every possible way the strategic tasks of states in the field of education and science IAAR:

✓ **Implements** a quality assurance policy focused on continuous development and provision of quality services in the field of education quality assessment for consumers at all levels: the state, society, educational and scientific organisations, employers, students, public organisations. Relations with consumers are built **on the principles of feedback** and mutually beneficial **partnership** based on maximum responsibility for the obligations assumed.

✓ **Accepts** decisions that are consistent with the Development Strategy and the Policy that are based on objective information and facts, obtained in the process of analysing, monitoring and measuring performance results.

✓ **Involves** all interested parties in achieving the set strategic goals and objectives of the organisation, attracts competent national and international experts, uses systematic and process approaches in managing activities and resources.

✓ **Supports** and develops mutually beneficial cooperation with domestic and foreign partners - recognition bodies, accreditation agencies and international networks.

Key Focus Areas

- International institutional and specialised accreditation of higher and postgraduate, technical and professional, medical and continuing professional education, scientific organisations and international schools of the Republic of Kazakhstan.

- International institutional and programme accreditation of higher and postgraduate education abroad, taking into account the main provisions of the “Guidelines for Quality Provision in Cross-Border Higher Education (UNESCO and OECD)” and “Cooperation in Cross-Border Higher Education: A Toolkit for Quality Assurance Agencies”.

- Development of Standards and Guidelines for quality assurance in education in accordance with international standards and guidelines of ESG, WFME and international documents.

- Conducting post-accreditation monitoring of educational organisations and educational programmes.

- Dissemination of the best international practice on quality assurance in the activities of educational organisations and promotion of a culture of quality.

- Training and professional development of experts in the field of quality assurance in education.

- Conducting rating studies in the field of higher and postgraduate education.

- Effective management of IAAR activities through the development of human resources, their professional competencies, increasing the financial and economic stability and analytical potential of the Agency.

5. Strategic goals, objectives, areas of activity, key indicators and expected results

Strategic goals:

Goal 1. Continuous activity to develop a system of education quality assurance in the national and international educational space.

Task 1.1. Strengthening the IAAR position in the national and international market of accreditation services through improving the quality, expanding the geography and improving the procedures for conducting accreditation.

Areas of focus:

1. Development and improvement of the Standards and Guidelines for the quality assurance of education in accordance with international standards and guidelines of ESG, WFME, changes in the external and internal environment.

2. Development and implementation of accreditation standards for pedagogical universities in the Republic of Kazakhstan

3. Conducting institutional and specialised (programme) accreditation of educational organisations of the Republic of Kazakhstan.

4. Carrying out international institutional and specialised (programme) accreditation of educational organisations of the countries of Central Asia, Europe and America on the basis of standards - ESG and WFME

5. Carrying out joint international accreditation of educational organisations with leading foreign agencies.

6. Conducting accreditation of joint educational programmes in accordance with international standards and recommendations of the ESG and the European Approach for Quality Assurance of Joint Programmes (October 2014, approved by EHEA ministers in May 2015).

7. Carrying out accreditation of organisations of continuous professional education of the Republic of Kazakhstan and foreign countries

8. Conducting institutional and specialised (programme) accreditation of VET organisations of the Republic of Kazakhstan

9. Confirmation of compliance with the requirements of authorised bodies in the field of education

10. Participation of IAAR staff members in various events held by authorised and other state bodies of the Republic of Kazakhstan and foreign countries, public organisations, accreditation agencies, educational and scientific organisations, and other interested parties.

11. Participation of IAAR in various national, regional and international projects on the development of education, science and quality assurance systems.

12. Active role of IAAR in the development of the unified Central Asian educational space.

13. Conducting the annual Central Asian International Forum on Quality Assurance in Education with the participation of various international partners, experts from international quality assurance networks.

Key indicators:

✓ *The number of educational organisations of the Republic of Kazakhstan that have passed the procedure of international institutional accreditation.*

✓ *The number of educational organisations of the Republic of Kazakhstan that have passed the procedure of international specialised (programme) accreditation.*

✓ *The number of foreign educational organisations that have passed the IAAR international institutional accreditation.*

✓ *The number of foreign educational organisations that have passed the IAAR international specialised (programme) accreditation.*

✓ *The number of foreign educational organisations that have passed joint international accreditation.*

✓ *The number of educational organisations that have passed international accreditation of joint educational programmes.*

✓ *The number of continuing professional education organisations of the Republic of Kazakhstan that have passed the procedure of international institutional accreditation.*

✓ *The number of foreign organisations of continuing professional education that have passed the international accreditation procedure.*

✓ *The number of educational programmes in the higher education institutions of the Republic of Kazakhstan that have undergone the process of international accreditation.*

✓ *The number of educational programmes in foreign universities that have undergone the process of international accreditation.*

Expected results: *Conducting international accreditation in Kazakhstan and abroad, improving the tools for institutional and specialised (programme) accreditation, will have an impact on enhancing the quality and competitiveness of educational services, strengthening the position, authority and image of IAAR in the international and national accreditation market.*

Task 1.2. Improving the quality potential of national and foreign experts

Areas of focus:

1. Involvement of foreign experts from recognised European and international quality assurance agencies to IAAR activities.

2. Participation of national experts in the quality assurance procedures of foreign educational organisations on the IAAR recommendation.
3. Increasing the quality potential of experts, including students and employers, by organising training seminars, trainings, workshops and etc., including jointly with domestic and foreign partners of the Agency.
4. Participation of IAAR experts in conducting consulting and educational activities to improve standards and implement the Bologna and Turin processes.
5. Participation of IAAR experts in joint scientific research, national and international projects.
6. Preparation and formation of a base of national experts who speak foreign languages.
7. Participation of national and foreign experts in various forums, congresses, conferences, round tables, workshops and trainings in order to exchange experience and improve the quality assurance system.
8. Improving the experts motivation system.

Key indicators:

- ✓ *Number of foreign experts included in the IAAR expert database.*
- ✓ *Number of national experts who took part in the quality assurance procedures of foreign agencies on the IAAR recommendation.*
- ✓ *Number of experts who took part in national and international IAAR projects.*
- ✓ *Number of national and foreign experts trained in IAAR.*
- ✓ *Number of national experts who speak foreign languages.*

Expected results: *Improving the quality of expert potential, the high quality of their assessment will strengthen the IAAR position in Kazakhstan and abroad, will have a positive impact on the credibility and image of the Agency, will increase the level of confidence of the main stakeholders in IAAR.*

Task 1.3. Effective management of IAAR activities through the development of human resources, their professional competencies, the achievement of financial sustainability of the Agency.

Areas of focus:

1. Analysis of human resources and assessment of their compliance with IAAR strategic development objectives.
2. Planning and development of IAAR human resources taking into account the key elements of the ENQA Quality Assurance Competence Framework.
3. Organisation of training and improving the professional competencies of employees, including language and digital competencies, in the Republic of Kazakhstan and abroad.

4. Development of professional and personal qualities of employees through participation in various international and national projects, international forums held by international quality assurance networks and others.

5. Regular holding of internal seminars for coordinators in order to exchange experience.

6. High-quality budget planning in the short and medium term of the Agency and cost optimisation.

7. Ensuring control over the effective use of material and financial resources, timely determination of the required amount and sources of funds for the implementation of strategic goals and objectives.

Key indicators:

✓ *The number of employees who have completed advanced training courses and seminars.*

✓ *The number of employees who took part in scientific and international projects and programmes.*

✓ *The number of publications made by employees in academic periodicals and the media.*

✓ *The number of employees who speak English at a minimum level of B1/B2.*

✓ *Number of employees participating in international educational and/or scientific projects.*

Expected results: *IAAR — an agency that possesses the necessary conditions for high-quality work, professional and career growth of employees. Formation of an adequate organisational structure, effective budget and cost planning in the medium-long term, including the expansion of IAAR activities abroad, will ensure financial stability and economic growth of the Agency, achieve the set strategic goals and take a leading position in the international market of accreditation services.*

Task 1.4 Improving IAAR performance based on feedback development and enhancement of the internal quality assurance system

Areas of focus:

1. Monitoring the agency activities within the framework of the internal quality assurance system, development and implementation of an annual corrective action plan.

2. Enhancement of the internal quality assurance system (including the feedback system of all stakeholders, internal audit, employee reporting and others) in accordance with the culture of constant self-analysis and critical analysis among employees and stakeholders.

3. Improvement of IAAR organisational structure and internal documents in accordance with changes in the external and internal environment.

4. Wide involvement of students and employers in IAAR main business processes.
5. Increasing the culture of collective decision-making of the Agency.
6. Improving feedback mechanisms with IAAR experts, accredited educational organisations.

Key indicators:

- ✓ *The results of the internal audit.*
- ✓ *Corrective action plan.*
- ✓ *Results of external evaluations of IAAR performance.*
- ✓ *Feedback results from IAAR experts and accredited educational organisations.*

Expected results: *Quality control of the accreditation processes implementation of educational organisations and (or) educational programmes, monitoring of the agency's activities, including through feedback from the main stakeholders, allows improving the IQAS processes that are carried out in accordance with the IQAS guidelines and the recognition authorities' requirements.*

[Goal 2. Monitoring the education quality assurance and bringing the best world experience into the development of national education systems and organisations.](#)

Task 2.1. Improving the quality of post-accreditation monitoring of educational organisations and/or educational programmes.

Areas of focus:

1. Improving the procedures for post-accreditation monitoring of educational organisations and/or educational programmes and conducting an assessment to enhance them.
2. Conducting post-accreditation monitoring of accredited educational organisations and/or educational programmes.
3. Annual publication of the results of post-accreditation monitoring of educational organisations and/or educational programmes.
4. Conducting training seminars for experts and educational organisations on the issues of post-accreditation monitoring of educational organisations and/or educational programmes.

Key indicators:

- ✓ *The number of educational organisations that have passed the procedure of post-accreditation monitoring.*

✓ *The number of educational programmes that have passed the procedure of post-accreditation monitoring.*

Expected results: *Constant monitoring, evaluation and analysis of the educational activities of educational organisations that have passed IAAR accreditation, broad feedback from educational organisations will have a positive impact on improving the quality of activities and the competitiveness of educational programmes.*

Task 2.2. Increasing the IAAR analytical capacity in improving national systems of education quality assurance.

Areas of focus:

1. Preparation of analytical reports on IAAR activities for authorised bodies in the field of education and science (Republic of Kazakhstan, Kyrgyz Republic, Republic of Tajikistan, etc.).

2. Conducting surveys and preparing analytical materials based on the results of feedback from accredited educational organisations and IAAR experts.

3. Preparation of an annual report based on the results of post-accreditation monitoring.

4. Conducting an annual thematic analysis in accordance with the IAAR Thematic Analysis Concept and Communication Strategy.

5. Preparation of an annual report on IAAR activities.

6. Providing analytical materials and proposals for improving accreditation activities to the relevant state and non-state bodies, public organisations of the Republic of Kazakhstan and foreign states.

7. Dissemination of the best international practice on quality assurance in the activities of educational organisations and promotion of a culture of quality.

Key indicators:

✓ *Annual analytical report to the Ministry of Science and Higher Education of the Republic of Kazakhstan.*

✓ *Annual analytical report to the Ministry of Education and Science of the Kyrgyz Republic.*

✓ *Annual report to the Ministry of Education and Science of the Republic of Tajikistan.*

✓ *The number of surveys of the main stakeholders: educational organisations, employers, experts, students.*

✓ *Annual analytical report based on feedback from IAAR experts and accredited educational organisations.*

✓ *Annual Report on IAAR activities.*

✓ *Thematic analysis.*

Expected results: Constant monitoring and analysis of IAAR activities, its analytical work makes it possible to determine the development prospects of the agency, to improve the accreditation procedures of educational organisations and EPs, and feedback mechanisms to ensure the quality of external evaluation.

Goal 3. Conducting rating studies in the field of higher and postgraduate education in order to increase the competitiveness of educational organisations and their recognition in the international educational space.

Task 3.1. Ensuring the quality improvement and expansion of the boundaries of rating studies in the field of higher and postgraduate education

Areas of focus:

1. Conducting a country rating study of educational programmes (the Republic of Kazakhstan, the Kyrgyz Republic, the Republic of Tajikistan and others).
2. Holding International Ranking “IAAR Eurasian University Ranking” (IAAR-EUR).
3. Conducting a rating among the teaching staff of universities of the Republic of Kazakhstan.
4. Broadcasting the best practices in the field of rating studies at the national and international levels.
5. Monitoring, analysis and generalisation of the results of the rating studies of educational organisations and educational programmes.
6. Conducting training seminars on the methodology of educational organisations rating and ranking.
7. Conducting information and methodological work and training seminars with foreign universities on the methodology for ranking educational programmes.
8. Publication of analytical materials and results of rating studies in print and electronic media of the Republic of Kazakhstan and foreign countries, websites of IAAR and foreign partners, government agencies and interested stakeholders.

Key indicators:

- ✓ *The number of educational organisations that took part in the IAAR ratings (Republic of Kazakhstan, Kyrgyz Republic, Republic of Tajikistan and others)*
- ✓ *The number of educational programmes of universities submitted for participation in the IAAR ratings.*
- ✓ *The number of teaching staff of the universities of the Republic of Kazakhstan that took part in the ratings.*
- ✓ *The number of educational organisations that took part in International Ranking “IAAR Eurasian University Ranking” (IAAR-EUR)*

✓ *The number of states whose educational organisations took part in International Ranking “IAAR Eurasian University Ranking” (IAAR-EUR).*

✓ *The number of publications of the rating studies results in print and electronic media of the Republic of Kazakhstan.*

✓ *The number of publications of the rating studies results in print and electronic media of foreign countries.*

Expected results: *IAAR rating studies, covering various aspects of the educational organisations activities and the educational programmes levels, allow you to get a broad idea of the potential, resources, trends and prospects for the development of educational organisations. Extensive information and methodological work and high-quality methodology for conducting IAAR rating studies will ensure the objectivity of the assessment of the EO/EP, and educational organisations to assess the competitiveness level of the educational services they provide.*

Goal 4. Timely informing the public about the results of assessing the quality of educational organisations and developing feedback, based on the implementation of the principles of transparency and reliability

Task 4.1. Increasing the level of public information about the quality assessment results of educational programmes and the activities of educational and scientific organisations.

Areas of focus:

1. Informing the general public about the education quality assurance system, IAAR internal quality assurance procedures, improving the standards of institutional and specialised accreditation and other IAAR activities through the website, the Education QA Journal, holding Forums, round tables, seminars, conferences, press conferences, mailouts of press releases and others.

2. Constant informing about the results of EO and/or EP external evaluation through the Agency's website.

3. Informing the public about the results of IAAR activities in all areas of development in print and electronic media in Kazakhstan and abroad.

4. Improving the web-site operation effectiveness, its structure, design and functionality.

5. Issue and distribution of the journal “Education. Quality Assurance”.

6. Release of the Collection of Materials of the Central Asian International Forum on Quality Assurance in Education.

Key indicators:

- ✓ Quarterly issue of the journal “Education Quality. Assurance” for all interested parties.
- ✓ Number of subscribers to receive the journal “Education Quality. Assurance”
- ✓ Number of published analytical reports, scientific articles and publications on IAAR activities in the media of the Republic of Kazakhstan
- ✓ Number of published analytical reports, scientific articles and publications on IAAR activities in foreign media.
- ✓ Number of IAAR site visitors.
- ✓ Number of participants in the Central Asian International Forum on Quality Assurance in Education.

Expected results: Broad coverage of IAAR activities and inherent performance results through various communication channels will attract more partners and consumers of services, form a positive public opinion, increase the IAAR image and authority.

Goal 5. IAAR is a recognised international accreditation agency

Task 5.1 Strengthen and expand the IAAR international recognition and authority

Areas of focus:

1. Assistance in the development of quality assurance systems in countries of Central Asia and Eastern Europe, as well as other foreign countries according to their requests.
2. Development of further cooperation within international quality assurance networks (ENQA, EQAR, INQAAHE, APQN, APQR, CEENQA, CIQG, IQA, IREG and others).
3. Participation of IAAR representatives in governing boards and/or work teams of international quality assurance networks (ENQA, INQAAHE, APQN, CEENQA and others).
4. Hosting and conducting a joint international event with one of the networks (ENQA, EQAR, INQAAHE, APQN, APQR, CEENQA, CIQG, IQA, IREG, etc.) on quality assurance based on IAAR premises.
5. Expansion of interaction with foreign agencies to ensure the quality of education within the framework of Memorandums and Cooperation Agreements.
6. Passing a periodic external assessment of the agency.
7. Participation of IAAR in international projects and quality assurance programmes.
8. Preparation of reports on the implementation of WFME experts’ recommendations (annually)

8. Preparation of reports on significant changes in EQAR (as they occur).
9. Development of partnerships with foreign VET agencies.

Key indicators:

- ✓ *Results of the periodic external evaluation of the agency.*
- ✓ *Representation of IAAR in governing boards and/or participation in work teams of international quality assurance networks (ENQA, INQAAHE, APQN, CEENQA and others).*
- ✓ *Organisation and holding of a joint event of the quality assurance network based on IAAR.*
- ✓ *Number of Memorandums and Cooperation Agreements with the most reputable quality assurance agencies and their implementation.*
- ✓ *The number of concluded agreements on international accreditation with educational organisations and states that are new to IAAR.*

Expected results: *Passing periodic external evaluation of the agency will strengthen the IAAR position in the international educational space, to strengthen the status and authority of the agency.*

Task 5.2. Improving the quality of international activities and meaningful consolidation of IAAR achievements

Areas of focus:

1. Cooperation with foreign partners in accordance with the concluded Memorandums and Agreements
2. Participation of IAAR in various international projects on the development of education and science.
3. Publication of news materials about IAAR activities in the resources of international quality assurance networks.
4. Active participation of IAAR in events organised by European and international networks and partners.

Key indicators:

- ✓ *Number of international conferences and/or international workshops held with international quality assurance networks (for instance, ENQA, INQAAHE, APQN).*
- ✓ *Number of international projects involving IAAR staff and experts.*
- ✓ *The number of employees involved in the implementation of international projects for the development of education and quality assurance systems.*
- ✓ *Number of international events with IAAR participation*

Expected results: *Holding forums and participating in international conferences and projects will expand cooperation with international networks, foreign partners and*

the academic community and use the best international experience and potential to further improve the quality IAAR of international activities and its promotion in the global educational space.

CONCLUSION

IAAR has fulfilled accreditation activities in accordance with international standards and the policies of leading quality assurance networks.

IAAR is at dawn of a new strategic period of great importance, with due respect to current international trends, key processes in the international and national educational space, as well as the requirements, needs and opportunities of major stakeholders.

This “**Development Strategy of the Independent Agency for Accreditation and Rating for 2022-2026**” is accomplished through the annual plans and activities of both the entire staff of the Agency and each employee. Implementation is monitored through the analysis of reports, describing the form of completion and deadlines for the execution/implementation of the Plans of employees and the Agency as a whole.