



«АККРЕДИТТЕУ ЖӘНЕ РЕЙТИНГТИҢ
ТӘУЕЛСІЗ АГЕНТТІГІ» КЕМ

НУ «НЕЗАВИСИМОЕ АГЕНТСТВО
АККРЕДИТАЦИИ И РЕЙТИНГА»

INDEPENDENT AGENCY FOR
ACCREDITATION AND RATING

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. 3 dated December 20, 2021



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Nur-Sultan, 2021

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Abbreviations

IAAR	Independent Agency for Accreditation and Rating
NPI	Non-profit Institution
RK	The Republic of Kazakhstan
KGZ	The Republic of Kyrgyzstan
IA	Institutional Accreditation
HR	Human Resources
EO	Educational Organization
EP	Educational Program
SA	Specialized Accreditation
IQAS	Internal Quality Assurance System
ENQA	European Association for Quality Assurance in Higher Education
EQAR	European Quality Assurance Register for Higher Education
WFME	World Federation for Medical Education
INQAAHE	International Network of Quality Assurance Agencies in Higher Education
CIQG	CHEA International Quality Group (USA)
CHEA	Council for Higher Education Accreditation in the United States
IREG	International Observatory for Academic Ranking and Excellence
IQA	Association of Quality Assurance Agencies of the Islamic World
CEENQA	Central and Eastern European Network of Quality Assurance Agencies in Higher Education
APQN	Asia-Pacific Quality Network

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 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 quality assurance standards of the European Higher Education Area (**ESG**) and the World Federation for Medical Education (**WFME**).

IAAR is a full member European, Asian and American networks and agencies for education quality: **INQAAHE** - International Network of Quality Assurance Agencies in Higher Education; **CHEA/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.

Thanks to full membership in international and European networks, IAAR-accredited educational organizations and educational programs 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 11 foreign states (including the Republic of Kyrgyzstan, the Republic of Tajikistan, the Russian Federation, the Republic of Moldova, Romania, Belarus, Ukraine, 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 organizations in the states of Eastern Europe and Central Asia in accordance with the most important national and international trends in the development of education systems.

In October 2021, the Independent Agency for Accreditation and Rating crossed an important milestone in its development - 10 years of IAAR activity in the field of quality assurance of education at the national and international levels and held the V Central Asian International Forum: “Higher Education Quality Assurance: Global Trends and Regional Aspects”, dedicated to the 10th anniversary of the Agency. 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 2011-2021, 231 educational organizations and **4104** educational programs of **12 states** of Central Asia and Eastern Europe have passed IAAR international accreditation. Of them

- **112** universities and **3508** educational programs (EPs), including **33** medical universities and **335** EPs;

- **104** colleges and **594** EPs, including **24** medical colleges and **101** EPs;

- **9** continuing professional education organizations (**8** Kazakh and **1** Moldovan) and **1** EP;

- **5** international schools,

- **1** research institute and **1** EP.

Entering a new decade of its development, summing up the results of ten years of activity, taking into account the interests and needs of internal and external stakeholders, IAAR has identified the need to rethink the IAAR Development Strategy for 2019-2023 and revise its strategic objectives.

One such challenge was the COVID-19 pandemic that began in 2020 and has affected IAAR as much as the rest of the world. Faced with the problems associated with the pandemic, IAAR restructured its activities and relationships with all stakeholders, changed its business processes, showed concern for its employees and stakeholders, and, most importantly, maintained the continuity and quality of accreditation activities.

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

The “Development Strategy of the Non-profit Institution “Independent Agency for Accreditation and Rating” for 2022-2026” was also developed and approved taking into account changes in national legislation in the field of education. In the Republic of Kazakhstan, for the first time in history, the national project “Quality Education “Educated Nation” was approved, which provides for measures to increase the competitiveness of Kazakhstani universities.

“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.

In 2020, the World Federation for Medical Education (WFME) revised its standards for basic medical education to ensure they are applicable in all cultures and settings. WFME has decided to reformulate its standards to enable each agency or institution to align its core standards with the context in each area of education and training design, management and quality assurance.

In 2021, the Asia-Pacific Quality Network (APQN) developed *Standards for Quality Assurance in Online Learning*, 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)*.

Such current trends in the development of higher education as globalization, digitalization, internationalization and transformation of the labor market remain in the focus of attention of universities in Eastern Europe and Central Asia. The development of the educational services market determines the diversity and qualitative renewal of educational programs, teaching methods and technologies.

“Development Strategy of the Non-profit Institution “Independent Agency for Accreditation and Rating” for 2022-2026” includes the tasks defined in the strategic documents of the states, in which IAAR carries out accreditation activities, including the National Project “Quality Education “Educated Nation” in the Republic of Kazakhstan, National Development Strategy of the Kyrgyz Republic for 2018-2040 (Section 10. Education) and others.

In order to ensure the quality of education in the national project “Quality Education “Educated Nation”, in the Concept for the Development of Education of the Republic of Kazakhstan until 2025, measures have been developed to ensure access and equality in the field of education; creation of favorable conditions and environment for learning; improving the quality of education; improving the efficiency of management and financing of education; development of human capital for the digital economy. The most important task in the field of higher and postgraduate education is to increase the competitiveness of Kazakhstani universities, for the successful implementation of which it is planned to increase the share of universities that implement international educational programs, academic exchanges with foreign partners; attracted foreign experts to teaching; branches of leading foreign universities.

New requirements, needs and opportunities in the international and national educational space are orienting universities to expand their academic and managerial independence, increase the responsibility of educational organizations for the quality of training, and ultimately to increase global competitiveness.

In accordance with the leading international trends in the field of higher and postgraduate education, national legislation and program documents of the Republic of Kazakhstan on education, taking into account the expansion of the role and importance of the accreditation institution as a mechanism for ensuring the quality of education, the document “IAAR Development Strategy for 2022 – 2026” was developed, which has been reviewed and approved at a meeting of the IAAR Supervisory Board (Minutes No. 3 dated December 20, 2021).

2.2. Analysis of the internal environment

Accreditation is recognized in Kazakhstan as an effective tool for assessing the activities of universities and ongoing educational programs, 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 organization in choosing an accreditation body. The authorized body - the Ministry of Education and Science 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 recognized accreditation bodies, accredited educational organizations and educational programs* (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 recognized accreditation bodies, accredited educational organizations and educational programs three Registers have been formed: Register 1 - List of recognized accreditation bodies, Register 2 - List of accredited educational organizations that have been accredited by accreditation bodies from Register 1; Register 3 - The list of accredited educational programs that have been accredited by accreditation bodies from Register 1. In 2021, the Register of recognized accreditation bodies, according to the Bologna Process and Academic Mobility Center, included 11 accreditation agencies, including 6 national and 5 international agencies. In order to move from quality control of education to its provision, work is underway to improve the mechanisms of the quality assessment system and methodological support for educational organizations, new qualification requirements for educational activities have been introduced, systems of internal and external quality assurance of educational services of universities are being developed.

In accordance with the Statutes, the IAAR activities are aimed at strengthening the status of a recognized, 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.

IAAR activities in 2019 - 2021 was built on the basis of goals and objectives:

- set before the national education system, formulated in policy documents: the State Program for the Development of Education and Science of the Republic of Kazakhstan for 2020-2025; The State Program “Digital Kazakhstan” for 2018-2022, approved by the Decree of the Government of the Republic of Kazakhstan dated December 12, 2017 No. 827;

- determined by program documents and legislation in the field of education of the countries of Central Asia and the European Higher Education Area, in accordance with international documents in the field of quality assurance, including European standards and guidelines for external quality assessment ESG-2015 and WFME international standards, regulatory documents of the European Association for quality assurance in higher education - ENQA, the European Quality Assurance Register for Higher Education - EQAR and the World Federation for Medical Education - WFME.

- IAAR Development Strategy for 2019-2023.

IAAR primary activity is associated with the international accreditation of educational organizations and/or educational programs in Kazakhstan and abroad. IAAR conducts procedures for institutional and program accreditation of higher educational organizations, scientific organizations implementing educational programs of postgraduate education, organizations of continuing professional education, as well as implementing educational programs 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 realized 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 — recognized by the authorized body in the field of education - the Ministry of Education and Science of the Republic of Kazakhstan (MES RK) and included in the National Register 1 of accreditation bodies in 2012 and re-included in the Register 1 of the MES RK in 2017, which indicates a high level of IAAR activities.

IAAR is included in the Register of the Ministry of Education and Science of the Kyrgyz Republic, which confirms the recognition of IAAR activities in the Kyrgyz Republic. Also, the IAAR activities are recognized in the Russian Federation, the Republic of Tajikistan, the Republic of Moldova, Romania, etc.

Obtaining the status of a recognized Agency is a confirmation of the compliance of IAAR activities with high international standards. Through full membership in international European networks, IAAR-accredited educational organizations and educational programs receive the status of international accreditation.

Over the years of activity, IAAR has developed and implemented Standards and Guidelines, harmonized with European and international standards for ensuring the quality 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 commission for the international accreditation of educational organizations. Currently, the base 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 specialized (program) accreditation in 12 countries of Eastern Europe and Central Asia.

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 4 international projects of the ERASMUS + program.

Wide coverage of IAAR activities and results of its work in the media increases the Agency's recognizability, 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.

Under the state of emergency declared by the World Health Organization as a COVID-19 pandemic, IAAR has identified new approaches to conducting accreditation procedures. In accordance with the recommendations of ENQA and WFME and the analysis of foreign experience, IAAR Guidelines for organizing and conducting an on-line visit of an external expert commission (hereinafter EEC) (including a visit by an expert commission for post-accreditation monitoring) were developed for the period of restrictive measures in connection with the COVID-19 pandemic. According to these Guidelines, IAAR during 2020-2021 successfully conducted an external evaluation in online, off-line and hybrid formats.

IAAR through accreditation activities, standards and procedures, focuses educational organizations 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.

2.3. SWOT analysis

SWOT analysis reflects the implementation of strategic goals and serves as the basis for IAAR annual activity planning.

S (Strength) – strong points	W (weakness) – weak points
<ul style="list-style-type: none"> - recognition of IAAR in Kazakhstan and abroad; - full membership of IAAR in international quality assurance networks and associations; - carrying out international accreditation abroad; - cooperation with foreign partner agencies; - harmonization of IAAR standards with revised ESG and WFME standards; - participation of IAAR in international projects for the development of education and quality assurance systems; - cooperation with education stakeholders, state and non-state organizations within the framework of the Bologna and Turin processes; 	<ul style="list-style-type: none"> - insufficient level of knowledge of foreign languages by IAAR employees and experts; - lack of software for electronic document management; - poor coverage of feedback from the professional community of employers due to their low interest; - not full use of the possibilities of rating studies; - insufficient development of partnerships with foreign VET (Vocation Education and Training) agencies.

<ul style="list-style-type: none"> - monitoring the implementation of EEC recommendations of accredited EOs and/or accredited EPs; - annual holding of the IAAR International Forum on Quality Assurance in Education; - professional and close-knit IAAR team; - availability of a wide base of professional and competent experts; - successful completion of the IREG audit and obtaining the status of “IREG APPROVED”; - conducting rating studies of universities in Kazakhstan and Kyrgyzstan; - carrying out the international rating IAAR EUR; - constant and timely informing the public (website, media, publications, the magazine “Education. QA”, etc.); - continuous functioning of the internal quality assurance system (IQAS). 	
<p>O (Opportunity) - opportunities</p>	<p>T (treat) - threats</p>
<ul style="list-style-type: none"> - amendments and additions to international and national legislation in the field of education, which open up new opportunities in the field of assessing the education quality; - support for IAAR by international networks and quality assurance organizations (ENQA, EQAR, INQAAHE, IREG, APQN, WFME, CHEA); - growing interest in the activities of IAAR on the part of foreign universities; - access to national, European and international educational and research resources; - availability and use of IT technologies for the implementation of quality assurance processes that help improve the efficiency of processes. 	<ul style="list-style-type: none"> - instability of the financial and economic situation in the country and the world; - emergency situations (epidemics, COVID-19 pandemic, man-made threats and natural phenomena); - growing competition (including unfair) in the field of accreditation; - insufficient activity of employers in the educational activities of educational organizations.

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 lines of action

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 organizations.

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

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

Objectivity. IAAR operates honestly, impartially, independently and objectively.

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 organizations, employers, students, public organizations. 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 analyzing, monitoring and measuring performance results.

✓ **Involves** all interested parties in achieving the set strategic goals and objectives of the organization, 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 specialized accreditation of higher and postgraduate, technical and professional, medical and continuing professional

education, scientific organizations and international schools of the Republic of Kazakhstan.

- International institutional and program 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 organizations and educational programs

- Dissemination of the best international practice on quality assurance in the activities of educational organizations 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 ensuring the quality of education in accordance with international standards and guidelines of ESG, WFME, changes in the external and internal environment.

2. Conducting institutional and specialized accreditation of educational organizations of the Republic of Kazakhstan.

3. Carrying out international institutional and specialized (program) accreditation of educational organizations of the states of Central Asia and Europe on the basis of standards - ESG and WFME.

4. Carrying out joint international accreditation of educational organizations with leading foreign agencies.

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

6. Carrying out accreditation of organizations of continuous professional education of the Republic of Kazakhstan and foreign countries.

7. Conducting institutional and specialized accreditation of VET organizations of the Republic of Kazakhstan.

8. Confirmation of compliance with the requirements of authorized bodies in the field of education.

9. Participation of IAAR in various events held by authorized and other state bodies of the Republic of Kazakhstan and foreign countries, public organizations, accreditation agencies, educational and scientific organizations, and other interested parties.

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

11. 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 organizations of the Republic of Kazakhstan that have passed the procedure of international institutional accreditation;*
- ✓ *The number of educational organizations of the Republic of Kazakhstan that have passed the procedure of international specialized (program) accreditation;*
- ✓ *The number of foreign educational organizations that have passed the IAAR international institutional accreditation;*
- ✓ *The number of foreign educational organizations that have passed the IAAR international specialized accreditation;*
- ✓ *The number of foreign educational organizations that have passed joint international accreditation;*
- ✓ *The number of educational organizations that have passed international accreditation of joint educational programs;*

- ✓ *The number of continuing professional education organizations of the Republic of Kazakhstan that have passed the procedure of international institutional accreditation;*
- ✓ *The number of foreign organizations of continuing professional education that have passed the international accreditation procedure;*
- ✓ *The number of VET organizations of the Republic of Kazakhstan that have passed the procedure of international institutional accreditation;*
- ✓ *The number of VET organizations of the Republic of Kazakhstan that have passed the procedure of international specialized accreditation;*
- ✓ *The number of educational organizations that have passed the primary international specialized (program) accreditation.*

Expected results: *Arranging international accreditation in Kazakhstan and abroad, improving the tools of institutional and specialized (program) accreditation will have an impact on improving the quality and competitiveness of educational services, will strengthen the position, authority and image of IAAR in the international and national market of accreditation services.*

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

Areas of focus:

1. Involvement of foreign experts from recognized European and international quality assurance agencies to IAAR activities;
2. Participation of national experts in the quality assurance procedures of foreign educational organizations on the IAAR recommendation.
3. Increasing the quality potential of experts, including students and employers, by organizing training seminars, trainings, work-shops 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 the financial stability 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. Organization 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 optimization.
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 figures:

- ✓ *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 programs.*
- ✓ *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.*
- ✓ *Amount of fixed funds allocated for IAAR development.*

Expected results: IAAR — an agency that possesses the necessary conditions for high-quality work, professional and career growth of employees. Formation of an adequate organizational 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 organizational 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 organizations.

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 organizations*

Expected results: *Quality control of the accreditation processes implementation of educational organizations and (or) educational programs, 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 organizations.

Task 2.1. Improving the quality of post-accreditation monitoring of educational organizations and/or educational programs.

Areas of focus:

1. Improving the procedures for post-accreditation monitoring of educational organizations and/or educational programs and conducting an assessment to enhance them.

2. Conducting post-accreditation monitoring of accredited educational organizations and/or educational programs

3. Annual publication of the results of post-accreditation monitoring of educational organizations and/or educational programs.

4. Conducting training seminars for experts and educational organizations on the issues of post-accreditation monitoring of educational organizations and/or educational programs.

Key indicators:

✓ *The number of educational organizations (universities, VET organizations) that have passed the procedure of post-accreditation monitoring).*

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

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

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 authorized 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 organizations 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 organizations of the Republic of Kazakhstan and foreign states.
7. Dissemination of the best international practice on quality assurance in the activities of educational organizations and promotion of a culture of quality.

Key indicators:

- ✓ *Annual analytical report in the Ministry of Education and Science of the Republic of Kazakhstan.*
- ✓ *Annual analytical report in the Ministry of Education and Science of the Kyrgyz Republic*
- ✓ *Annual report in the Ministry of Education and Science of the Republic of Tajikistan*
- ✓ *The number of surveys of the main stakeholders: educational organizations, employers, experts, students.*
- ✓ *Annual analytical report based on feedback from IAAR experts and accredited educational organizations.*
- ✓ *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 organizations 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 organizations 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 programs (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 generalization of the results of the rating studies of educational organizations and educational programs.

6. Conducting training seminars on the methodology of educational organizations rating and ranking.

7. Conducting information and methodological work and training seminars with foreign universities on the methodology for ranking educational programs.

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 organizations that took part in the IAAR ratings (Republic of Kazakhstan, Kyrgyz Republic, Republic of Tajikistan and others)*

✓ *The number of educational programs 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 organizations that took part in International Ranking “IAAR Eurasian University Ranking” (IAAR-EUR)*

✓ *The number of states whose educational organizations 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 organizations activities and the educational programs levels, allow you to get a broad idea of the potential, resources, trends and prospects for the development of educational organizations. 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 organizations 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 organizations 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 programs and the activities of educational and scientific organizations.

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 specialized accreditation and other IAAR activities through the website, the Education QA magazine, 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 magazine “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 magazine “Education Quality. Assurance” for all interested parties.*

✓ *Number of subscribers to receive the magazine “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 recognized 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. Work on joining the European Network for Accreditation of Engineering Education (ENAE), with the possibility of issuing the EUR-ACE® Label.

4. Participation of IAAR representatives in governing boards and/or work teams of international quality assurance networks (ENQA, INQAAHE, APQN, CEENQA and others).

5. Conducting a joint international event with one of the networks (ENQA, EQAR, INQAAHE, APQN, APQR, CEENQA, CIQG, IQA, IREG and others) to ensure IAAR-based quality.

6. Expansion of interaction with foreign agencies to ensure the quality of education within the framework of Memorandums and Cooperation Agreements.

7. Passing a periodic external assessment of the agency (EQAR - 2022, National Register of the Kyrgyz Republic - 2022, IREG Approved - 2023, APQR - 2025, ENQA - 2026).

8. Participation of IAAR in international projects and quality assurance programs.

9. Preparation of reports on the implementation of WFME experts' recommendations (annually).

10. Preparation of reports on significant changes in EQAR (as they occur).

11. Consider the possibility of IAAR joining the EQAVET international network and/or other international associations and networks for quality assurance of the VET organization.

12. Development of partnerships with foreign VET agencies.

Key indicators:

✓ *Results of the periodic external evaluation of the agency (EQAR - 2022, National Register of the Kyrgyz Republic - 2022, IREG Approved - 2023, APQR - 2025, ENQA - 2026).*

✓ *Membership in ENAEE with the possibility of issuing the EUR-ACE® Label.*

✓ *Representation of IAAR in governing boards and/or participation in work teams of international quality assurance networks (ENQA, INQAAHE, APQN, CEENQA and others).*

✓ *Organization 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 organizations and states that are new to IAAR.*

✓ *IAAR membership in EQAVET and/or other international associations and networks for quality assurance of the VET organization*

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, including projects under the Erasmus + program.

3. Publication of news materials about IAAR activities in the resources of international quality assurance networks.

4. Active participation of IAAR in events organized 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.*

✓ *Number of international Erasmus+ projects involving IAAR and/or its staff.*

- ✓ *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.

Table. Key performance indicators of the IAAR for 2022-2026

No.	Goals	Key indicators	Unit of measurement	years				
				2022	2023	2024	2025	2026
1.	Continuous activities to develop a quality assurance system of education in the national and international educational space	Number of organizations of the Republic of Kazakhstan that have passed the procedure of international institutional accreditation	number of schools	2	2	2	2	2
			number of VET	6	6	6	6	6
			number of universities	14	18	16	18	20
			number of continuing professional education organizations	9	10	8	8	8
		Number of organizations of the Republic of Kazakhstan (including medical education) that have passed the procedure of international specialized accreditation	number of TVE	6	6	6	6	6
			number of universities	37	38	27	31	31
		The number of foreign educational organizations, including medical education, that have passed international IAAR accreditation	Number of EOs that have passed institutional accreditation	9	13	13	13	13
			Number of EOs that have passed program accreditation	15	20	20	20	23
		The number of foreign educational organizations that have passed international joint accreditation with the participation of IAAR	number of universities	2	3	3	3	4
		Number of joint educational programs that	Number of EP	2	3	3	3	4

		have passed international IAAR accreditation						
		Number of foreign experts included in the IAAR expert database	Persons	20	30	35	40	45
		The number of foreign experts involved in the medical profile in the IAAR expert activities	Persons	10	15	15	20	25
		Number of national experts who speak foreign languages	Persons	90	110	120	125	130
		Number of employees who completed courses and advanced training seminars	Persons	6	7	8	8	9
		Number of full-time employees	Persons	20	20	20	20	20
		Number of employees involved in international projects	Persons	4	5	6	7	8
		Number of employees involved in scientific projects	Persons	1	2	2	2	3
		Number of publications of employees in scientific magazines and media	number of publications	5	6	7	8	9
2.	Monitoring the education quality and bringing the best world experience into the development of national education systems and organizations	Number of universities that have passed the post-accreditation monitoring procedure	number of universities	14	15	17	18	20
		Number of VET organizations that have passed the post-accreditation monitoring procedure	Number of VET organizations	9	4	9	4	1
		The number of educational programs of universities that have passed the procedure of post-accreditation monitoring	number of programs	300	340	370	400	420

		The number of VET educational programs that have passed the procedure of post-accreditation monitoring	Number of VET EP	52	23	52	23	one
		Annual analytical report in the Ministry of Education and Science of the Republic of Kazakhstan	report	1	1	1	1	1
		Annual analytical report in the Ministry of Education and Science of the Kyrgyz Republic	report	1	1	1	1	1
		Annual report on the results of an independent audit of IAAR activities to the National Accreditation Council (clause 12. PROCEDURE for recognition of accreditation agencies in the field of education)	report	1	1	1	1	1
		Annual report in the Ministry of Education and Science of the Republic of Tajikistan	report	1	1	1	1	1
		Number of conducted surveys of the main stakeholders: educational organizations, employers, experts, students	number of questionnaires	130	140	150	160	170
		Annual analytical report based on feedback from IAAR experts and accredited educational organizations	report	1	1	1	1	1
		Annual report on the results of post-accreditation monitoring of accredited educational organizations and/or educational programs	report	1	1	1	1	1
3.	Conducting rating studies in the field of higher and postgraduate education in order to increase the competitiveness of educational organizations and	The number of educational organizations that took part in the independent IAAR rating in the areas and levels of specialists training in the Republic of Kazakhstan	number of universities	55	60	65	70	75
		The number of educational programs of universities	Number of EP	1900	2100	2300	2500	2700

	their recognition in the international educational space	submitted for participation in the IAAR ranking						
		Number of universities of the Kyrgyz Republic that took part in the independent rating	number of universities	30	33	35	37	40
		The number of educational organizations that took part in the international rating IAAR EUR	Number of universities	35	40	45	50	55
		The number of states, educational organizations that took part in the international rating study IAAR EUR	Number of states	6	7	8	9	10
		Number of publications of the rating studies results in print and electronic media of the Republic of Kazakhstan	number of publications	5	6	7	8	10
		Number of publications of the rating studies results in print and electronic media of foreign countries	number of publications	4	5	6	7	8
4.	Timely information of the results of assessment of educational organizations and developing feedback based on the principles of transparency and reliability	Number of participants in the annual Central Asian International Quality Assurance Forum	persons	400-600	400-600	400-600	400-600	400-600
		Issue of the magazine "Education Quality. Assurance"	Number of magazines	4	4	4	4	4
		The number of subscribers to the magazine "Education Quality. Assurance"	number of organizations	20	25	30	35	40
		Number of published analytical reports, scientific articles and publications about the IAAR activities in the media of the Republic of Kazakhstan	number of publications	10	12	15	17	20
		Number of publications about IAAR activities in foreign media	publications	10	12	15	17	20
		Number of IAAR website visitors	persons	15000	18000	21000	24000	27000
		Reincorporation of IAAR in EQAR	Certificate (decision)	1				

5.	IAAR is a recognized international accreditation agency	Re-entry into the National Register of the Kyrgyz Republic	Certificate (decision)	1				
		Obtaining the IREG Approved quality mark	Certificate (decision)		1			
		Reincorporation of IAAR in APQR	Certificate (decision)				1	
		Obtaining full ENQA membership (third time)	decision and certificate					1
		Preparation of WFME follow-up reports (annually)	interim report	1	1	1	1	1
		Passing ENQA post-monitoring	report			1		
		The number of concluded agreements on international accreditation with educational organizations and states that are new to IAAR	units	2	2	4	6	8
		IAAR membership in EQAVET and/or other international quality assurance associations and networks of VET organizations	Certificate (decision)				1	
		IAAR membership in the international European association ENAEE for quality assurance in engineering education	application and decision		1			
		IAAR representation in governing boards of international quality assurance networks (ENQA, INQAAHE, APQN, CEENQA and others)	amount	1	1	1	1	1
		Number of international organizations, with which IAAR works and is a member of (IREG, CIQG, AQAIIW, ENQA, INQAAHE, APQN, CEENQA)	number of organizations	9	9	10	10	11
		Number of Memorandums and Cooperation Agreements with the most reputable quality assurance agencies	number of memorandums	6	7	8	9	10

	Number of international conferences and/or international workshops held with international quality assurance networks (for instance, ENQA, INQAAHE, APQN)	number of events	1	1	2	2	2
	Number of international projects involving IAAR employees and experts	number of projects	3	4	5	6	7
	Number of international events with IAAR involvement	number of events	8	9	10	11	12