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**Development Plan for Strategy Implementation
Independent Agency for Accreditation and Rating 2017**

**Astana
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Content

1. Introduction	3
2 Vision	5
3 Mission	5
4 IAAR Policy	5
5 Strategic goals, objectives, activities and expected outcomes	5
5.1 Development of the national system for quality assurance in education in Kazakhstan using international experience.....	5
5.2 Rating research in the field of higher, technical and vocational education in the framework of the objectives set at the President of the Republic of Kazakhstan N.A. Nazarbayev State of the Nation Address as of January 31, 2017 to the people of Kazakhstan “The Third Modernization of Kazakhstan: Global Competitiveness”	10
5.3 Analysis of the agency’s activities in internal and external quality assurance.....	10
5.4 Public awareness on the quality assessment results of educational programs and activities of educational organizations	11
5.5 IAAR as a recognized accreditation body	12

1. Introduction

The Independent Agency for Accreditation and Rating (hereinafter - the IAAR) was incorporated in 2011 as a non-profit organization aiming to improve the national system of quality assurance in education. This document serves as the second Strategic Development Plan.

Since its establishment IAAR has made its evolutionary path of development, which is common for all young organizations on quality assurance. At the same time, the whole system of independent accreditation in Kazakhstan were built up and modernized.

Today, IAAR is a well-established and recognized agency for quality assurance in education both in Kazakhstan and abroad.

The goals and objectives of the Strategic Development Plan for 2011-2015 have been met. During this period, 33 education institutions have undergone institutional accreditation procedure and 849 educational programs of different levels of study have been accredited.

All standards of institutional and specialized accreditation of educational organizations are harmonized with international quality standards, taking into account the relevant statutory and regulatory enactments in the field of education of the Republic of Kazakhstan.

Currently, the Commission for Review of Appeals and Complaints is functioning under the Agency, as well as three Expert Councils. The accreditation council of the agency is a collegial body, the exclusive competence of which includes the decision on the accreditation of educational organizations and programmes. In addition, the Supervisory Board of IAAR is being created to monitor and formulate recommendations to the Founder on strategic management of the agency's development and comprehensive assistance to its activities, performing public control functions and systematically bringing into the agency's work the approaches aiming to effectively meet the needs of society, the state and business in rising the quality of education, implementing the requirements of Kazakhstan legislation and international standards in accreditation activities.

During the period from 2011 to 2015, 175 foreign and 1,848 national experts were certified, including:

- 452 academic experts in higher education;
- 216 employer experts;
- 941 vocational education and training experts;
- 55 students' experts;
- 184 medical education experts.

As part of the rating study, a technology has been developed and implemented for ranking higher education institutions, vocational education and training organizations, taking into account international experience and national features of the education system. The results of the ranking of educational programs by the levels and areas of specialists training are published in the media.

The IAAR strategic development plan involves the implementation of goals and objectives throughout 2016 to 2020.

This Strategic Plan was developed by the staff of IAAR with contribution of members of the IAAR Accreditation and Expert Councils. The draft development plan was discussed at the meeting of the IAAR Accreditation Council and recommended for approval in December 2015.

The IAAR strategic development plan for 2016–2020 contributes to the implementation of the tasks set in the State of the Nation address by the President of the Republic of Kazakhstan N. Nazarbayev dated January 31, 2017 “The Third Modernization of Kazakhstan: Global

Competitiveness”. The Address of the Head of State defines the following tasks to improve the quality of human capital:

- curriculum needs to focus on the development of critical thinking abilities and independent searching skills;
- pay great attention to the formation of IT-knowledge, financial literacy and education of youth patriotism;
- reduce the gap in the quality of education between urban and rural schools;
- phased transition to a trilingual education (to maintain the dominant position of the Kazakh language, to introduce English in stages);
- implementation of the project “Free vocational education for all”;
- updating of professional standards in accordance with the requirements of the labor market and advanced international experience in on-the-job training;
- pay special attention to the quality of the higher education system;
- to strengthen the control and requirements with regard to the staff of higher educational institutions, their level of material and technical support as well as educational programs.

The criteria of IAAR for quality standards include the tasks set by the Head of State in the State of the Nation Address to the people of Kazakhstan.

2 Vision

IAAR as a recognized agent for quality assurance in education at the national, European and international levels.

3 Mission

Continuous support and promotion of a quality culture aiming to improve the competitiveness and education of Kazakhstan's society through the appropriate measures to ensure the external quality of education.

4 IAAR Policy

Focus to the continuous development and provision of quality services in the field of external assessment for all level consumers: the state, society, the education system of the Republic of Kazakhstan, educational organizations and students.

5 Strategic goals, objectives, activities and expected outcomes (indicators or performance measurement in achieving the goal)

Goals:

- development of a national system for quality assurance of education in Kazakhstan using international experience;
- rating research in the field of higher, technical and vocational education;
- analysis of the agency's activities on internal and external quality assurance system;
- public awareness about the results of assessing the quality of educational programs and activities of educational organizations;
- IAAR as a recognized accreditation body.

5.1 Development of the national system for quality assurance in education in Kazakhstan using international experience

Goals	Activities	Indicators
Improvement of the mechanisms of institutional and specialized assessment of the quality of higher education in the framework of the objectives under the President of the Republic of Kazakhstan N.A. Nazarbayev State of the Nation	<ol style="list-style-type: none"> 1. Conducting international institutional and specialized accreditation, as well as procedures for the re-accreditation of higher educational institutions of the Republic of Kazakhstan. 2. Improving the procedures and standards of accreditation with the involvement of all stakeholders in accordance with the relevant statutory and legal enactments in education and the requirements of the ESG. 3. Expansion of the database by attracting experts from European and international quality assurance agencies 	<ul style="list-style-type: none"> - Annual participation in the work of at least 4 events held by the Ministry of Education and Science of the Republic of Kazakhstan, Information and Analytical Center JSC, the Bologna Process and Academic Mobility Center, etc. - Institutional and specialized accreditation of higher educational institutions of the Republic of Kazakhstan: the number of HEIs that have undergone international

Goals	Activities	Indicators
	RNMC JSC and other stakeholders. 6. Continuous professional development of the agency staff. Conducting seminars on the professional development of the agency staff with the involvement of foreign experts on quality assurance. 7. Improvement of the feedback mechanisms with the accredited technical and professional education organizations as well as IAAR experts. 8. Inclusion in the Accreditation Council student from the technical and professional education organizations.	framework of feedback with the accredited vocational and technical education organizations and the IAAR experts.
Advancement of the mechanisms of institutional and specialized quality assessment of medical organizations of higher, technical and vocational education	1. Intensification of work on the institutional and specialized accreditation of medical organizations of higher, technical and vocational education of the Republic of Kazakhstan. 2. Improving the IAAR standards for institutional and specialized accreditation of medical organizations of higher, technical and vocational education. 3. Expansion of the agency database by attracting experts from the recognized European and international quality assurance agencies in the field of medical education. 4. Conducting training workshops for the national experts with the involvement of experts from the WFMO and the International Public Coordinating Committee on Health 5. Involving a foreign expert in the field of medical education to the Accreditation Council. 6. Professional development of the agency staff on an ongoing basis with the involvement of leading experts of WFME and the International Public Coordinating Committee on Health (participation in training seminars, conferences, professional development courses, etc.). 7. Improving feedback mechanisms with accredited medical organizations of higher, technical and vocational education and experts from IAAR.	- Participation in the work of at least 4 events held by the Ministry of Education and Science of the Republic of Kazakhstan, Information and Analytical Center JSC, Kasipkor Holding Non-profit JSC, RNMC JSC, etc. - Institutional and specialized accreditation of the vocational and technical education organizations of the Republic of Kazakhstan: <ul style="list-style-type: none"> • the number of colleges that have undergone the institutional accreditation procedure - 10; • the number of educational programs of colleges that have undertaken the specialized accreditation procedure - 30; • training and retraining of experts from the technical and vocation educational organizations, including employers - 50; participation in the preparation of the national report in the framework of the Turin process - 0. - Annual survey in the framework of feedback with the IAAR accredited technical and vocation educational organizations and experts.

Goals	Activities	Indicators
<p>Advancement of the mechanisms of institutional and specialized quality assessment of international schools running international programmes of primary, basic secondary and general secondary education in the framework of the objectives under the President of the Republic of Kazakhstan N.A. Nazarbayev State of the Nation Address as of January 31, 2017 “The Third Modernization of Kazakhstan: Global Competitiveness”</p>	<ol style="list-style-type: none"> 1. Intensification of work on the institutional and specialized accreditation of international schools 2. Improvement of the IAAR standards for accreditation of international schools with the involvement of all stakeholders in accordance with the relevant statutory and legislative enactments in the field of education and the requirements of international quality standards. 3. Expansion of the agency database by attracting experts from the recognized European and international quality assurance agencies. 4. Conducting training and professional development workshops for the national experts for institutional and specialized accreditation of international schools. 5. Improvement of the feedback mechanisms with accredited international schools and the IAAR experts. 	<ul style="list-style-type: none"> - Annual participation in the work of at least 2 events held by the Ministry of Education and Science of the Republic of Kazakhstan, Information and Analytical Center JSC, etc. - Conducting institutional and specialized accreditation of international schools that implement international programs of primary, basic secondary and general secondary education: the number of international schools that have undertaken institutional accreditation - 1; training and retraining of experts - 10.
<p>Improving the procedure and rules for post-accreditation monitoring of educational organizations and/or educational programs in the framework of the objectives under the President of the Republic of Kazakhstan N.A. Nazarbayev State of the Nation Address as of January 31, 2017 “The Third</p>	<ol style="list-style-type: none"> 1. Carrying out post-accreditation monitoring procedures for educational organizations and/or educational programs. 2. Presentation of the post-accreditation studies results with a view to making decisions on the re-accreditation of educational organizations and/or educational programs at the Accreditation Council. 3. Improving the IAAR feedback mechanisms with accredited HEIs. 	<p>Annual publication of the post-accreditation monitoring results of educational organizations and/or educational programs.</p> <ul style="list-style-type: none"> - Carrying out post-accreditation monitoring procedures for educational organizations and/or educational programs: number of educational institutions that have passed post-accreditation monitoring - 14; number of educational programs that have undergone post-accreditation monitoring - 100.

	<p>studies results of accredited educational organizations and/or educational programs.</p> <p>4. Analysis of the feedback results with the IAAR experts.</p> <p>5. Thematic analysis of the implementation of academic mobility programs and the internationalization of education in accredited universities.</p> <p>6. Thematic analysis of the commercialization of research projects in accredited HEIs of Kazakhstan.</p> <p>7. Improvement of the IAAR activity based statistical analysis system.</p> <p>8. Continuous improvement of the internal quality assurance system of IAAR.</p> <p>9. The wide involvement of all stakeholders in the procedures of external and internal quality assurance system of IAAR.</p> <p>10. Annual monitoring of the internal quality assurance system of IAAR.</p>	<p>the feedback results with the IAAR experts and those from accredited educational organizations.</p> <ul style="list-style-type: none"> - Annual analytical report on the post-accreditation studies results of accredited educational organizations and/or educational programs. - Annual monitoring of the internal system of statistics in all areas of activity on an ongoing basis. - Improving the automated database of national experts, accredited educational organizations and accredited educational programs in 2016. - Analytical report on the implementation of academic mobility and the internationalization of education programs in accredited universities (2016-2017). - Analytical report on the commercialization of research projects in accredited HEIs of the Republic of Kazakhstan (2017-2018). - Annual statistical report of IAAR.
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5.4 Public awareness on the quality assessment results of educational programs and activities of educational organizations

Goals	Activities	Indicators
<p>IAAR as a reliable source of information</p>	<ol style="list-style-type: none"> 1. Timely public awareness on the outcomes of the EEP work and decisions taken by the Accreditation Council of IAAR (website, analytical reports to the authorized body in education, articles in the media, etc.). 2. Informing the public about the procedures of the IAAR internal and external education quality assurance system through the media. 	<ul style="list-style-type: none"> - Annual issue of the Education.kz journal - The number of published analytical reports, scientific articles and publications in the media. - IAAR website traffic. - Annual quality assurance activities. - Participation of the IAAR employees in events held by national, European, international

in the European Quality Assurance register EQAR	documentation for inclusion into the European Quality Assurance Register EQAR.	EQAR in June-July 2017. - Inclusion of accredited programs and HEIs in the EQAR register.
Recognition of IAAR by the WFME.	1. Visit of WFME experts within the framework of accreditation of basic medical education. 2. Participation of WFME experts in the work of the AC. 3. Participation of IAAR in national and international projects for the development of medical education.	- Refinement of the IAAR self-assessment report for WFME in 2017. - WFME experts visit in 2017. - Recognition of IAAR by WFME in 2017.
Inclusion of IAAR in the National Register of Accreditation Agencies of the Kyrgyz Republic	IAAR as a recognized agency by the Ministry of Education and Science, Kyrgyz Republic	- Training of national experts for the international program accreditation of HEIs in the Kyrgyz Republic. - Harmonization of standards for institutional and program accreditation with the statutory and legislative enactments of the Kyrgyz Republic. - Intensification of work on undertaking the international program accreditation of HEIs of the Kyrgyz Republic. - Broad public awareness of the academic community of the Kyrgyz Republic and all stakeholders about the international accreditation of IAAR.
Development of national and international cooperation	1. Participation of IAAR as a recognized accreditation body in national and international projects of partners. 2. Carrying out quality assurance activities with the involvement of experts from international networks and social partners of IAAR. 3. Participation of IAAR in national and international projects for the development of medical education. 4. Exchange of experts and employees of IAAR with international partner agencies. 5. Intensification of work on joint accreditation with partner agencies. 6. Participation of the IAAR social partners in the accreditation procedures.	Hosting various quality assurance activities with the participation of international networks. - The number of national experts included in the expert panels of foreign agencies by the IAAR recommendation. - The number of projects with the participation of the IAAR staff and experts. - Participation of the IAAR employees in the Erasmus+ project. - Participation of the IAAR employees in the composition of working groups of national and international projects for the development of education and

		quality assurance systems. - Participation of IAAR in international projects for the development of medical education organizations.
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