



**STRATEGY  
of the National Agency for Quality Assurance in Education and  
Research**

**(2018- 2023)**


**First Edition, Revision 0**

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President

Andrei CHICIUC

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### **I.Short historical background**

In the Republic of Moldova, between 1999 and 2002, there was an intense process of elaboration of normative documents and evaluation and accreditation tools in national education. As a coordinating entity of the external evaluation and accreditation process, the National Council for Academic Evaluation and Accreditation was established (in addition to the Government), which had the following tasks: a) institutional evaluation, b) evaluation of syllabuses and study programmes; c) evaluation of the scientific activity. After the liquidation of the mentioned structure, starting with 2002, the mission of the Council was taken over by the Department of evaluation and accreditation, a structure established within the Ministry of Education. During the activity period, the years 2002 - 2008, the Evaluation and Accreditation Department performed the following tasks: a) external evaluation and accreditation of educational institutions; b) institutional evaluation, c) evaluation of professional training programmes. In 2008, in addition to the Ministry of Education, a new Quality Assurance Agency was created to which new functions were assigned: evaluation of school results, external evaluation and accreditation of educational institutions, evaluation of continuous training programmes, and attestation of employees in the system. But that Agency was only concerned with the evaluation of school results in pre-university education.


In 2014, at the initiative of the Ministry of Education, in accordance with the amendments made in the Education Law, the establishment of the Interim Governing Board (hereinafter the Board) of the future National Agency for Quality Assurance in Professional Education (hereinafter ANACIP) was initiated, members of this Board being staff with teaching and scientific research functions in higher education and research-innovation institutions, including a student representative and a business representative. The Board was empowered, first of all, to elaborate a Regulation for the organization and operation of the above-mentioned structure, as well as other documents, starting with 2015, necessary to initialize the actual activity of ANACIP and ensure its operation.

In 2015, ANACIP, an autonomous public entity from an organizational point of view, started with activities dedicated to institutional evaluation and evaluation of study programmes in higher education and vocational education and training, as well as continuous professional training programmes.

In February 2018, by Government Decision no. 201, through the absorption by ANACIP of other two national level structures: the National Council for Attestation and Accreditation and the National School Inspectorate, the National Agency for Quality Assurance in Education and Research was established.

### **II.ANACEC profile**

The National Agency for Quality Assurance in Education and Research (hereinafter ANACEC) is an administrative authority subordinated to the Ministry of Education, Culture and Research, with legal personality under public law, responsible for quality assurance in

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education and research. In its fields of activity, the Agency collaborates with central and local public authorities, as well as with international bodies.

**Agency's tasks:**

- quality assurance in general education;
- quality assurance in vocational education and training;
- quality assurance in higher education;
- evaluation of continuous professional training programmes;
- evaluation of organizations in the fields of research and innovation;
- evaluation of scientific and scientific-didactic staff.


**The Agency shall have the following rights:**

- to contribute to the improvement of the normative framework in its fields of competence;
- to request and receive in the manner established by the normative framework, from the central and local public authorities - information referring to its fields of competence, necessary for the performance of its own tasks;
- to set up councils, commissions, expert groups and other consultative platforms for the performance of the established tasks;
- to develop and participate in national and international projects;
- to apply for membership of various specialized international organizations;
- to cooperate with similar agencies in other countries in order to develop and implement effective measures to improve the quality of professional training programmes;
- to conclude, in the manner established by the normative framework, public procurement contracts;
- to train evaluators in their areas of competence;
- to delegate expert evaluators in external quality evaluation missions;
- to verify, at the end of the evaluation mission, the observance of the evaluation methodology applied by the expert evaluators;
- to exercise other rights based on the normative acts that regulate the relations in its fields of activity.

**III. Vision, mission, fundamental principles and values**

**Vision**

- Recognition by society in general and, in particular, by general education, vocational education and training, higher education, continuous training institutions and organizations in the fields of research and innovation of the role of the Agency as an important player in promoting and ensuring quality in the system;

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- Achieving the role of interlocutor between educational institutions of different levels, organizations in the fields of research and innovation, employers, public authorities in the Republic in its capacity as promoter of quality in education and research;
- Recognition of ANACEC at international and European level, including through registration in EQAR, to support the processes of internationalization in education.

### **Mission**

ANACEC's mission is to implement state policies and contribute to the development oriented towards the best international standards in the areas of competence assigned by promoting the quality culture in pre-university education, vocational education and training, higher education and continuous training, as well as in research and innovation organizations.

### **Fundamental principles and values:**

ANACEC, as a new institutional structure, promotes modern principles and approaches aimed, including, at changing the mind-set of all stakeholders involved and increasing the level of trust of society towards the Agency's activity, especially through the participation of co-opted experts and conducting peer evaluations.

The procedures applied, tested and used successfully in the European Education Area and the European Research Area, have been adapted to the realities of the Republic of Moldova, so as to produce a maximum impact in increasing the relevance and quality of external quality evaluation processes in education and research.


In its activity ANACEC promotes the following principles and values:

- Independence in its activity
- Public accountability
- Professionalism
- Integrity
- Transparency
- Adaptation and compatibility at European level
- Respect for university autonomy and the specifics of institutions of any level
- External evaluation based on trust
- Development-oriented external evaluation
- Promoting cooperation with educational institutions of different levels, with organizations in the fields of research and innovation, with national and international agencies and organizations with similar interests
- Efficiency and effectiveness through innovative management and consolidation of available resources

### **IV.Aim, priorities and objectives**

**The aim** of the Agency is to boost the quality assurance of services provided by institutions in the field of education and research, thus contributing to the fulfilment of the requirements of society and the labour market in the training of competent staff.


### **Strategic priorities:**

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- the structural and qualitative compatibility of the national system of external evaluation of the quality of education and research with the standards and guidelines accepted in the European area on these dimensions;
- promoting principles, regulations and norms for ensuring unitary and comparable quality for each level of education in the Republic of Moldova;
- stimulating the increase of the level of responsibility of the institutions in the fields of education and research towards the quality of the services provided;
- developing and promoting a quality culture in general education, vocational education and training, higher education and continuous training, in research and innovation institutions;
- promoting the competitiveness of general education, vocational education and training, higher education and continuous training in the Republic of Moldova, of the field of research and innovation.

**Strategic objectives:**

- Promoting and ensuring quality in education and research through:
  - external evaluation of study programmes and the capacity of organizations providing general education, vocational education and training, higher education and continuous training based on national quality standards and standards / guidelines for quality assurance in the European Education Area;
  - organizing follow-up activities after evaluation;
  - assessing the capacity of organizations in the fields of research and innovation;
  - evaluation of scientific and scientific-didactic staff;
- Ensuring the sustainable development of the external quality evaluation system in education and research through:
  - development / improvement of the normative and methodological framework applied by ANACEC;
  - ensuring the involvement of beneficiaries (especially teaching staff / pupils / students and employers) in the process of external evaluation and quality assurance of education;
  - expanding and diversifying external quality evaluation services by capitalizing on the opportunities offered by information and communication technologies;

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- development and diversification of the training system for expert evaluators;
- Capacity building of ANACEC as a structure responsible for quality assurance in education and research through:
  - elaboration and application of internal quality assurance procedures;
  - ensuring an efficient management of the Agency;
  - planning and systemic realization of continuous training for own staff;
  - extending the practices of involving ANACEC evaluators / staff in external evaluation missions organized by foreign Agencies;
- Achieving the recognition of the Agency at national and international level through:
  - increasing the efficiency of the national system of external quality evaluation in education and research;
  - ensuring access to information of public interest about the quality of general education, vocational education and training, higher education and continuous training, as well as the quality of organizations in the fields of research and innovation in the Republic of Moldova;
  - elaboration and publication of thematic studies based on the results of the evaluations performed;
  - application for international external evaluation by ENQA, with the request for subsequent registration in EQAR.


#### **V.Directions for actions to operationalize the implementation of the Strategy**

##### *a) Organizational*

- Elaboration / development / maintenance of the website [www.anace.md](http://www.anace.md).
- Elaboration / maintenance / completion of the Register of expert evaluators by levels of education / fields.
- Capacity building of the entity (human resources, materials, etc.).
- Organizing the activity of the Governing Board, profile committees, expert panels and external evaluation panels.

##### *b) Elaboration / development / updating of the normative framework*

- Completion / improvement of the methodological framework on the dimension of quality assurance in higher education, vocational education and training

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and continuous training, applied by the Agency, in accordance with the recommendations formulated at European level.

- Development and implementation of the methodological framework for external evaluation at the level of general education.
- Elaboration / implementation of the methodological framework for external evaluation in the field of research and innovation.


*c) External quality evaluation*

- Organizing, coordinating and monitoring the process of external quality evaluation of higher education, vocational education and training and continuous training study programmes / institutions.
- Starting the process of external evaluation of general education institutions and management staff in general education.
- Complex evaluation of the capacities of organizations in the fields of research and innovation.
- Evaluation of the scientific and scientific-didactic staff.

*d) Internal quality assurance*

- Development and application of internal quality assurance procedures;
- Organizing / monitoring the process of establishing the activity objectives, the performance indicators for the employed civil servants and the organization / development of the periodical evaluation process of their professional performances.
- Regular collection of feedback to determine the level of satisfaction of target groups involved in the external quality evaluation process.
- Elaboration / application of questionnaires to evaluate the level of employee satisfaction regarding the working conditions.
- Extending the practices of co-optation and involvement of foreign experts in external evaluations of study programmes / provider institutions, based on on-going partnerships with quality assurance Agencies.

*e) Follow-up activities*

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- Organizing and carrying out the post-evaluation monitoring of higher education, vocational education and training and continuous training study programmes / institutions.
- Elaboration and publication of thematic studies based on the results of external evaluations.

*f) Capacity building of the human resources*

- Ensuring continuous professional training opportunities for the entity's employees.
- Organizing the continuous training of co-opted experts for external quality evaluation missions.


*g) Collaboration at national and international level*

- Development of partnerships at national level in order to promote quality in education and research.
- Development of collaboration relations at European and international level on the dimension of quality assurance.
- Capacity building of the Agency's expert evaluators in order to involve them in the evaluations carried out by the partner Quality Assurance Agencies of ANACEC.
- Identifying and capitalizing on opportunities within the EU: projects, programmes, funds, initiatives.
- Initiation of actions to request the external evaluation of ANACEC by ENQA (European Association for Quality Assurance in Higher Education), with subsequent registration in EQAR

*h) Ensuring transparency of the Agency's activity*

- Publication on the ANACEC website of public information (normative and methodological framework in the field of applied quality assurance, activity plans, activity reports, external evaluation reports, studies, decisions of the Governing Board, registers of experts, etc.).
- Ensuring the visibility of the Agency at national and European / international level.



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## **VI. Institutional management policy**

In achieving institutional management, the management team of ANACEC promotes the quality policy through:

- Continuous improvement of the services provided in the assigned field of activity in accordance with the expectations of all stakeholders.
- Development of the internal quality assurance system by elaborating / applying and monitoring a set of internal procedures.
- Strengthening the quality culture within the entity, but also of all the structures that work within the Agency (Governing Board, profile committees, expert panels, external evaluation panels).
- Promoting and respecting the ethical principles and general values of the Agency in all activities organized and carried out.
- Creating and maintaining in the organization a collegial environment, based on respect, constructive communication with the consultation of opinions and the promotion of consolidated decisions.
- Developing and stimulating a sense of responsibility and initiative by ensuring participation, delegation of rights and responsibilities.
- Creating the conditions and motivating the employees for self-improvement and continuous professional development in order to carry out efficiently and creatively the tasks of the Agency.
- Taking permanent actions to consolidate the entity's resources and their responsible use.
- Development and promotion of ANACEC image at national and European level.

## **VII. Procedures for approving and updating the Strategy**

- The strategy is approved by the decision of the Governing Board of ANACEC for a period of 4 years - term of office of the Governing Board.
- The Strategy of ANACEC is a public document and is placed on the official website of the Agency.

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- The Strategy is updated / completed periodically, depending on the need, as a result of monitoring the level of achievement, but also taking into account the developments in the field of competence internally and externally.
- Modifications / completions in the content of the Strategy are examined and approved by the Governing Board.

**VIII.Implementation, monitoring and evaluation procedures**

- The Strategy of ANACEC is implemented based on the ANACEC activity plans, elaborated annually by the Agency's management team, based on the Activity Plans of the subdivisions within the entity. The annual activity plans are approved by the President of ANACEC.
- The Agency's annual activity plans are public documents and are accessible to the general public on the Agency's official website.
- The responsibility for the implementation of the Strategy of ANACEC and the activity plans rests with the employees of the entity and the structures that work within the Agency (Governing Board, profile committees, expert panels, external evaluation panels, etc.).
- The monitoring of the implementation process of the Strategy of ANACEC is performed permanently and continuously by monitoring the realization of the annual activity plans of the entity.
- The evaluation of the implementation process of the Strategy of ANACEC is done from a quantitative point of view, but also qualitatively, in the process of elaborating the annual activity reports of ANACEC by performing a retrospective analysis of all the results obtained on all activity directions of the Agency.
- ANACEC's annual activity reports are public documents and are accessible to the general public on the Agency's official website.

**IX.Target groups:**

- Internal:
  - Agency's staff;
  - members of the Governing Board, profile committees, expert panels, external evaluation panels.

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- External:
  - educational institutions of different levels / educational service providers / institutions in the field of research and innovation;
  - national and international partners;
  - Ministry of Education, Culture and Research / relevant ministries;
  - teaching staff / pupils / students / trainees;
  - employers.

**X.Possible risks in the process of implementing the Strategy:**


1. Frequent restructuring causing instability and lack of continuity in the Agency's work;
2. Changing the status of the Agency, including the level of autonomy and independence, with all possible consequences;
3. Limited level of organizational and operational independence;
4. Structural and content reforms carried out by state bodies without consulting the Agency;
5. Allocation of responsibilities inappropriate to the entity's mission;
6. Allocation of new responsibilities without adequate capacity building (human resources, materials, etc.) of the Agency.

**ANACEC's strategic plan (2018-2023)**

No.	Directions of activity	Indicators	Deadlines
<b>Strategic objective: Promoting and ensuring quality in education and research</b>			
1.	External evaluation of general education, vocational education and training, higher education and continuous training study programmes / institutions	No. of evaluated programmes / institutions No. of decisions approved by the GB / no. of ANACEC orders	According to the evaluation schedule / MECR decisions
2.	Organizing post-evaluation follow-up activities	No. of institutions subject to the post-evaluation monitoring process	At the re-evaluation stage
3.	Initiating and conducting the evaluation of the capacity of organizations in the fields of research and innovation	No. of evaluated institutions	On completion of the regulatory framework According to the evaluation schedule

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4.	Evaluation of scientific and scientific-didactic staff	No. of scientific and scientific-didactic staff evaluated	Upon request
<b>Strategic objective: Ensuring the sustainable development of the external quality evaluation system in education and research</b>			
1.	Development / improvement of the normative and methodological framework applied by ANACEC	No. of normative / methodological documents elaborated / approved / applied	If necessary
2.	Ensuring the involvement of stakeholders / beneficiaries (especially teaching-staff / pupils / students and employers) in the process of external evaluation and quality assurance in education	No. of existing normative provisions in this respect No./type of activities performed No. of categories of stakeholders involved	Systematically
3.	Expanding and diversifying external quality evaluation services by capitalizing on the opportunities offered by information and communication technologies	No. of existing normative provisions in this respect No./type of activities performed	On-going
4.	Development and diversification of the training system for expert evaluators	No. of trained people Type of training activities	Permanently
<b>Strategic objective: Capacity building of ANACEC as a structure responsible for quality assurance in education</b>			
1.	Development and application of internal quality assurance procedures	No. of procedures elaborated / applied	Permanently
2.	Ensuring an efficient management of the Agency	Activities performed Feedback questionnaires applied Level of employee satisfaction	Periodically
3.	Systemic planning and implementation of in-service training for staff	Questionnaires to identify applied training needs Annual in-service training plans developed No. of trained people Type of training activities	According to the annual plans for staff continuous training
4.	Extending the practices of involving ANACEC evaluators / employees in external evaluation	No. of signed partnerships No. of co-opted persons	On-going

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	missions organized by foreign Agencies		
<b>Strategic objective: Achieving national and international recognition of the Agency</b>			
1.	Increasing the efficiency of the national system of external quality evaluation in education and research	Changes operated in the normative and methodological framework Actions implemented	On-going
2.	Ensuring access to information of public interest about the quality of general education, vocational education and training, higher education and continuous training, as well as the quality of organizations in the fields of research and innovation in the Republic of Moldova	Functional and consistent website No. of elaborated / public activity reports No. of EER published No. of publications No. of thematic video spots elaborated	Systematically
3.	Elaboration and publication of thematic studies based on the results of the evaluations performed	No. of thematic studies elaborated / published	Annually
4.	Application for international external evaluation by ENQA, requesting subsequent registration in EQAR	SER elaborated Request for external evaluation submitted to ENQA	2021