

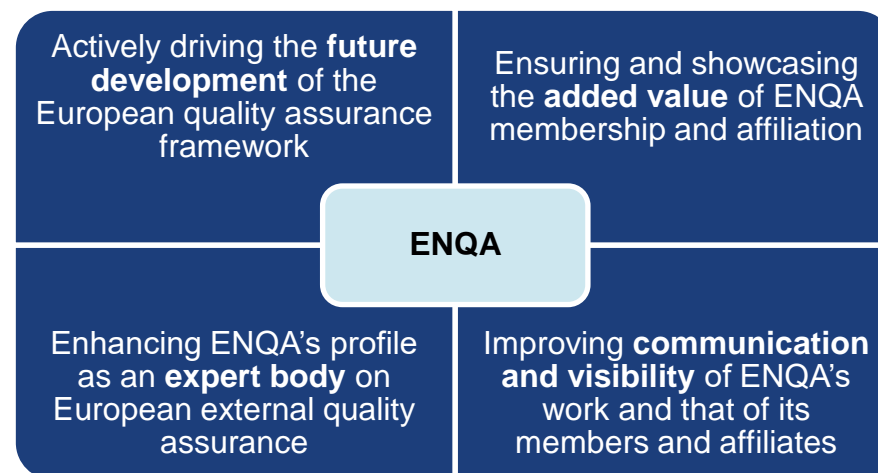
## ENQA Work Plan 2024 and Draft Work Plan 2025

This work plan covers concrete activities for 2024 and provisional activities for 2025. While the work plan 2024 is formally adopted, the work plan 2025 is only a forecast and is presented now to offer members and affiliates more information on the longer term perspective of upcoming activities. The implementation of the work plan will draw on both human and financial resources; the work plan is thus closely linked to the budget and needs to be read in conjunction with it.

### I. Context and priorities for 2024-2025

The work plan translates the wider strategic objectives of the ENQA Strategic Plan 2021-2025 into concrete activities. As such it is structured following the goals set out in the Strategic Plan. The work plan also takes forward work started in the previous years, such as ongoing working groups and EU-funded projects. Specific concrete outputs are marked in bold in the table.

ENQA's regular activities include information provision, membership and statutory activities, agency reviews, representation of ENQA at international events, participation in the management of EQAR, and participation in the EHEA policy making processes. Beyond these, the development of the 2024 workplan was guided by the same key ideas as in 2023. Work towards these priorities is in progress, but there is plenty still to achieve. Within this context, and specifically linked to the strand of driving the future development of the European quality assurance framework, there will be a particular focus on ENQA's contribution to policy making in the EHEA, namely through the message to the Bologna Process Ministerial Conference and the steps towards a revision of the ESG.



## II. Monitoring

In addition to ongoing monitoring by the Secretariat and by the Board, an Annual Activity Report is produced each year, which reflects on the implementation of the work plan and sets out which goals have and have not been achieved.

## III. How to get involved?

The strength of ENQA depends on the engagement and expertise of its members and affiliates. So, should you wish to be involved in any of the listed activities with an active contribution, or share some of the resources or project outcomes of your agencies to support the work of ENQA, do not hesitate to get in contact with the ENQA Secretariat. ENQA will also communicate directly to members and affiliates all opportunities to engage with the work of the Association, such as event invitations, calls for contributions and requests for input to surveys and other consultations.

## IV. Actions

Goal 1: Representing interests of quality assurance agencies		
ENQA represents the interests of its members and provides advice in the policy-making process of the EHEA and beyond		
I.1	The President, Vice-Presidents, Director and Senior Policy and Project Coordinator will <b>represent ENQA in the BFUG and its working groups</b> , and contribute thus to the implementation and development of the higher education reform agenda. ENQA is involved in the following working groups: thematic peer group on QA; working group on academic values; working group on global dialogue in higher education; and working group on teaching and learning. The Secretariat will <b>report regularly to the membership</b> (through mailings and in the GAs) on the work of the groups, and collect input from them to shape ENQA's positions. The issues raised will be discussed regularly with the Board.	President, Director, Senior policy and project coordinator
I.2	<b>ENQA will prepare a message to EHEA Ministers</b> , to be delivered in advance of the Bologna Process Ministerial Conference, taking place in May 2024 in Tirana, Albania. A delegation from ENQA will attend the Conference.	Secretariat, Board, Members/affiliates
I.3	ENQA will steer discussions relating to the future of the ESG and the EHEA quality assurance framework through <b>coordination of the QA-FIT project</b> . Members and affiliates will be consulted throughout the	Secretariat, Board, Members/affiliates

<p>lifetime of the project. The outcomes of the project will be followed-up in the second half of the year with preparations for the concrete revision of the ESG.</p> <p>I.4 ENQA will maintain the <b>dialogue with the European Commission</b> in order to provide public authorities and policy makers with relevant expertise and ensure the interests of ENQA’s membership are represented, particularly in light of forthcoming European Council recommendations relating to quality assurance and the development of the European Recognition and QA System. ENQA coordinates the preparation of the E4 – EU Commission annual meeting and also meets regularly with the relevant Commission staff on a one-to-one basis.</p> <p>I.5 ENQA will continue to contribute to the European Commission <b>working group on higher education</b> as an invited expert, particularly on issues related to quality assurance and recognition.</p> <p>I.6 ENQA Board and the Secretariat will co-operate with different European stakeholder bodies, and in particular the <b>E4 Group</b>, through regular meetings (3-4/year), joint statements (such as input on the ESG revision for the 2024 Ministerial Communiqué), joint projects (QA-FIT) and joint events (such as EQAF).</p> <p>In 2025, ENQA will continue to contribute to the working structures of the Bologna Process as appropriate depending on the groups established for the next working period (2024-2027). ENQA will also engage in the revision process of the ESG and ensure appropriate consultation with members and affiliates. In 2025 ENQA will also prepare a new strategy for the period 2026-2030.</p>	<p>Director, Senior policy and project coordinator</p> <p>Director, Senior policy and project officer</p> <p>President, Director, Board, Secretariat</p>
<p><b>ENQA supports the establishment and operation of independent and trustworthy quality assurance agencies operating on the basis of agreed standards</b></p>	
<p>I.7 ENQA will continue to implement the <b>SEQA-ESG2 project</b>, to support ENQA’s affiliate QA agencies in Serbia, Azerbaijan, Bosnia &amp; Herzegovina and Ukraine to align their policies and methodologies in order to achieve ESG compliance.</p> <p>I.8 ENQA will explore options for other activities to support agencies in achieving ESG compliance.</p> <p>In 2025 ENQA will conclude the SEQA-ESG2 project and, if appropriate, launch other activities to support affiliates on the pathway to ESG compliance.</p>	<p>Board, Secretariat, Members</p> <p>Board, Secretariat</p>

**Goal 2: Providing services to members and other stakeholders**

**ENQA's Agency Review Programme is the preferred partner for reviews against the ESG.**

<p>2.1 ENQA Secretariat will continue to coordinate all requested <b>external full and targeted reviews, and progress visits</b> for ENQA membership and EQAR registration. The Agency Review Committee will carry out its mandate, including contributing to the IQA of ENQA Agency Reviews through feedback analysis and improvement plans. The ARC will report to the Board and members on their work.</p>	<p>Secretariat, Agency Review Committee</p>
<p>2.2 Building on the reflections in 2023, ENQA Secretariat and the Agency Review Committee, in collaboration with EQAR, will explore options for a <b>revised version of the targeted review methodology</b>, ensuring the fitness-of-purpose and fitness-for-purpose.</p>	<p>Secretariat, Agency Review Committee</p>
<p>2.3 ENQA will organise a training of new reviewers if required according to the volume of reviews.</p>	<p>Secretariat</p>
<p>2.4 ENQA will continue its dialogue with EQAR in the framework of the review process and will organise an <b>annual meeting</b> between EQAR Register Committee and ENQA Agency review Committee.</p>	<p>Secretariat, Agency Review Committee</p>
<p>2.5 ENQA will implement the <b>external review of the ENQA Agency Reviews</b>, coordinated by an external organisation.</p>	<p>Secretariat, external coordinator</p>
<p>In 2025 ENQA will continue to coordinate all requested external full and targeted reviews and related progress visits. ENQA will organise seminars for recently reviewed agencies and agencies that are planning to undergo a review as well as a seminar for experienced reviewers. ENQA will also conduct a thematic analysis based on the reports produced through the ENQA Agency Reviews and explore the actions needed to follow up on the external review of the ENQA Agency Reviews.</p>	

**ENQA offers a training and consulting programme valued by its members**

<p>2.6 As a form of staff development service for the agencies, ENQA will deliver <b>the fifth round of the ENQA Leadership Development Programme</b> for mid-level staff of QA agencies in Europe. An alumni event will be incorporated into the agenda of one of the seminars.</p>	<p>Secretariat, Board, Members</p>
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<p>2.7 ENQA will organise a <b>workshop on a relevant QA topic</b>, open to all members and affiliates, on the European dimension of quality assurance</p> <p>2.8 ENQA will bring together staff of QA agencies interested in or engaged in specific topics of interest and relevance to members/affiliates. A <b>working group</b> may be established if considered useful.</p> <p>2.9 ENQA will continue to organise <b>webinars</b> on a range of topics in European QA, to cater to the different needs of its members and facilitate sharing of practice and reach a wider audience than is possible through physical events.</p> <p>Similar activities will take place in 2025, including an eventual sixth round of the ENQA Leadership Development Programme, and specific workshops and/or working groups according to needs and interest of members.</p>	<p>Secretariat</p> <p>Secretariat, Members</p> <p>Secretariat, Members</p>
<p><b>ENQA is a reference point for European quality assurance in the international context</b></p>	
<p>2.10 ENQA is involved in several quality assurance networks. In 2024, ENQA will <b>attend and contribute to events of/meetings</b> with the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), the Central and Eastern European Network of Quality Assurance Agencies (CEENQA), and the CHEA International Quality Group.</p> <p>2.11 ENQA will continue its <b>engagement with other regional networks</b> such as the ASEAN Quality Assurance Network (AQAN), the African Quality Assurance Network (AfriQAN), and SIACES based on the relationships established through recent projects and MoUs.</p> <p>2.12 ENQA will continue its contribution to the <b>HAQAA3 Initiative</b>, supporting the development of a continental quality assurance framework in Africa, and specifically overseeing the implementation of agency reviews in Africa.</p> <p>2.13 ENQA will accept <b>requests for expertise in countries outside of the EHEA</b>, in the limits of its capacity and in consideration of its strategic plan and will promote its Agency Reviews as a developmental tool to agencies outside of the EHEA.</p> <p>Similar activities will take place in 2025, building on the work of 2024.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board</p> <p>Secretariat</p> <p>Secretariat, Board</p>

Information and networking activities	
2.14 ENQA will organise a <b>networking event</b> for Brussels-based higher education organisations, including the European Commission, the European Parliament and European level stakeholder organisations.	Secretariat, Board
2.15 ENQA will implement a <b>communication strategy</b> , focussing on enhancing engagement, visibility and information provision towards and between members, affiliates and the broader higher education community. This includes further development of the website, enhanced use of social media, the newsletter, and policy briefs.	Secretariat
2.16 ENQA will respond to invitations to <b>contribute to international events</b> on quality assurance within the limits of its resources and in line with its strategic priorities.	Secretariat, Board, Members
2.17 ENQA will organise the <b>Members Forum</b> in April 2024, including a substantial thematic section as well as specific sessions for agency CEOs and for first-time participants. ENQA will organise the <b>General Assembly Seminar</b> in October 2024.	Secretariat, Board, Members
2.18 ENQA will organise <b>online meetings for agency CEOs</b> to bridge the gap between the two main members' events.	Secretariat, Board
2.19 The Board will conduct another round of <b>coordinated calls to members</b> , as well as making physical visits whenever opportunities arise.	Board
2.20 ENQA will continue to co-organise the annual <b>European Quality Assurance Forum (EQAF)</b> with the E4 Group	Secretariat, Members
Similar activities are foreseen for 2025. In 2025 ENQA will also implement activities to celebrate the 25 <sup>th</sup> anniversary of the association.	

### Goal 3: Driving the development of external quality assurance

**ENQA monitors changes in the higher education landscape and is a guarantor of knowledge-based development of external quality assurance.**

**ENQA works towards quality assurance for a purpose.**

**ENQA explores new ways of quality assurance.**

3.1	ENQA will contribute to innovation of quality assurance through <b>participation in different projects</b> , notably the QA-FIT project (to analyse the status of quality assurance and explore the future of the ESG); INIMQA to support the work of the BFUG thematic peer group on QA with ENQA leading activities on the QA of micro-credentials; and BWSE FOR2030 to support the implementation of Bologna reforms.	Secretariat, Board, Members
3.2	ENQA will be one of the core authors of a <b>new version of the ESG</b> , with the revision process to start at the end of 2024.	Secretariat, Board, Members
3.3	The <b>ENQA working group on QA of research</b> will run throughout 2024. In addition, <b>ENQA will set up one further working group</b> on a topic identified as being of relevance to members.	Members, Secretariat
3.4	ENQA will enhance its profile as the expert body on external quality assurance in Europe by publishing <b>small-scale analyses, discussion papers and briefing notes</b> .	Secretariat, Board, Members
3.5	ENQA will explore possibilities for a new project on the <b>QA of trans-national education</b> with partners within and outside the EHEA.	Secretariat, Board, Members
In 2025, ENQA will continue to work on the revision of the ESG, as well as other above ongoing activities.		

## List of current projects

### ENQA as coordinator:

Project	Coordinator	Duration	ENQA budget (€)	ENQA main tasks
<b>Civil Society Cooperation in the field of Education and Training (Operating Grant)</b>	ENQA	January 2023 to December 2025 (36 months)  Three year framework	175 000,00	/  (The operating grant supports the implementation of ENQA's core and statutory activities)
<b>Quality Assurance Fit for the Future (QA-FIT)</b>	ENQA	June 2022 to November 2024 (30 months)	83 360	<ul style="list-style-type: none"> <li>- Overall project management and coordination</li> <li>- Prepare surveys and disseminate to their respective constituents</li> <li>- Run focus groups for their respective constituents</li> <li>- Analyse the findings and draft the series of papers as well as the final project publication</li> <li>- Disseminate information about project activities and outcomes</li> </ul>
<b>Supporting European QA Agencies in meeting the ESG II (SEQA-ESG2)</b>	ENQA	December 2022 to November 2025 (36 months)	261 414	ENQA has the overall lead in the management of project activities, which will support the participating agencies in developing their QA activities in line with the ESG.

### ENQA as partner:

Project title and acronym	Coordinator organisation	Duration	ENQA budget (€)	ENQA main tasks
<b>Implementation and Innovation in QA through peer learning (IMINQA)</b>	Flemish Ministry of Education and Training	May 2022 to May 2024 (36 months)	58 393	Lead WP5 QA of micro-credentials, which includes: <ul style="list-style-type: none"> <li>-follow-up on recommendations of MICROBOL</li> <li>-creation of peer support and exchange of practices among stakeholders</li> <li>-developing guidebook for HEIs and agencies</li> </ul>



<b>Bologna with Stakeholders Eyes for an Innovative, Inclusive and Interconnected EHEA by 2030 (BWSE FOR2030)</b>	European Students' Union (ESU)	September 2022 to August 2024 (24 months)	31 920	<ul style="list-style-type: none"> <li>- Quality evaluation and monitoring of the project activities</li> <li>- Support to other project activities, including peer learning events</li> </ul>
<b>INterconnection/ INnovation/INclusion: Austrian contributions to the EHEA 2030</b>	Austrian Federal Ministry of Education, Science and Research	36 months	1750	<ul style="list-style-type: none"> <li>- Contribute to the project activities that aim to establish an international network on the recognition of prior learning (RPL)</li> <li>- Provide advice on setting up the network and facilitate the exchange of information and dissemination.</li> </ul>
<b>Harmonisation, quality assurance and accreditation in Africa (HAQAA3)</b>	OBREAL (Spain)	June 2023 – May 2028 (5 years)	302 000 staff costs (other expenses are centralised with the coordinator)	<ul style="list-style-type: none"> <li>- Support the Technical Unit in Africa to coordinate agency reviews and consultancy visits, including training for agencies and experts</li> <li>- Coordinate a Task Force to conduct a review of the ASG-QA</li> <li>- Provide input for training on external QA</li> <li>- Contribute to policy dialogue between Africa and the EHEA</li> </ul>