

ENQA Work Plan 2025 and Draft Work Plan 2026

This work plan covers concrete activities for 2025 and provisional activities for 2026. While the work plan 2025 is formally adopted by the General Assembly, the work plan 2026 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. Activities for 2026 may further be adjusted in line with ENQA's next strategic plan, to be adopted in autumn 2025.

I. Context and priorities for 2025-2026

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, management of EQAR, and participation in the EHEA and EU policy-making processes. Beyond these, several activities of strategic importance will take place in 2025. These include work on the ESG revision, follow-up of the outcomes of the external review of ENQA Agency Reviews, and the development of ENQA's next strategic and financial plan. ENQA is also exploring funding opportunities to conduct further thematic work, particularly on international issues such as on cross-border quality assurance, quality assurance of trans-national education and quality assurance of European University Alliances.

II. Monitoring

Ongoing monitoring is carried out by the Board and the Secretariat, who in turn report to the General Assembly on the implementation of the work plan, setting out which goals have and have not been achieved. ENQA's work is summarised in an Annual Report, published each spring.

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 about 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	
<p>I.1 The President, Vice-Presidents, Director and Senior Policy and Project Coordinator will represent ENQA in the BFUG and its working groups, and contribute thus to the implementation and development of the higher education reform agenda. ENQA will decide which working groups to participate in, once the work plan and terms of reference for the 2024-27 BFUG working period are agreed. The Secretariat will report regularly to the membership (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.</p>	<p>President, Director, Senior policy and project coordinator</p>
<p>I.2 ENQA will represent the views of its members in the revision of the ESG, which starts in autumn 2024. ENQA will be one of the core authors, represented in the Steering Committee and the Drafting Group, and will act as secretary for the revision process. Throughout 2025, ENQA will ensure frequent consultations with members and affiliates, Board and staff on drafts of the new ESG.</p>	<p>Board and Secretariat</p>
<p>I.3 ENQA will maintain the constructive dialogue with the European Commission in order to provide public authorities and policy makers with relevant expertise and ensure that the interests of ENQA's membership are represented, particularly with regards to discussion on the European Council recommendations and related actions concerning quality assurance and the European Degree. 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>Director, Senior policy and project coordinator, Board</p>
<p>I.4 ENQA will continue to contribute to the European Commission working group on higher education as an invited expert, particularly on issues related to quality assurance and recognition, and will apply for full membership of the group when it is renewed in 2025.</p>	<p>Director, Senior policy and project coordinator</p>
<p>I.5 ENQA Board and the Secretariat will co-operate with different European stakeholder bodies, and in particular the E4 Group, through regular meetings (3-4/year), joint statements (such as input on the ESG revision for the 2024 Ministerial Communiqué), joint projects/project applications and joint events (such as EQAF).</p>	<p>President, Director, Board, Secretariat</p>

<p>1.6 In 2025 ENQA will develop a new strategic plan and financial strategy for the period 2026-2030, to be approved by the General Assembly in October 2025.</p> <p>In 2026, ENQA will continue to contribute to the working structures of the Bologna Process as appropriate depending on the groups established for the working period (2024-2027). ENQA will also continue to coordinate and engage in the revision process of the ESG and ensure appropriate consultation with members and affiliates. In 2026 ENQA will start the implementation of the new strategic plan.</p>	<p>Board, Secretariat, Members and Affiliates</p>
<p>ENQA supports the establishment and operation of independent and trustworthy quality assurance agencies operating on the basis of agreed standards</p>	
<p>1.7 ENQA will continue to implement the SEQA-ESG2 project, to support ENQA’s affiliate QA agencies in Serbia, Azerbaijan, Bosnia & Herzegovina and Ukraine to align their policies and methodologies in order to achieve ESG compliance.</p> <p>1.8 ENQA will explore options for other activities to support agencies in achieving ESG compliance.</p> <p>In 2026 ENQA will reflect on the outcomes of the two rounds of the SEQA-ESG 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>

<p>Goal 2: Providing services to members and other stakeholders</p>	
<p>ENQA’s Agency Review Programme is the preferred partner for reviews against the ESG.</p>	
<p>2.1 ENQA Secretariat will continue to coordinate all requested external full, targeted and partial/focussed reviews, and progress visits for ENQA membership and EQAR registration. The Agency Review Committee will carry out its mandate, including contributing to the internal QA of ENQA Agency Reviews through feedback analysis and improvement plans. The ARC will report to the Board and members on their work.</p> <p>2.2 ENQA will organise an online training of new reviewers if required according to the volume of reviews.</p>	<p>Secretariat, Agency Review Committee</p> <p>Secretariat, Agency Review Committee</p>

2.3 ENQA will organise a seminar for experienced reviewers.	Secretariat
2.4 ENQA will organise seminars for recently reviewed agencies and agencies that are planning to undergo a review.	Secretariat
2.5 ENQA will continue its dialogue with EQAR in the context of the review process and will organise an annual meeting between EQAR Register Committee and ENQA Agency Review Committee. These meetings aim to explore how to ensure better alignment and cohesion of processes for agencies.	Secretariat, Agency Review Committee
2.6 ENQA will produce a thematic analysis based on the reports produced through the ENQA Agency Reviews, on a topic to be defined by the Secretariat and the ARC.	Secretariat, Agency Review Committee
2.7 ENQA will finalise the external review of the ENQA Agency Reviews , coordinated by KIC, and reflect on the outcomes of the review and implement follow-up actions where needed.	Secretariat, Agency Review Committee
In 2026 ENQA will continue to coordinate all requested external reviews and related progress visits. ENQA will organise a seminar for targeted reviews and further training for experts. ENQA will also continue working on the follow-up of the external review and make preparations for the introduction of a new version of the ESG.	Secretariat, external review coordinator
ENQA offers a training and consulting programme valued by its members	
2.8 ENQA will, according to demand, continue to deliver the ENQA Leadership Development Programme for mid-level staff of QA agencies in Europe.	Secretariat, Board, Members
2.9 ENQA will organise a workshop on a relevant QA topic , open to all members and affiliates.	Secretariat
2.10 ENQA will organise a seminar on the European dimension of quality assurance , open to all members and affiliates and other interested stakeholders.	Secretariat
2.11 The work of the working group on QA of research will be finalised, and ENQA will explore other topics and appropriate methods to address them, according to the interest and need of its members.	Secretariat, Members
2.12 ENQA will continue to organise webinars 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.	Secretariat, Members

<p>Similar activities will take place in 2026, including the continuation of the ENQA Leadership Development Programme as well as specific workshops and/or working groups according to needs and interests of members, provided there is sufficient demand from members and affiliates.</p>	
<p>ENQA is a reference point for European quality assurance in the international context</p>	
<p>2.13 ENQA is involved in several quality assurance networks. In 2025, ENQA will, as appropriate, attend and contribute to events of/meetings 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>2.14 ENQA will continue its engagement with other regional networks 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, and in the framework of specific projects.</p> <p>2.15 ENQA will continue its contribution to the HAQAA3 Initiative, supporting the development of a continental quality assurance framework in Africa, and specifically overseeing the implementation of agency reviews in Africa.</p> <p>2.16 ENQA will accept requests for expertise in countries outside of the EHEA, 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 2026, building on the work of 2025.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board</p> <p>Secretariat</p> <p>Secretariat, Board</p>
<p>Information and networking activities</p>	
<p>2.17 ENQA will consolidate and implement its communication strategy, focussing on enhancing engagement, visibility and information provision towards and between members, affiliates and the broader higher education community.</p> <p>2.18 ENQA will respond to invitations to contribute to international events on quality assurance within the limits of its resources and in line with its strategic priorities.</p>	<p>Secretariat</p> <p>Secretariat, Board, Members</p>

<p>2.19 ENQA will organise the Members Forum in April 2025, including a substantial thematic section as well as specific sessions for agency CEOs and for first-time participants. ENQA will organise the General Assembly Seminar in October 2025, which will include a reception to celebrate the 25th anniversary of the association.</p> <p>2.20 ENQA will organise a series of activities to mark the 25th anniversary of the association.</p> <p>2.21 ENQA will organise online meetings for agency CEOs to bridge the gap between the two main members' events.</p> <p>2.22 The Board will conduct another round of coordinated calls to members, as well as making physical visits whenever opportunities arise.</p> <p>2.23 ENQA will continue to co-organise the annual European Quality Assurance Forum (EQAF) with the E4 Group</p> <p>Similar activities are foreseen for 2026, with the addition of a networking event for Brussels-based partners.</p>	<p>Secretariat, Board, Members</p> <p>Secretariat, Board</p> <p>Secretariat, Board</p> <p>Board</p> <p>Secretariat, Members</p>
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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.

<p>3.1 ENQA will contribute to innovation of quality assurance by coordinating and participating in various projects. Applications for funding for new projects will be submitted in late 2024, on topics including cross-border quality assurance, quality assurance of trans-national education, and quality assurance of European university alliances.</p>	<p>Secretariat, Board, Members</p>
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<p>3.2 ENQA will continue to support discussions on developments in external quality assurance methodologies in the context of the revision of the ESG and implications for/of this for quality assurance agencies.</p>	<p>Secretariat, Board, Members</p>
<p>3.3 If appropriate, ENQA will set up another working group according to the needs and interests of members, potentially exploring issues such as the use of digital tools and artificial intelligence in quality assurance.</p>	<p>Members, Secretariat</p>
<p>3.4 ENQA will continue to enhance its profile as the expert body on external quality assurance in Europe by publishing small-scale analyses, discussion papers and briefing notes.</p>	<p>Secretariat, Board, Members</p>
<p>In 2026, ENQA will continue to work on the revision of the ESG, as well as continue any projects awarded in 2025.</p>	<p>Secretariat, Board, Members</p>

List of confirmed projects for 2025

ENQA as coordinator:

Project	Coordinator	Duration	ENQA budget (€)	ENQA main tasks
Civil Society Cooperation in the field of Education and Training (Operating Grant)	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)
Supporting European QA Agencies in meeting the ESG II (SEQA-ESG2)	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
Implementation and Innovation in QA through peer learning (IMINQA)	Flemish Ministry of Education and Training	May 2022 to May 2025 (36 months)	58 393	Lead WP5 QA of micro-credentials, which includes: -follow-up on recommendations of MICROBOL -creation of peer support and exchange of practices among stakeholders -developing guidebook for HEIs and agencies
INterconnection/ INnovation/INclusion: Austrian contributions to the EHEA 2030	Austrian Federal Ministry of Education, Science and Research	36 months	1 750	- Contribute to the project activities that aim to establish an international network on the recognition of prior learning (RPL) - Provide advice on setting up the network and facilitate the exchange of information and dissemination.
Harmonisation, quality assurance and	OBREAL (Spain)	June 2023 – May 2028 (5 years)	302 000 staff costs (other expenses are	- Support the Technical Unit in Africa to coordinate agency reviews and consultancy visits, including training for agencies and experts

accreditation in Africa (HAQAA3)			centralised with the coordinator)	<ul style="list-style-type: none"> - Coordinate a Task Force to conduct a review of the ASG-QA - Provide input for training on external QA - Contribute to policy dialogue between Africa and the EHEA
Forum of European Universities for All FOR-EU4All	European Consortium of Innovative Universities	48 months Due to start late 2024	/ (travel/subsistence expenses for attending meetings will be covered at cost)	ENQA is an associated partner and will sit on the Advisory Board to provide input on issues related to quality assurance.