

**Strategy Implementation Plan (Work Plan) of the National Agency for Higher Education Quality Assurance for 2024-2026**

Area of responsibility	Implementation measures	Performance indicators	Terms of execution	Performers.
<b>1. Accreditation of education programmes</b>	1.1. Approval of schedules for accepting applications for accreditation of education programmes;	1.1.1. Decision-making on approval of the National the Agency for Higher Education Quality Assurance (hereinafter NAQA)	Annually, by 1 September	NAQA Secretariat, NAQA members
	1.2. Decision-making on accreditation, refusal of accreditation, conditional (deferred) accreditation accreditation;	1.2.1. Decision on accreditation/refusal of accreditation	On an ongoing basis	NAQA Members
	1.3. Development of the Procedure for the Commission's work on consideration of applications of higher education institutions for conditional (deferred) accreditation in accordance with paragraph 2 of Resolution of the Cabinet of Ministers of Ukraine of 16 March 2022 No. 295 of the National Agency for Quality Assurance quality of higher education;	1.3.1. Making a decision NAQA for approval	Until 1 September 2024	NAQA Secretariat, NAQA members
	1.4. Approval of the form of information on self-assessment of the education programme and the form of the expert report in accordance with the Regulations on accreditation of education programmes for the training of higher education students education;	1.4.1 Making a decision NAQA on approval	Until 1 September 2024	NAQA Secretariat, NAQA members
<b>2. Post-accreditation monitoring</b>	2.1. Development of recommendations on conducting post-accreditation monitoring;	2.1.1. Recommendations for conducting of post-accreditation monitoring has been prepared. Decision-making on	By December 2024	NAQA Secretariat, NAQA members

		testing of post-accreditation monitoring		
	2.2. Testing of post-accreditation monitoring for 30 education programmes of different HEIs;	2.2.1. Decision/Order to conducting post-accreditation monitoring for 30 education programmes of different universities	By May 2025	NAQA Secretariat, external NAQA members stakeholders
	2.3. Adjusting the procedure post-accreditation monitoring based on the results of the pilot;	2.3.1 Amendments were made to the post-accreditation procedure monitoring	first half of 2025	NAQA Members, HEIs
	2.4. Improvement of internal mechanisms and post-accreditation monitoring tools;	2.4.1 Internal mechanisms and tools have been improved post-accreditation monitoring	By December 2025	NAQA Secretariat, NAQA members
	2.5. Developing recommendations for higher education institutions on how to pass post-accreditation monitoring and improving the quality monitoring systems for education programmes;	2.5.1. Recommendations for higher education institutions to undergo post-accreditation monitoring	Second half of the year 2025	NAQA Secretariat, NAQA members
<b>3. Institutional accreditation</b>	3.1 Define the concept and model of institutional accreditation in Ukraine;	3.1.1. Measures were taken to develop the concept and model of institutional accreditation in Ukraine	By December 2024	IA Secretariat, NAQA members, working group
	3.2. Development of the Temporary Procedure for Institutional Accreditation	3.2.1. The Temporary procedure for institutional accreditation	By December 2024	NAQA Secretariat, NAQA members, working group
	3.3 Pilot the procedure of institutional accreditation in higher education institutions of Ukraine;	3.2.1. The procedure of institutional accreditation in Ukrainian higher education institutions	By December 2025	NAQA Secretariat, NAQA members, HEI
	3.4. Development of the Regulations on institutional accreditation;	3.3.1. The project was developed Regulations on institutional accreditation; 3.3.2. NAQA decided submit a draft Regulation on	By 2026  No later than 6	NAQA Secretariat, NAQA members, working group

		institutional accreditation for approval by the Ministry of Education and Science	months after the end of the military state	
	3.5. Decision-making on institutional accreditation or denial of accreditation based on the results of the examination;	3.4.1 Decision-making by NAQA	On a permanent basis (after approval of the Regulations)	Members of NAQA
<b>4. Activities of experts on accreditation of education programmes of NAQA</b>	4.1 Amendments to the Procedure for Selection and Maintenance of the Register of Experts of the National higher education quality assurance agencies for accreditation of education programmes;	4.1.1. NAQA decision on amendments	Until 1 September 2024	NAQA, expert support department
	4.2. Development of the Regulations on the expert and the expert group;	4.2.1. NAQA decision on approval of the Regulations on the expert and the expert group	Until 1 October 2024	NAQA, support department experts
	4.3. Develop a system for evaluating the work of experts based on the results of their participation in accreditation examinations;	4.3.1 Implementation of a system of expert evaluation for results of participation in accreditation examinations	Until 1 September 2024	NAQA, expert support department
	4.4. Selection of persons to the Register of Experts for accreditation of education programmes;	4.4.1 Decision of NAQA on inclusion in the Register of Experts	On an ongoing basis	NAQA, support department experts
	4.5. Organisational support of accreditation examinations;	4.5.1. Form expert groups, conduct briefings, ensure document flow with experts for proper registration of cooperation and payment for the work performed	On an ongoing basis	NAQA Deputy Chairmen, expert support department

	4.6. Conducting surveys of experts and guarantors of education programmes;	4.6.1. Annual report	Once per half a year; on a permanent basis on the basis of	Deputy Chairpersons, expert support department
<b>5. Activities of sectoral expert councils (SECs) of NAQA</b>	5.1. Bringing the Regulation on the SES in line with the Regulation on Accreditation (2024);	5.1.1. Adoption of NAQA's decision on approval;	Until 1 September 2024	NAQA Chairman, his deputies, NAQA members, members of the Secretariat (work in the format of relevant working groups)
	5.2. Amendments to the Procedure for nominating and electing members of the ERC;	5.2.1. NAQA decision on approval	If necessary	NAQA Chairman, his deputies, NAQA members, Secretariat (work in the format of relevant working groups)
	5.3. Organise competitions to the PIC; support the activities of the competition commissions (CC) for the selection of PIC members;	5.3.1. NAQA decision on approval of personal data composition of the HES based on the results of the tender / announcement of the tender	On an ongoing basis	NAQA Secretariat, CC members
	5.4. Organise training and consultation events targeted at the members of the ERG;	5.4.1. Conducting seminars, roundtables, trainings for the members of the CER 5.4.2. Creating webinars for the members of the GER	On an ongoing basis	NAQA Chairman, NAQA Vice-Chairmen, Secretariat
<b>6. Improving the training of experts NAQA</b>	6.1. Development of updated guidelines for the application of quality assessment criteria education programmes;	6.1.1. NAQA decision to approve the recommendations	Until 1 December 2024	NAQA, analytical and training sector

in accordance with modern quality assurance requirements				security, Department of accreditation of education programmes
	6.2. Update the online course for candidates for experts in accreditation of education programmes;	6.2.1. Adoption of NAQA decision on approval of an online course for candidates for accreditation of education programmes	Until 1 February 2025	NAQA, analytical and training sector provisioning
	6.3. Preparation of video courses on topical issues of quality assessment;	6.3.1. NAQA decision to approve video courses	If necessary	NAQA, analytical and training sector provisioning
	6.4. Develop and implement a training programme;	6.4.1. NAQA decision to approve the training programme; 6.4.2. Conducting trainings for international experts 6.4.3. Conducting trainings for students - potential experts of the National agencies 6.4.4. Conduct trainings for persons who may be involved in expert groups as Employer representatives 6.4.5. Conducting trainings for persons included in the Register of Experts	Until 1 December 2024; if necessary	NAQA, analytical and training sector provisioning
7. and 7. Procedures related to the award	7.1. Administration and maintenance of the information system The National Agency "NAQA.svr" (hereinafter - the	7.1.1. Functional and current state of the IS. Prepared proposals (for	On an ongoing basis	Authorised unit of NAQA Secretariat,

deprivation of a doctoral degree	IS) intended for entering information, provided for in the Procedure for awarding the degree of Doctor of Philosophy and cancellation of the decision a one-time specialised academic council of a higher education institution or research institution to award the degree of Doctor of Philosophy, approved by CMU Resolution of 12 January 2022 № 44 (hereinafter - Procedure 44); analysis of the IS improvement needs.	of the Procedure 44 and amendments (if necessary) to the Procedure for the functioning of the information system of the National Agency for Quality Assurance in Higher Education "NAQA.svr".		NAQA secretariat, NAQA
	7.2. Monitoring of information provided by higher education and research institutions (hereinafter referred to as institutions), the Ministry of Education and Science of Ukraine (hereinafter - MES), IA to IS. Analysing errors and problems that arise when entering relevant information, conducting explanatory and advisory work to resolve and prevent them; informing institutions about violations detected when entering information into the IS.	7.2.1. Minimise errors and problems that arise when entering information into the IS.	On an ongoing basis	Authorised unit NAQA Secretariat, NAQA Secretariat
	7.3. Consideration of reports of violations the procedure for defending a dissertation established by Procedure 44.	7.3.1. Making decisions on violations of the established Procedure 44 of the procedure for defending a dissertation within the limits, procedure and in the manner determined by legislation.	On an ongoing basis	Authorised unit NAQA Secretariat, NAQA Secretariat, Committee on one-off activities Specialised Academic Councils of the National Academy of Sciences, the National Academy of Sciences

	7.4. Generalisation of the practice of reviewing reports of violations of the established Procedure 44 of the procedure for defending a dissertation and the decisions taken as a result of such review; formulation (if necessary) of proposals for amendments to Procedure 44 and the Procedure for Reviewing Notifications of Violation of the Procedure for Defending a Dissertation for the Degree of Doctor of Philosophy.	7.4.1 Improving the mechanism for reviewing reports of violations of the established Order 44 procedures for defending a dissertation and acceptance decisions based on the results of such review; prepare proposals (if necessary) to amend Procedure 44 and amendments (if necessary) to The Procedure for Considering Notifications of Violation of the Procedure for Defending a Dissertation for the Degree of Doctor of Philosophy.	On an ongoing basis	Authorised unit of NAQA Secretariat, the NAQA Secretariat, The Committee on issues related to the activities of one-off specialised of the Academic Councils of the National Academy of Sciences of Ukraine
	7.5. Generalisation of the practice of certification of candidates for the degree of Doctor of Philosophy and activities of one-time specialised academic councils, formulation of proposals for amendments to Procedure 44 (if necessary).	7.5.1. Improvement of the mechanism of certification of degree candidates D. degree and the activities of one-time specialised academic councils. Proposals have been prepared (if necessary) amend Procedure 44.	On an ongoing basis	Authorised unit of NAQA Secretariat, NAQA Secretariat, The Committee on issues related to the activities of one-off specialised of the Academic Councils of the National Academy of Sciences of Ukraine
<b>8. Improving the analytical activities of the National Agency in accordance with requirements of ESG 3.4</b>	8.1. Conducting a study of the best practices, trends, patterns, challenges and opportunities for improvement according to a specific ESG-2015 criterion/standard. Development recommendations based on the research findings;	8.1.1. Analytical reports on research results	By October 2024	NAQA, Analytical and training support
	8.2. Conducting case studies on national level on topical issues	8.2.1. Analytical reports on research results	On a permanent basis on the basis of	NAQA,

	Quality assurance of higher education (in particular, typical problems identified by the external ensuring the quality of higher education). Development of recommendations based on the results of the study;			Analytical and training sector provisioning
	8.3. Dissemination of analytical research results;	8.3.1 Organised, systematic dissemination of case study results	On an ongoing basis	NAQA, Public Relations and International collaborations
<b>9. 9. academic integrity</b>	9.1. Consideration of complaints/notifications regarding the facts of academic plagiarism, fabrication, falsifications (hereinafter referred to as violations of academic integrity) in defended dissertations for academic degrees.	9.1.1. Decision-making on violations of academic integrity within the limits, in the manner and in the manner determined by the legislation.	On an ongoing basis	Authorised unit NAQA Secretariat, Ethics Committee NAQA
	9.2. Generalisation of the practice of reviewing complaints/notifications of violations of academic integrity and decisions made on the results of such consideration; formulation (if necessary) of proposals for amendments to the Law of Ukraine "On Higher Education", the Law of Ukraine "On Scientific and Scientific-Technological Activities", the Law of Ukraine "On Academic Integrity" (if adopted), Procedure 44, the Procedure for Awarding and Revoking the Degree of Doctor of Sciences, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 1197 dated 17 November 2021, amending the Procedure for consideration of complaints/notifications about academic plagiarism, fabrication, falsification.	9.2.1. Improvement of the mechanism for reviewing complaints/notifications of violations of academic integrity and the decisions taken as a result of such review; prepare proposals (if necessary) to amend the Law of Ukraine "On Higher Education", The Law of Ukraine "On Scientific and Scientific and Technical Activities", The Law of Ukraine "On Academic Integrity" (if adopted), Procedure 44, The procedure for awarding and deprivation of the degree of Doctor of Science, approved by the	On an ongoing basis	Authorised unit NAQA Secretariat, NAQA Ethics Committee



		by the Resolution of the Cabinet of Ministers of Ukraine 17 November 2021. No. 1197, amended (if necessary) the Procedure for Consideration of Notifications on Violation of the Procedure for Defence of a Dissertation for the Degree of Doctor of Sciences philosophy.		
	9.3. Organisation of work on information and advisory support of institutions to ensure academic integrity in education and scientific activities.	9.3.1. Reducing the number of violations of academic integrity in the education and research activities of institutions, promoting positive practices of academic ethics and integrity.	On an ongoing basis	Authorised unit NAQA Secretariat, NAQA Ethics Committee
<b>10. Formation of requirements for the Quality Assurance System of Higher Education, independent agencies</b>	10.1. Development of the Regulation on Accreditation of Independent Assessment Institutions and ensuring the quality of higher education;	10.1.1. The Regulation on Accreditation of Independent Assessment Institutions was developed; 10.1.2. NAQA decided to submit the draft Regulation on the accreditation of independent assessment agencies for approval to the MES	By June 2025  No later than 6 months after the end of martial law	NAQA Secretariat, NAQA members, MES
	10.2. Piloting the accreditation procedure for independent assessment bodies and ensuring the quality of higher education;	10.2.1. Pilot studies have been carried out accreditation of independent assessment and assurance institutions quality of higher education	During 2025-2026 years	NAQA, NAQA Secretariat
	10.3. Conducting accreditations of independent institutions for evaluation and quality assurance of higher education and maintaining their register;	10.3.1. Decision-making by NAQA on accreditation; 10.3.2. -Creation and updating of the register of accreditations carried out by independent institutions	Permanently, after the adoption of the Regulation	NAQA Secretariat, NAQA

	10.4. Development and approval of requirements to the Quality Assurance System of higher education by higher education institutions, quality of education activities and quality of higher education (internal quality assurance system);	10.4.1 Adoption of the IA's decision on approval	After the adoption of the Regulation on institutional accreditation	NAQA Secretariat, NAQA members
<b>10. Harmonisation of higher education standards</b>	11.1. Approval of standards of education activities and standards of higher education for each speciality;	11.1.1 NAQA decision-making on approval of standards	Permanently, upon submission of the Ministry of Education and Science	NAQA; Sectoral expert councils; Secretariat.
<b>12. Organisation of the internal quality assurance system of NAQA</b>	12.1. Review of the Policy and Regulations Quality Assurance;	12.1.1. Monitoring of the policy and the Regulation on ensuring the quality of operations	By December 2024	IA; IA Secretariat
	12.2. Improve tools for monitoring the quality of NAQA's work;	12.2.1.1 Improved tools for monitoring the quality of NAQA's work	By April 2025	NAQA; Analytical and training sector provisioning
	12.3. Training (professional development) of NAQA Secretariat staff to ensure compliance with high professional standards;	12.3.1. Professional development of the Secretariat staff NAQA	On an ongoing basis	NAQA; External experts
	12.4. Improve the mechanisms for collecting and providing feedback to internal and external stakeholders to ensure more efficient operation of the agency;	12.4.1. Conducting a detailed analysis to improve the feedback mechanisms from stakeholders	On an ongoing basis	NAQA; NAQA Secretariat
<b>13. Implementation of appeal and review procedures</b>	13.1. Formation of the Competition Commission for the Selection of Members of the Appeals Chamber and support of its activities;	13.1.1. NAQA's decision on formation and approval of the composition of the competition commission for selection of members of the Appeal wards.	By September 2024	NAQA, MES, Employers' Association, UAS, department

				preparation of meetings and support the work of the committees.
	13.2. Holding an objective and transparent competition for the selection of members of the Appeals wards;	13.2.1. IA decision on forming and approving the composition of the Appeals Chamber.	By November 2024	Competition Commission, NAQA.
	13.3. Creation of conditions for the Appeals Chamber's activities;	13.3.1. Implementation of measures to support the activities of the Appeals Chamber. 13.3.2. Documentary formalising the results of the Appeals Chamber's work.	On a permanent basis after the start of work	NAQA, members of the Appeals chambers, the meeting preparation department and support the work of the committees.
	13.4. Informing participants of the accreditation process in terms of appeal procedures;	13.4.1. Awareness of the accreditation process participants about the procedures appeals and appeals	By November 2024	NAQA, Public Relations and International Cooperation Department
<b>14. Organisational activities</b>	14.1. Approval of NAQA's Strategy until 2026;	14.1.1. Decision on approval by NAQA	Until 30 June 2024	Members of NAQA
	14.2. Publication of a report on the quality of higher education in Ukraine, its relevance the tasks of sustainable innovative development of society, a report on its activities, formulating proposals for legislative support of the quality of higher education;	14.2.1. Adoption of NAQA resolution on approval of NAQA Annual Reports on activities for 2024/2025/2026	Every year	NAQA members, Secretariat

	14.3. Development of proposals for amendments to regulations on quality assurance in higher education;	14.3.1. NAQA decision on approval of proposals to the draft act	Ongoing, as needed	NAQA members, Secretariat
	14.4. Bringing local regulations of NAQA;	14.3.2. NAQA decision on approval	On an ongoing basis	NAQA members, Secretariat
<b>15. Anti-corruption activities</b>	15.1. Analysis of corruption risks, preparation of measures to effectively eliminate and/or minimise them in NAQA's activities;	15.1.1. Corruption risks in of NAQA activities have been identified. A register of corruption risks has been created	Until 30 June 2025	Chairman of NAQA, Head of the Secretariat, authorised person for the prevention and detection of corruption
	15.2. Develop and approve NAQA Anti-Corruption Programme for the purpose of forming and implementing the internal anti-corruption policy;	15.2.1. NAQA decision on approval	Until 30 June 2025	NAQA Head, NAQA members, head of the secretariat, authorised representative Person for the prevention and detection of corruption
	15.3. Implementation of measures envisaged by NAQA Anti-Corruption Programme to improve the effectiveness of the system of preventing and combating corruption;	15.3.1. Implementation of general and priority anti-corruption measures is ensured	On an ongoing basis	NAQA chairman, Head of the Secretariat, authorised person for the prevention and detection of corruption

<b>16. International activities</b>	<p>16.1. The National Agency joined the European Association for Quality Assurance in Higher Education (ENQA) and was included in the European Quality Assurance Agency Register (EQAR);</p>	<p>16.1.1. Participation in the project Support for European quality assurance agencies in achieving ESG compliance (SEQA-ESG)</p> <p>16.1.2. Full compliance with the standards and recommendations for quality assurance in the European Higher Education Area Education (ESG) 2015</p>	By January 2026	NAQA Head, NAQA members, secretariat
	<p>16.2. Continuing and expanding cooperation with international organisations to ensure quality of higher education, academic integrity and foreign accreditation agencies;</p>	<p>16.2.1. Participation in joint international events</p> <p>16.2.2. Communication with international support organisations quality of higher education, academic integrity and foreign accreditation agencies</p> <p>16.2.3. Signing memoranda and agreements</p>	On an ongoing basis	NAQA Chairman, NAQA members, secretariat, liaison department public and international cooperation
	<p>16.3. Applying to foreign accreditation agencies to take into account the Ukrainian legislation, standards, licence conditions and regulations developed for EHEA by foreign agencies in the accreditation of education programmes in Ukraine</p>	<p>16.3.1 Common positions between NAQA and foreign agencies on accreditation procedures</p>	By December 2024	NAQA Chairman, NAQA members, secretariat, liaison department public and international cooperation
	<p>16.4. Development of an algorithm of actions and criteria for initiating the issue of changing the list of accreditation agencies in the CMU resolution</p>	<p>16.4.1 An algorithm of actions and criteria for initiating issues on changing the list have been developed accreditation agencies in the CMU resolution</p>	By December 2024	NAQA Chairman, NAQA members, secretariat, liaison department public and international cooperation

	16.5. Development of proposals for the list of foreign accreditation agencies and agencies for quality assurance of higher education to be submitted to the Cabinet of Ministers	16.5.1. Proposals for the list of foreign accreditation agencies to be submitted to the Cabinet of Ministers and Higher education quality assurance agencies	By December 2024	NAQA Chairman, NAQA members, secretariat, liaison department public and international cooperation
	16.6. Informing stakeholders, in particular HEIs, about changes in cross-border quality assurance	16.6.1. The level of awareness of stakeholders, in particular HEIs, about changes in cross-border quality assurance	By December 2024	NAQA Chairman, NAQA members, secretariat, liaison department public and international cooperation
	16.7. Continue and expand NAQA's participation in international grant projects;	16.7.1. Management of existing projects 16.7.2. Preparation and submission of new grant applications	On an ongoing basis	Public Relations and International collaborations
<b>17. Establishing a dialogue with the public and creating conditions for citizen participation in the implementation of state policy in the field of higher education quality assurance</b>	17.1. Support and development of NAQA information resources;	17.1.1. Continuous filling NAQA's official website and social media pages	On an ongoing basis	Public Relations and international cooperation
	17.2. Ensuring open and transparent operation of the agency;	17.2.1. Promptly informing the public about the activities of and NAQA solutions	On an ongoing basis	Public Relations and International collaborations
	17.3. Carry out activities for interaction with stakeholders;	17.3.1. Organising and conducting seminars, roundtables, trainings, working meetings, etc. 17.3.2. Holding the annual Higher Education Quality Forum (UQAF)	On an ongoing basis	NAQA Chairman, NAQA members, secretariat, liaison department public and international cooperation