



National Center for
Educational Quality Enhancement
(NCEQE)

STRATEGIC PLAN

2013-2017

Short Summary

Tbilisi, Georgia

Introduction

The Strategic Plan of the Legal Entity of Public Law - National Center for Educational Quality Enhancement (NCEQE) for 2013-2017 reflects the NCEQE's long-term vision in terms of educational quality enhancement in Georgia, its function and place in the process, and interprets the NCEQE's objectives and main tasks.

The Strategic Plan, on the one hand, represents a document of the NCEQE that promotes coordinated and efficient operation of the NCEQE's structural units to attain its declared objectives, and, on the other hand, it is considered by the NCEQE staff as an opportunity to share their vision to all stakeholders and thus, contribute to the assessment and further improvement of the activities of NCEQE.

The 2013-2017 Strategic Plan provides an outline of the NCEQE mandate, organizational structure approved by the legislation as well as the NCEQE's statute; it reflects the vision of future as well as the mission of the NCEQE staff specifying strategic directions, objectives, tasks and sub-tasks and provides Action Plan and Monitoring Plan for 2013-2017.

Review of the NCEQE Mandate

The Legal Entity of Public Law - National Center for Educational Quality Enhancement (hereinafter the NCEQE) has been established for the purpose of promoting quality of education throughout Georgia. It performs functions defined by Law and implements relevant programmes. The NCEQE is a legal entity of public law under the Ministry of Education and Science of Georgia.

Commensurate with the Law of Georgia on Educational Quality Enhancement and Order №89/n of the Minister of Education and Science of Georgia, the National Center for Educational Quality Enhancement was established on September 14, 2010.

The NCEQE is independent in its activities. It operates according to publicity and transparency principles, in accordance with the Constitution of Georgia, international treaties and agreements of Georgia, the Law of Georgia on Educational Quality Enhancement and other legislative acts, NCEQE Statute, approved by the Ministry and other legal acts.

For the purpose of attaining the objectives incorporated in the Statute of NCEQE and within the competence defined by the Georgian legislation, the NCEQE shall:

- perform authorisation of educational institutions and accreditation of educational programmes; control fulfillment of terms of authorization and accreditation, and apply measures established by the legislation of Georgia when deficiencies are identified;
- conduct accreditation of teacher professional development educational programmes;
- ensure elaboration of sectoral and vocational standards, their approval and further improvement by means of establishing thematic working groups and coordinating their activities;
- provide consultations concerning the issues of improvement of quality of educational programmes, authorisation and accreditation; elaborate recommendations, conduct summits, trainings, seminars, and national as well international conferences;
- provide verification of credentials issued in Georgia, including legalization and apostillization;
- conduct recognition of foreign education
- operate the Register of Educational institutions;
- promote the process of free movement of school, vocational and university students, academic personnel and administer student mobility procedures;
- conduct recognition of higher education acquired on the occupied territories, recognition of higher education of persons who studied at licensed higher education institutions, recognition

of education of individuals who graduated from educational institutions which were liquidated or ceased educational activities, who are not able to prove their education or qualification, also recognition of education of refugees and IDPs, and issues Diplomas/vocational Diplomas certifying state vocational education;

- provide services in relation with the correct use of the Georgian language on a contractual basis, set up working groups and publish integrated bulletin of scientific-technical terminology on an annual basis;
- check state educational documents - forms of strict accounting with regard to the correct use of language;
- collaborate with the relevant international and foreign organizations and independent experts, and participate in the activities of these organizations;
- certify the compatibility of a specialty / list of specialties, submitted by Faculties of a higher education institution, with Masters' educational programme directions of higher education institutions approved by the Government of Georgia;
- ensure information transparency in relation with the activities implemented by the NCEQE;
- pursue publishing activities;
- undertake supporting economic activities;
- explore international practices with the aim of experience-sharing;
- ensure implementation of publishing activities;
- discharge other authorities, envisaged by law

The NCEQE is funded from the following sources: targeted funds allocated from the state budget of Georgia, fees for services rendered by the NCEQE and other revenues, allowed by the law of Georgia. It is accountable for due spending of budget funds, and has a completed balance and an account with the Treasury.

THE NCEQE STRUCTURE

The NCEQE is managed by the Director, who is appointed and dismissed by the Minister of Education and Science of Georgia in agreement with the Prime-Minister of Georgia. The NCEQE Director has a deputy. A Deputy Director is appointed and dismissed by the Director in an agreement with the Minister.

The NCEQE consists of the following structural units:

1. Administration
2. Authorisation and Accreditation Department;
3. Department for Educational Programmes;
4. Department for Registry, Apostille and Legalization;
5. Legal Aid Department;
6. Department for Strategic Development;
7. Monitoring;
8. Division for Recognition of Education;

The structural units of NCEQE are divided into divisions (Annex A).

THE NCEQE VISION

The NCEQE vision of the future is that educational institutions in Georgia will serve as solid and sustainable knowledge networks dedicated to continuous development. In line with the rest of the civilized world, they will constantly strive for formation of competent and independent individuals and contribute to the scientific, cultural, social and economic development of the country.

Our vision is that educational institutions in Georgia will each serve as steady and sustainable knowledge hubs dedicated to continuous development. In line with the rest of the modern world, they will constantly

strive for formation of competent and independent individuals and contribute to the scientific, cultural, social and economic development of the country.

THE NCEQE MISSION STATEMENT

It is our mission to, in line with the country's strategy and its goals of integration into the international community, continuously work on the development of the education quality concept, create and maintain up-to-date standards, and ensure the related mechanisms for compliance and continuous improvement.

Thus, the NCEQE supports establishment of necessary teaching and scientific conditions at higher, vocational and general education institutions.

In order to achieve the vision in line with the organization's mission, NCEQE staff considers the following principles and approaches in their daily activities:

- The success of Georgia;
- Professionalism, dedication to work and loyalty;
- Honesty and integrity;
- Respect for labour, achievements and opinion for others;
- Impartiality;
- Awareness of responsibilities;
- Understanding our share to the common public good and remaining loyal;
- Innovative approaches and past experiences;
- Provision of high quality service;
- Contribution to the public interest and establishment of the public good;
- Continuous professional development;
- Teamwork and collegiality;
- Remaining outcome-oriented and considering expenses and benefits.

Stakeholder / Partner Analysis

The stakeholders of NCEQE are represented both by citizens of Georgia and those of foreign countries, and legal persons registered in Georgia: state and private general education institutions, vocational and higher education institutions.

The NCEQE collaborates with partner organizations (such as the Ministry of Education and Science of Georgia and following Centers established by the Ministry: National Examinations Center, National Center for Teacher Professional Development) as well as other state institutions – the Ministry of Finance of Georgia, Competition and State Procurement Agency, etc.

External partners (business sector, Georgian and international NGOs, trade unions / associations and the civil society) are considered by the NCEQE as intermediary agents between itself and beneficiaries, while mass media contributes to transparency of the NCEQE activities as well as dissemination of information. As to the civil society, it is considered to be an important partner of NCEQE in the policy formation process.

The NCEQE aims at promoting integration of Georgian education institutions in an international education area. For this purpose, the NCEQE works in close collaboration with similar international organizations and NGOs in the European Union, cooperates with international educational networks (ENIC-NARIC, the European Association for Quality Assurance in Higher Education – ENQA, Bologna Follow-up Group – BFUG) and EU funded projects (Erasmus Mundus, TEMPUS) – considered as strategic partners in the process of higher education internationalization – have a special importance to NCEQE.

National Center for Educational Quality Enhancement

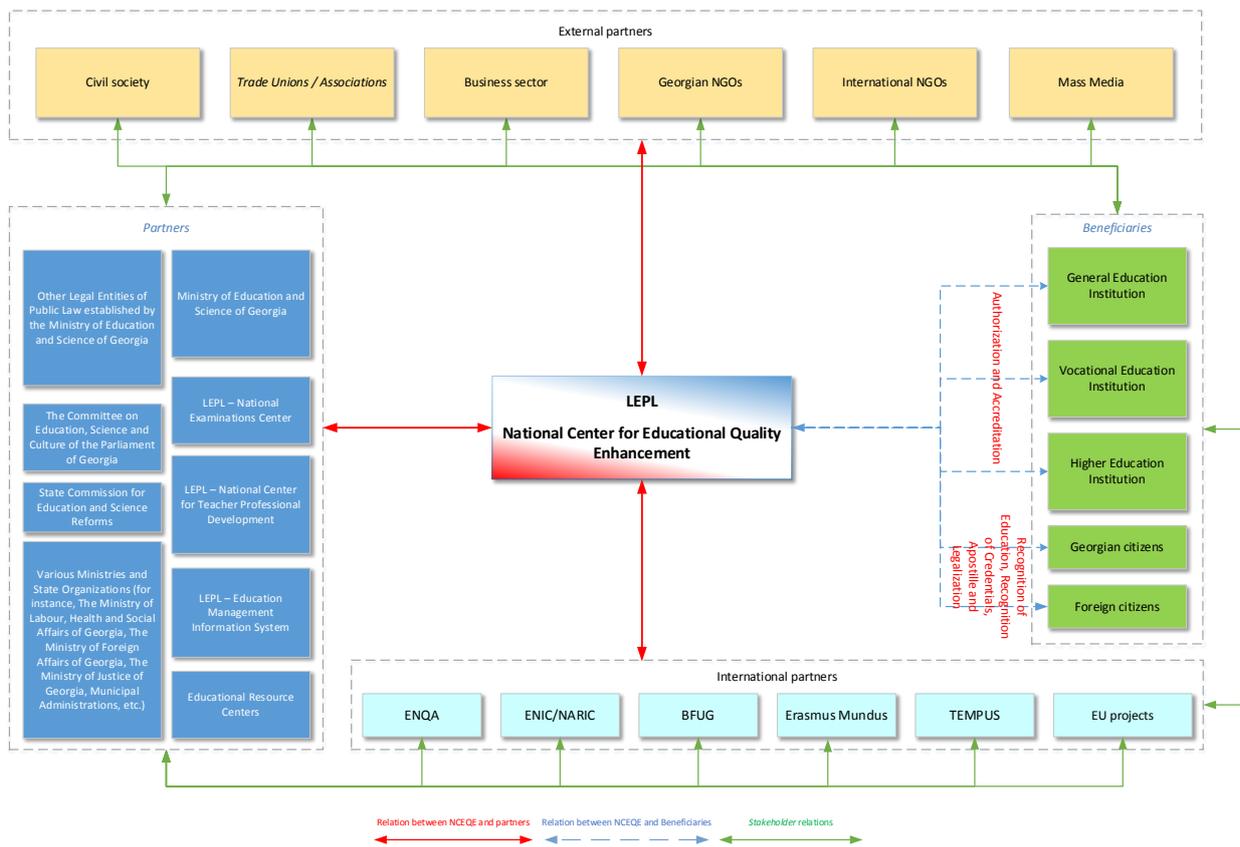


Chart 1: NCEQE's stakeholders and partners

Strategic Framework

For the purpose of assessing the NCEQE capacity and its business environment (SWOT Analysis), and implementing its mission as well as duties and responsibilities defined by the Georgian legislation, NCEQE is planning to conduct its activities for the period of 2013-2017 in four strategic directions:

1. Improvement of services rendered by the NCEQE;
2. Promotion of the development of authorisation and accreditation system of educational institutions;
3. Promotion of quality improvements in education at educational institutions;
4. Organizational development of the NCEQE.

Each strategic direction incorporates several strategic goals which, in turn, are divided into tasks and sub-tasks.

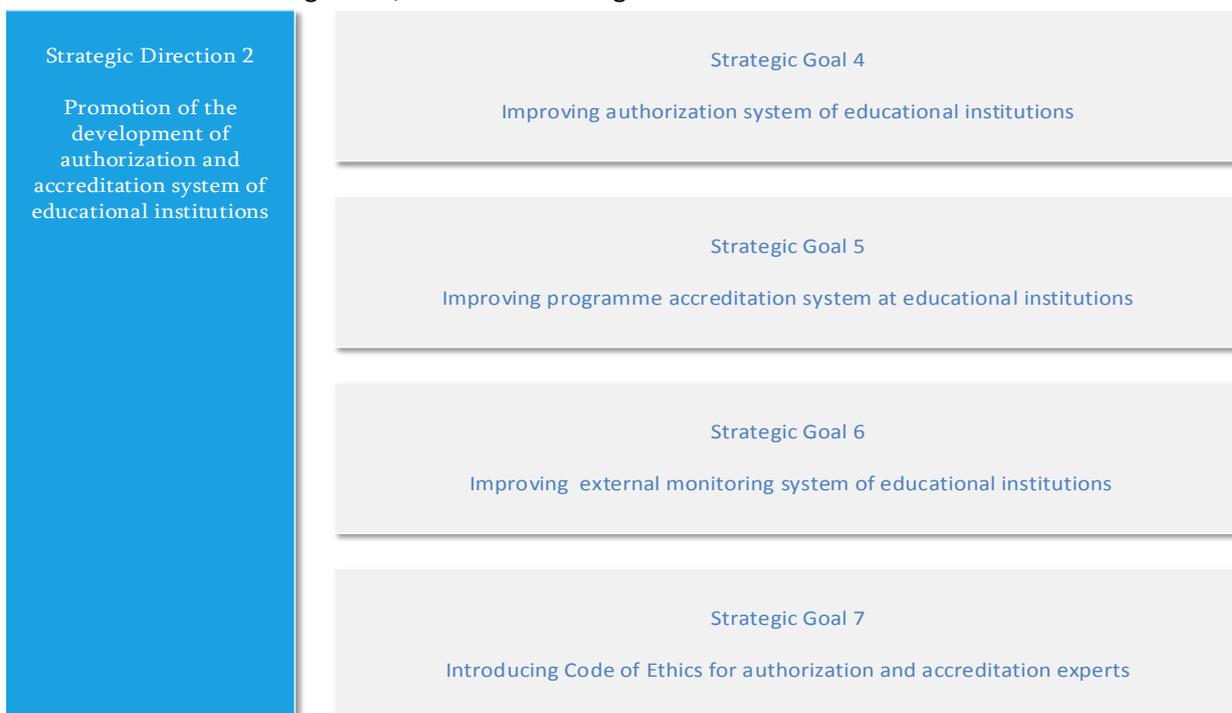
Strategic Direction 1: Improvement of Services Rendered by NCEQE

The NCEQE provides the following services to Georgian and foreign citizens: apostillization and legalization of educational documents, recognition of education and verification of credentials. Recognition of education means to acknowledge foreign education on the territory of Georgia, and apostillization and legalization ensure certification of validity of education acquired in Georgia. They facilitate both mobility from one educational institution to another, and further employment in Georgia and abroad.



Strategic Direction 2: Promotion of Authorisation and Accreditation System Development of Educational Institutions

Authorisation and accreditation process is carried out for Quality Assurance of educational institutions. Each of the processes represents an external mechanism for quality assurance covering all three levels of education: general, vocational and higher education.



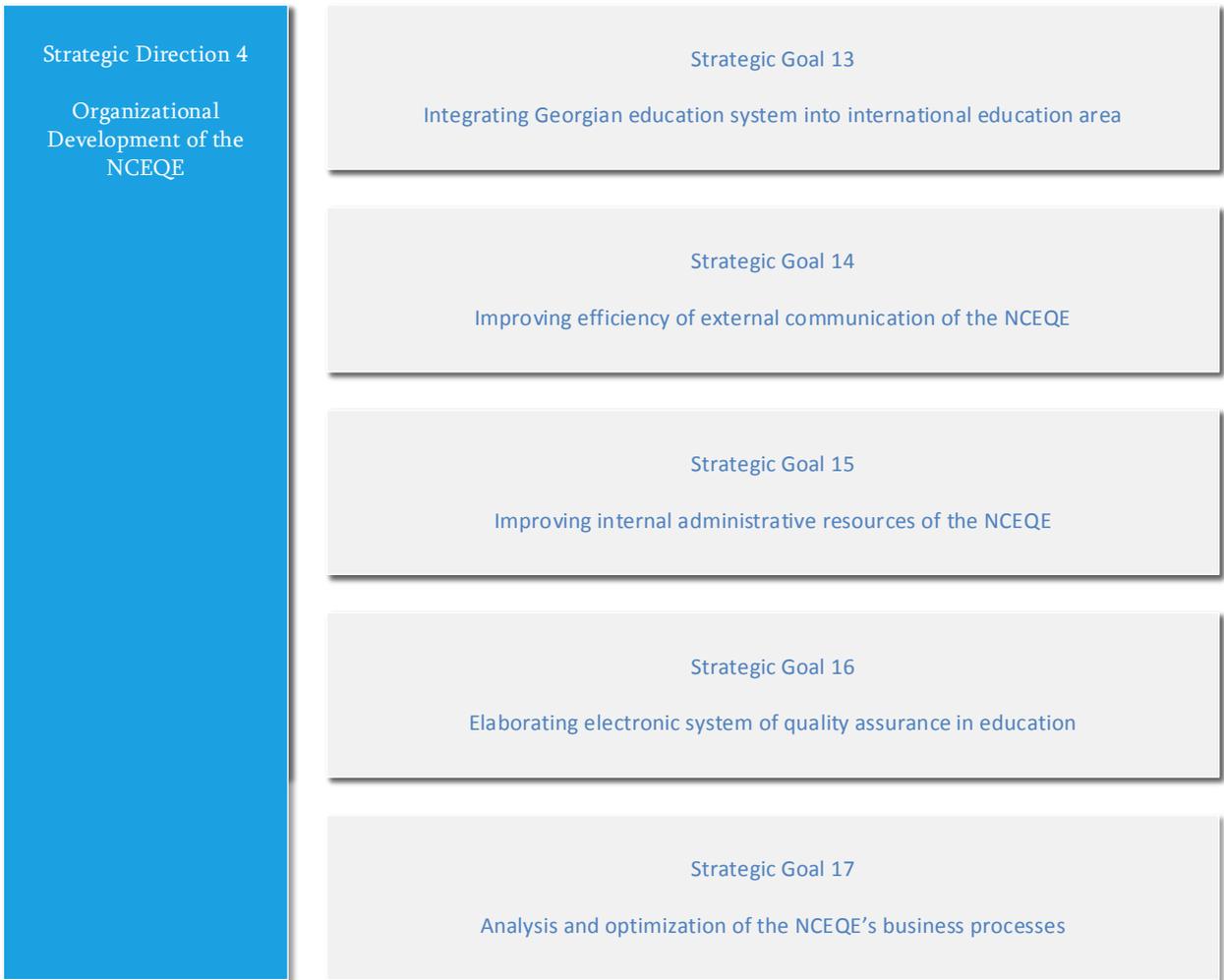
Strategic Direction 3: Promotion of Quality Improvements in Education at Educational Institutions

To improve the quality of education and maintain close cooperation with representatives of different fields, NCEQE implements the assessment of educational programmes and occupational standards, supports establishment of educational programme modules. It coordinates consultations with higher, vocational and general education institutions.



Strategic Direction 4: Organizational Development of the NCEQE

The NCEQE, through its activities, assists the establishment of international standards in the field of education in Georgia, and integration into the European education area which requires the efficient operation of the NCEQE as well as the establishment of self-evaluation and internal monitoring principles, facilitation of systemic sustainability and raising the level of awareness about the NCEQE.



Annex A NCEQE Structure

