



ashe

agency for
science and
higher education

**Online International
Conference on Revisiting
the ESG for Improved
Relevance and Clarity**

azvo.hr

17 October 2025.

Alignment of QA agencies with ESG Part III – challenges and good practices

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EQAR Register Committee member

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Agency for Science and Higher Education (ASHE)



20⁰⁵/₂₅

- 2005 – ASHE establishment
- 2011 – ENQA membership/EQAR registration
- 2017 – renewal of ENQA membership/EQAR registration
- 2022 – renewal of ENQA membership/EQAR registration (expiry date - March 2027)
- 2026 – application for ENQA targeted review
- Legal basis – Act on QA in HE and Science
- Scope of the work:

**External QA activities
(ESG activities)**

Non ESG activities)

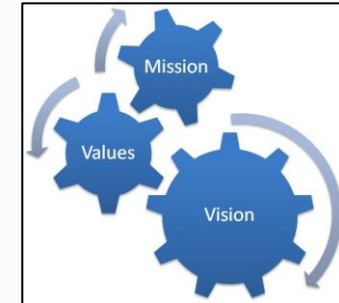
<https://www.azvo.hr/en/>

Who/What

The EHEA's official **Register of QA agencies that comply substantially with the ESG.**

Mission

Further the development of the EHEA by increasing the **transparency** of QA, and thus enhancing the **trust** and confidence in European HE.



History

The only official organisation established directly as a result of the Bologna process.

2005 - Bergen, the concept of a European register of QA agencies is welcomed by the ministers

2007 - London, ministers welcomed the establishment of a register by E4 Group

2008 - Brussels, founding of EQAR

2025 - 60 registered agencies - <https://www.eqar.eu/register/agencies/>.

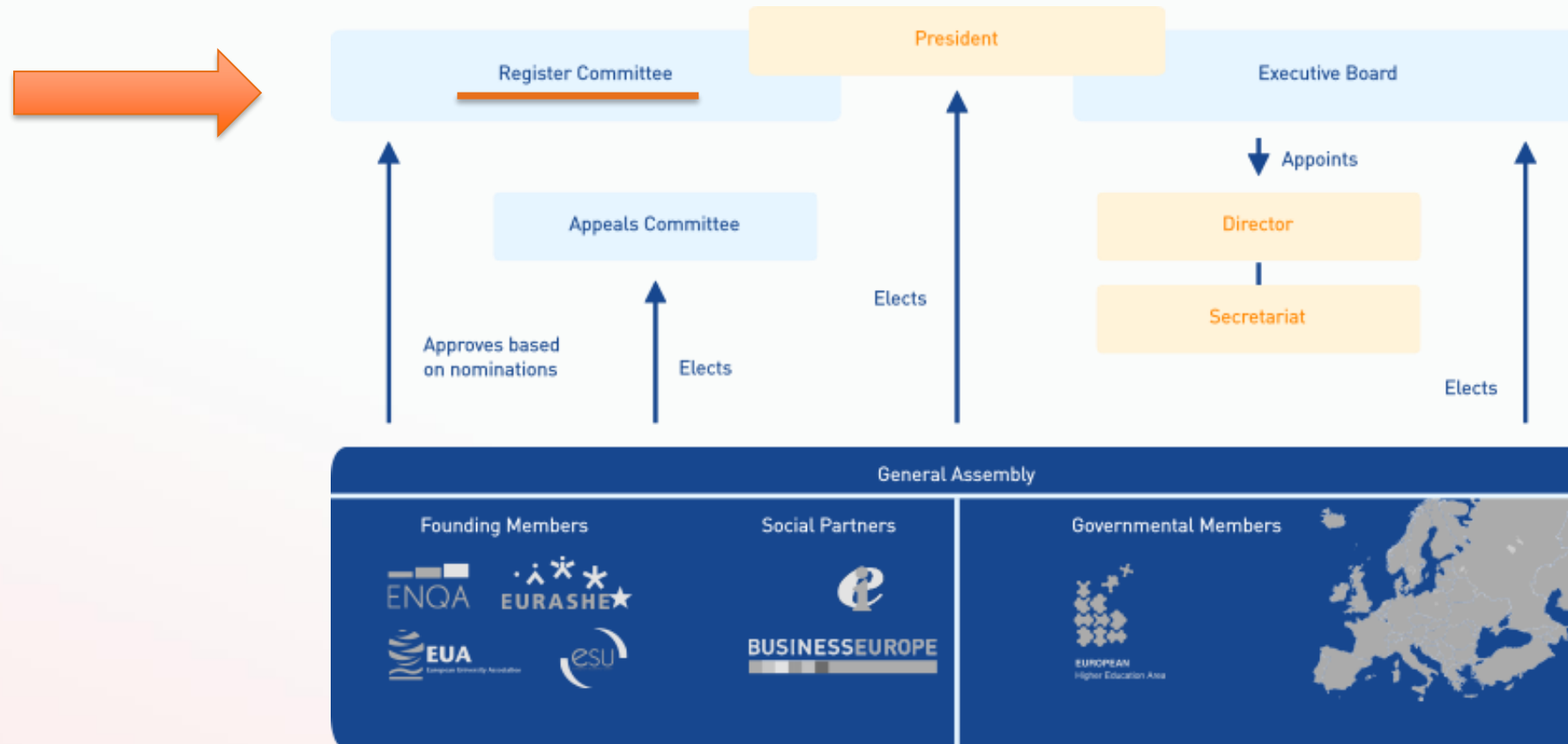
EQAR members

Founding Members: ENQA, ESU, EUA, EURASHE

Governmental Members

Social partner Members

EQAR organisation



EQAR Register Committee (RC)

- 11 members with experience in QA and HE
- Members act independently, in their individual capacity
- Each Founding Member nominates 2 members
- Each Social Partner Member nominates 1 member
- The Register Committee is approved by the General Assembly
- Chaired by the President (without voting right)
- A Vice-chair elected among the members
- Meetings at least three times per year (usually more frequently)

EQAR RC responsibilities

- Receives, evaluates and decides on applications for **inclusion on the Register** (full reviews) and applications for **renewal of the registration** (full reviews, targeted reviews);
- Considers Substantive Change Reports;
- Considers third-party complaints;
- Conducting and extraordinary review of an agency's registration;
- Adopting and revising Procedures for Applications in consultations with the General Assembly.



Ensuring consistency in EQAR RC decision -making process

ESG Compliance



EQAR Use and Interpretation of ESG

Use and Interpretation of the ESG for the European Register of Quality Assurance Agencies

1. Introduction

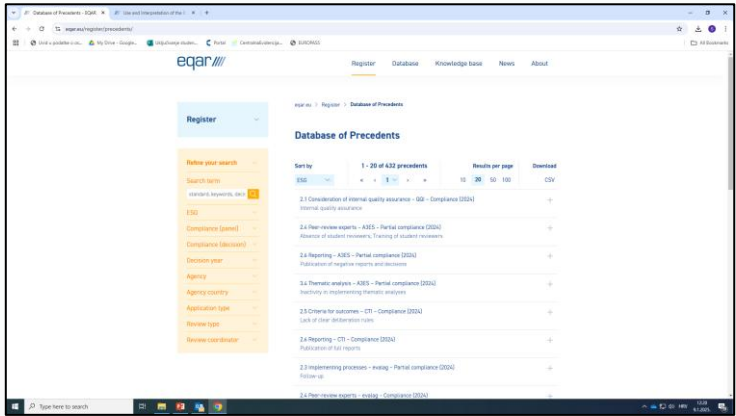
The Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2015) provide the European framework against which the quality assurance agencies (QAAs) and their activities are assessed.



Register Committee
November 2024

Ref. RC/12.1
Ver. 4.0
Date 27/11/2024
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EQAR Database of Precedents



Transparency

Registered agencies

THEQC - Turkish Higher Education Quality Council

Yükseköğretim Kalite Kurulu

SUBSTANTIAL COMPLIANCE WITH THE ESG

VIEW 143 REPORTS ON 112 INSTITUTIONS

Registration valid until: 30/04/2030 (listed since 01/10/2022)

Registration note

Website: <https://yokak.gov.tr/>

EQAR registration decisions and reports on the agency

- 27/06/2025 Renewal of Registration
- 27/06/2025 External Review Report
- 04/04/2024 Substantive Change Report
- 03/03/2023 Admission to the Register
- 03/03/2023 External Review Report
- 18/03/2021 Rejection Decision
- 18/03/2021 External Review Report

By report - EQAR

eqar.eu/qa-results/search/by-report/?agency=64&activity=406

Da biste primili buduća ažuriranja Google Chromea, trebat će vam Windows 10 ili novija verzija. Na ovom se računalu upotrebljava Windows 7.

Sort by: Upload date

1 - 20 of 133 reports

Results per page: 10 20 50 100

Filter reports

Clear all

Agency: THEQC

Country

Status

Cross-border review

Report level

Activity: Institutional Accreditation Programme

Decision

Report language

Programme type

18/07/2025 - 26/04/2028	uploaded 29/07/2025	>
THEQC INSTITUTIONAL ACCREDITATION PROGRAMME		
Bursa Teknik University		
18/07/2025 - 26/04/2028	uploaded 29/07/2025	>
THEQC INSTITUTIONAL ACCREDITATION PROGRAMME		
Bursa Uludağ University		
18/07/2025 - 26/04/2028	uploaded 29/07/2025	>
THEQC INSTITUTIONAL ACCREDITATION PROGRAMME		
Cukurova University		
18/07/2025 - 26/04/2028	uploaded 29/07/2025	>
THEQC INSTITUTIONAL ACCREDITATION PROGRAMME		
Firat University		
18/07/2025 - 26/04/2028	uploaded 29/07/2025	>
THEQC INSTITUTIONAL ACCREDITATION PROGRAMME		
Harran University		

DEQAR

Database of External Quality Ass

eqar.eu/qa-results/search/by-institution/?query=&agency=26&country=177

Da biste primili buduća ažuriranja Google Chromea, trebat će vam Windows 10 ili novija verzija. Na ovom se računalu upotrebljava Windows 7.

Sort by: Name

7 providers

Results per page: 10 20 50 100

Filter providers

Clear all

Search term: name, city, country, ETER

Category

Agency: FIBAA

Country: Türkiye

QF-EHEA levels

Status

Cross-border review

Report level

Altinbas University	DEGARINST2547	IIETER TR0132	>
Altınbaş Üniversitesi			
İstanbul (Türkiye)			
Ege University	DEGARINST2432	IIETER TR0037	>
Ege Üniversitesi			
İzmir (Türkiye)			
İbn Haldun University	DEGARINST7649	IIETER TR0212	>
İbn Haldun Üniversitesi			
İstanbul (Türkiye)			
İstanbul Medipol University	DEGARINST2549	IIETER TR0134	>
İstanbul Medipol Üniversitesi			
İstanbul (Türkiye)			
Maltepe University	DEGARINST2558	IIETER TR0143	>
Maltepe Üniversitesi			
İstanbul (Türkiye)			

ESG Part III

3.1 Activities, policy and processes for QA

3.2 Official status

3.3 Independence

3.4 Thematic analysis

3.5 Resources

3.6 Internal QA

3.7 Cyclical external review of agencies

ESG Part III – Challenges and Key Success Factors



Activities, policy and processes for QA (ESG 3.1)

- Different types of **external QA activities** (accreditation, audit, assessment, review, programme and institutional approaches, cross-border activities...) conducted on the regular basis in accordance with the agency's publicly available **mission, goals and objectives**.
- Involvement of **students' and other stakeholders'** representatives in the agency's bodies, review panels and QA activities (development of methodologies, evaluations, decision-making process etc.).
- Clear distinction between **ESG and non-ESG activities**.
- Support to HEIs but **not „consultancy“**.

Official status (ESG 3.2)

- Legal status of the agency.
- Formally recognised as QA agency in HE system(s).
- Provides security that outcomes of the processes are accepted.

Independence (ESG 3.3)

Organizational independence

- guaranteed in official documents
- balanced distribution of power** among stakeholders in governing the agency
- nomination and appointment** of agency's bodies (Management Board, Accreditation Council, Appeal Committee, Follow-up Committee...) and director
- rules for dismissing** the members of agency's bodies and director

Operational independence

- managing agency's own resources**, staff recruitment, deciding about organisational structure
- development and revision of **own procedures and methodologies**
- nomination and appointment of external experts

Independence of formal outcomes

- preventing undue influence** of stakeholders on outcomes

Agency's thematic analysis (ESG 3.4)

- Based on the **findings from external QA activities**.
- Analysis based on information and data collected through other agency's activities, analysis that reflect agency's experience in conducting QA activities, analysis focused on research and bibliometric data, summaries of QA reports etc.

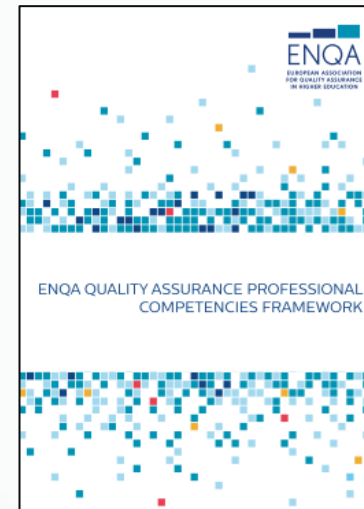


Valuable, but not
thematic analysis!

- **Regular conducting** of thematic analysis on a cyclical basis (**at least one** in the cycle, if appropriate).
- **Published/openly accessible** thematic analysis.
- **Adequate resources** for conducting thematic analysis but also may be carried out in **collaboration with other actors of subcontracted to third parties**.

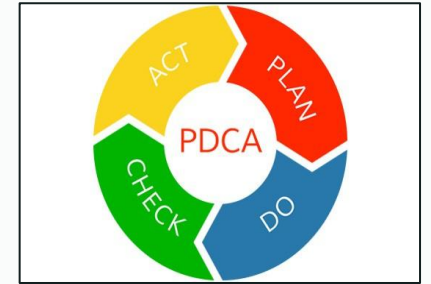
Resources (ESG 3.5)

- Sufficient **human and financial resources** to manage all activities
 - number of QA staff and their expertise – **QA professionals** in line with the ENQA competence framework
 - sustainable resources for future plans
 - managing own resources effectively



Agency's internal QA and professional conduct (ESG 3.6)

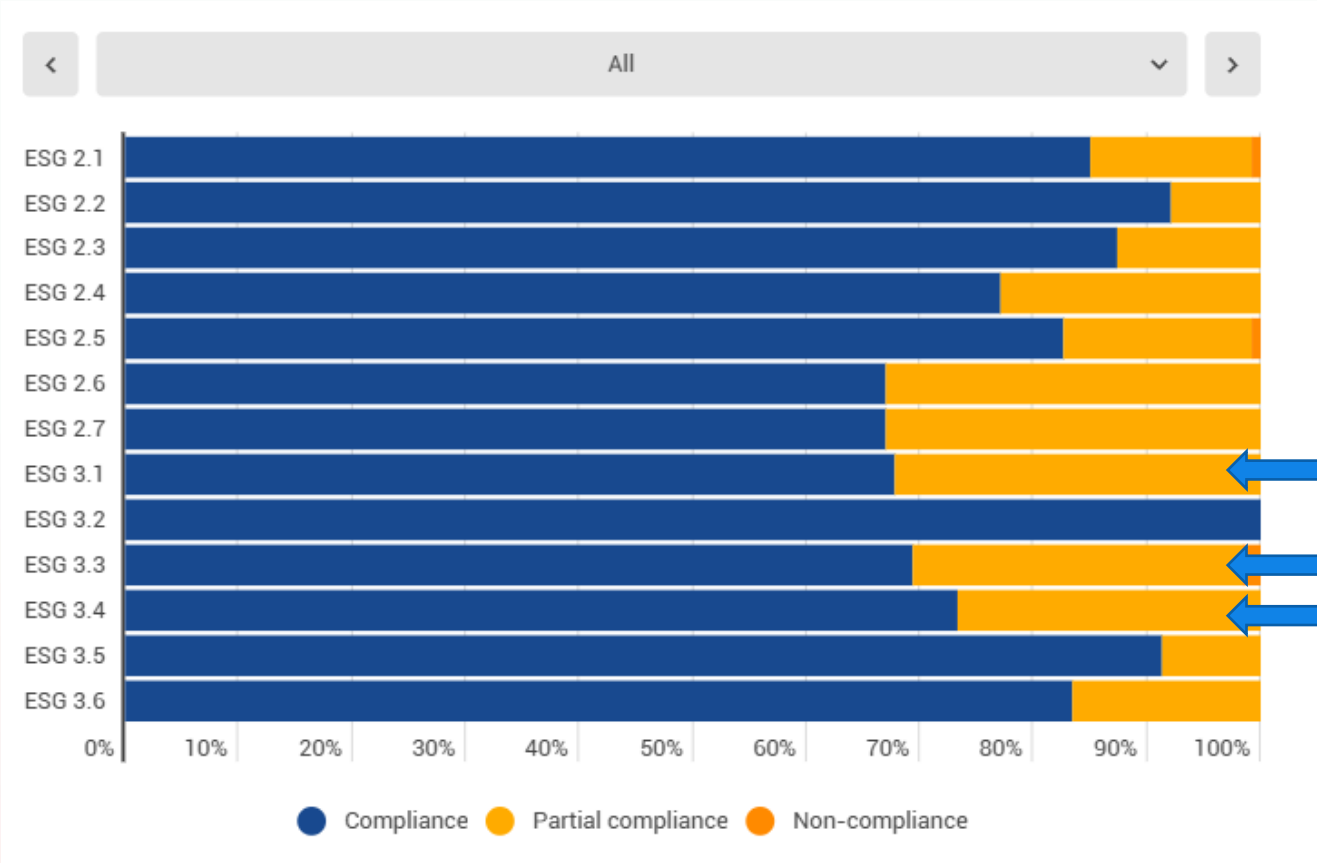
- Internal **QA system that guarantee the quality and integrity** of agency's activities.
- **Effective** internal QA system (fulfilling all phases of PDCA cycle); successful in producing change in agency's policies and practices for the purpose of quality enhancement.
- Published **internal quality policy**, formal **procedures** and documentation (quality manual, guidelines) covering all activities, consistent implementation, involvement of stakeholders, collecting feedback.
- **Improvements** following recommendations from the previous external review.
- Internal checks and balances, regulations/provisions to ensure professional conduct and integrity.



Cyclical external review of agencies (ESG 3.7)

- External review of the agency **at least once every five years**.
- Demonstrates agency's compliance with ESG.

Compliance level with ESG (Graph)



Thank you!

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