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The European Union for Georgia

**EU & Georgia – Education Unites**



**“Strengthening capacities for quality  
assurance and governance of qualifications”**

**European best practice – Twinning at NCEQE**

Cay Etzold/RTA - Tbilisi, NCEQE – Conference; 5<sup>th</sup> December 2019



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### “Strengthening capacities for quality assurance and governance of qualifications”



#### **Strengthening quality assurance of education and training in an LLL perspective**

- revision and consolidation of EQA
- improvement lead methodologies for EQA



#### **Contribution to the implementation of the new National Qualifications Framework**

- plan for the implementation of NQF
- methodology for the digital NQF register



#### **Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs**

- new strategy and monitoring system of NCEQE
- external communication for EQA and NQF
- capacity building of NCEQE staff



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Federal Ministry  
of Education  
and Research

### Role of BMBF / DAAD / EKKA in the project

- Administration of the Twinning Project
- Mobilisation of relevant short-term experts
- Monitoring of progress against the logical framework
- Narrative and financial reporting
- Financial management

**DAAD**

Deutscher Akademischer Austauschdienst  
German Academic Exchange Service



ESTONIAN QUALITY AGENCY  
FOR HIGHER AND VOCATIONAL  
EDUCATION



NATIONAL CENTER FOR  
EDUCATIONAL QUALITY  
ENHANCEMENT

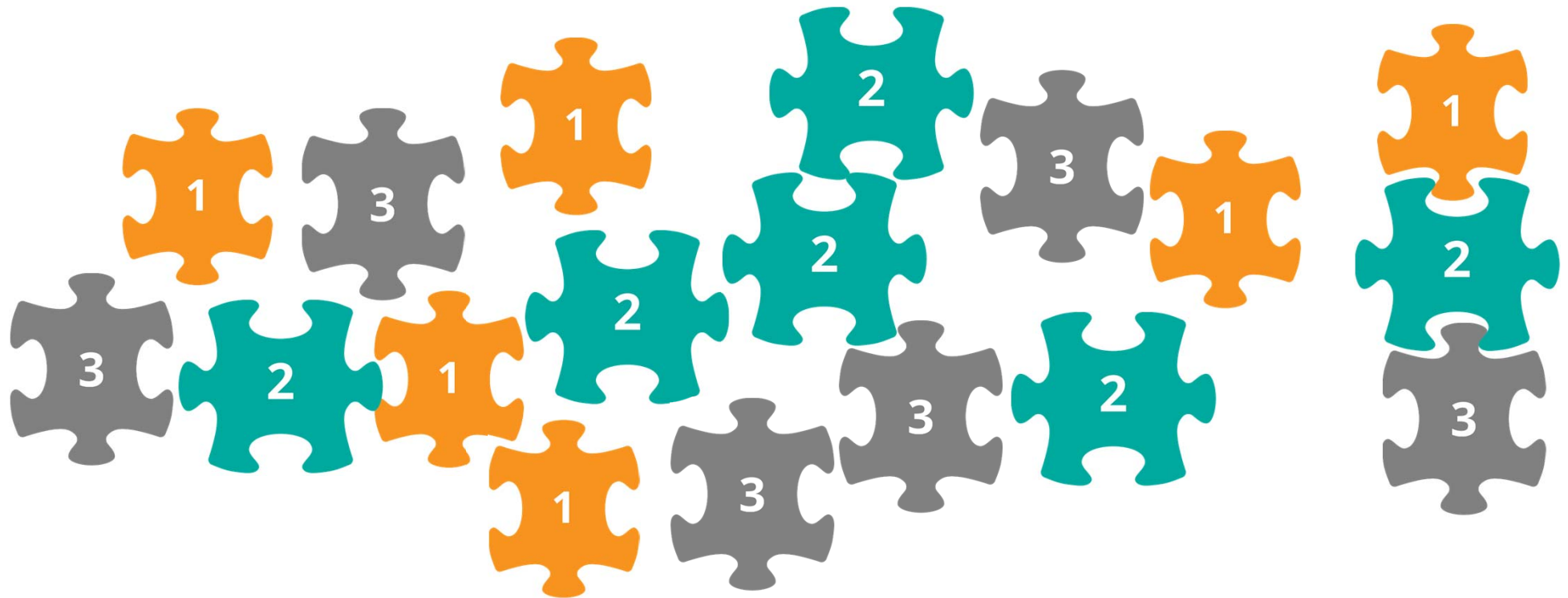


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**“Strengthening capacities for quality assurance  
and governance of qualifications”**





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### Kickoff meeting 29<sup>th</sup> October at the Gldani VET College



Ambassador Carl Hartzell inaugurates the second phase of EU reform support

**The European Union supports Georgia in the reform of Employment, Labour market policy and Skills development**

**Phase 2 2018 - 2023**

**EU contribution: 48.85 Million Euro**



Exhibition of VET colleges at Gldani



Heli Mattisen, Junior Project leader informs the audience about the Twinning project, its components and aims for the implementation period till March 2021

**Strengthening quality  
assurance of education and  
training in an LLL perspective**



Revision and Amendment of set of key subordinate acts and bylaws was done for General Education, Vocational Education & Training, Higher Education and Non-formal Education.



Thinking outside the box – wrap up and planning what comes next





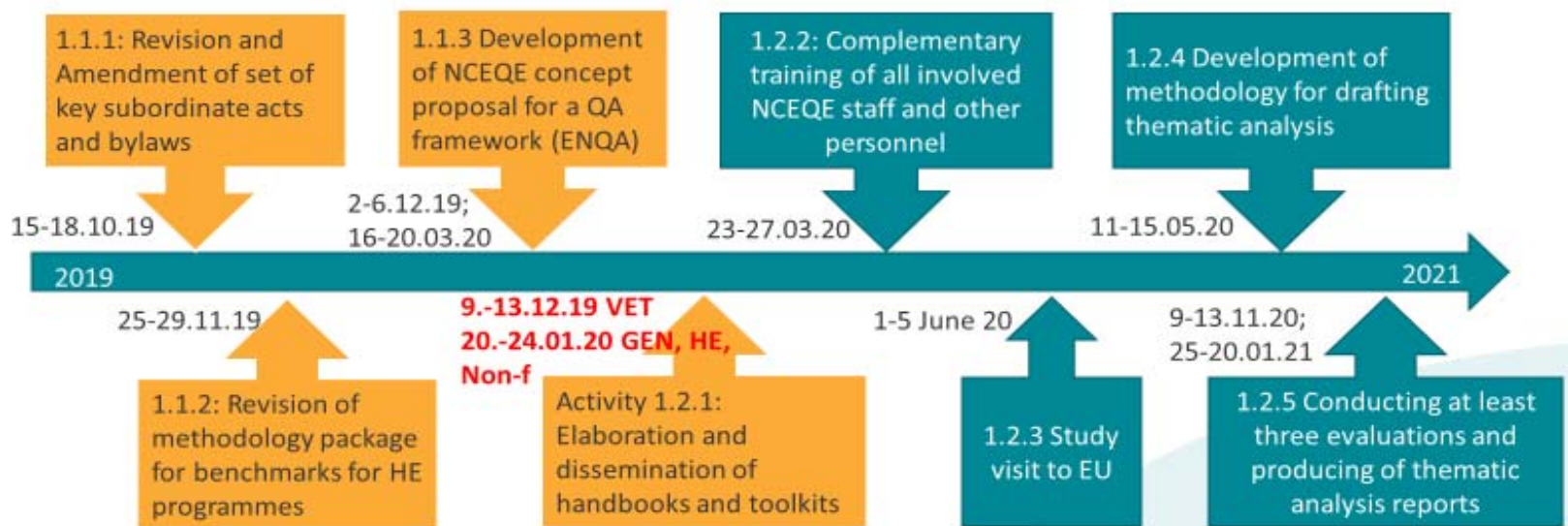
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## Component 1: Strengthening quality assurance of education and training in a LLL perspective

- Result 1.1: Contribution to the review and consolidation of the QA framework
- Result 1.2: Methodology and procedures on QA - for users in NCEQE, experts, practitioners in education-, training institutions and stakeholders are consistent and streamlined.





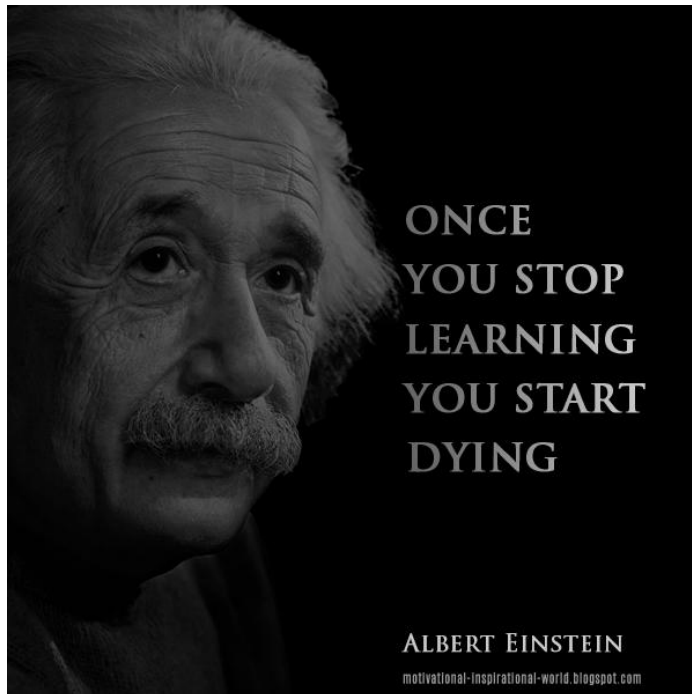
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## Component 1

Strengthening quality assurance of education and training in an LLL perspective



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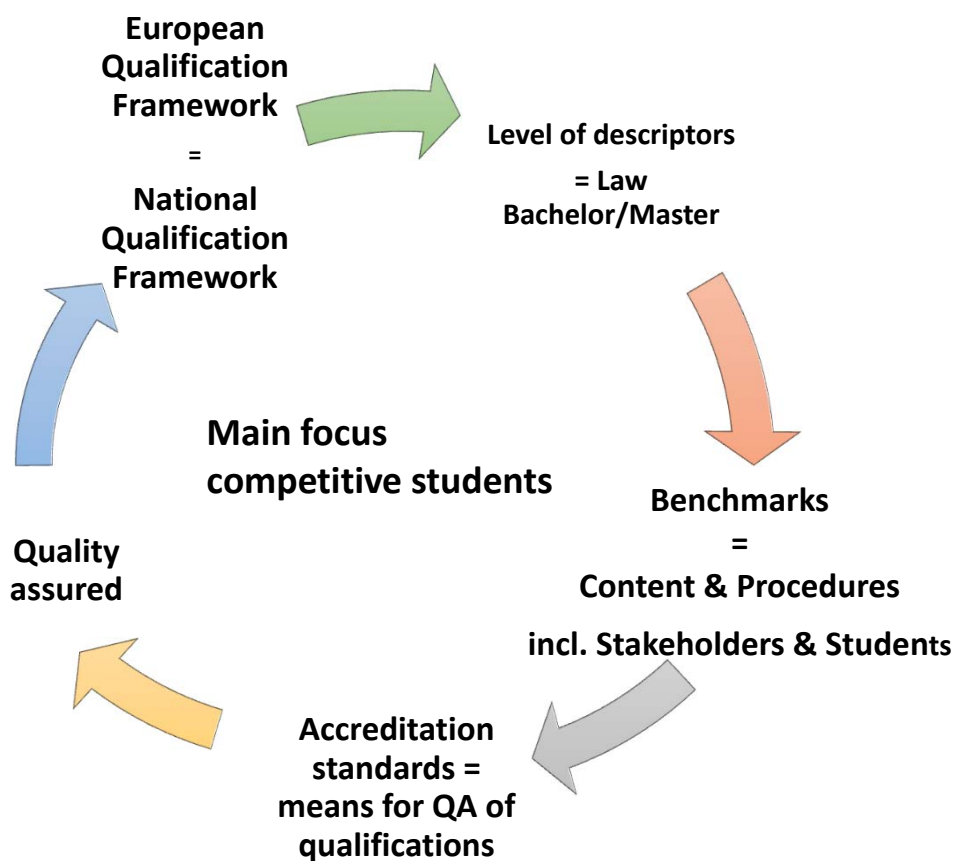


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Strengthening quality assurance of education and training in an LLL perspective



Experts from Estonia and Germany give their recommendations and findings concerning the methodology of benchmarks for HE programmes in a wrap up meeting



## Strengthening quality assurance of education and training in an LLL perspective

### Main focus - competitive students

#### Discussing the results of expert mission concerning the qualification framework:

- Benchmarks should be described as obligatory guidelines, not as fixed standards,
- Guidelines should be used colorful like a rainbow
- **To add:** language skills; intercultural training; IT skills (for example legal tec); soft skills
- Open for new developments in subjects, like new demands in Law: Corporate Governance, Compliance = for hybrid/interdisciplinary teaching, Management & Finances = demand for interdisciplinary benchmarks
- Students have to be involved **(students ideas matter!)**
- To avoid conflict of interests (Working group/Council)
- Description of learning outcomes should be united, not in different texts
- Linked with accreditation (see framework cycle), Experts needs training





## Component 2

### Contribution to the implementation of the new National Qualifications Framework

Activity 2.1.1.: Revision of NQF Implementation Plan in dialogue with partners, NCEQE and the Board

Start in October/November (28<sup>th</sup> – 1<sup>st</sup>)

Aim: Revised NQF Implementation plan in agreement with key partners, NCEQE and the Board in charge of strategic governance of NQF

CL2 - Maiki Udam/EST; Olav Aarna/EST; Barbara Michalk/GER - Ketevan Panchulidze/EQE, Tamuna Rukhadze/EQE, Nino Berelidze/EQE

#### Recommendation from this mission:

The Order of the Ministry of Education Science Culture and Sport of Georgia on Governance and Monitoring of the NQF has been drafted, but not adopted yet. Further result can only be achieved when the relevant legal framework has been adopted.

The legal framework doesn't include the notion of National Qualifications System (NQS) and the role of **NQF as the backbone of NQS**. The new **NQF implementation is the process of incorporating NQF into the NQS**.

Future missions of Component 2 should more clearly emphasize the relationship between the NQF and the NQS, and convey this understanding also to all stakeholders.



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## Component 2

Contribution to the implementation of the new National Qualifications Framework



<https://www.europass.nl/wp-content/uploads/2017/05/017-grading-system.png>

## Contribution to the implementation of the new National Qualifications Framework



**Activity 2.3.1:** Development and agreement on a concept, architecture and specifications for the digital NQF Register

**Aim:** A concept, architecture and specifications for the digital NQF suitable for the national context and legislation.

November (18<sup>th</sup> – 22<sup>nd</sup>)

Olaf Aarna/EST; Heli Oruaas/EST - Ketevan Panchulidze/EQE  
incl. meeting with Acting Director and agreed on further developments for next activities

This was the second mission of Component 2 and gave a good overview about the state of art concerning the development of DQR.

The experts foresee two steps to be taken by the BC:

- proceed with adopting the legal framework for the DQR (Ministerial Order on Approval of the Rule for the Management, Development and Monitoring of the National Qualifications Framework, for the Creation and Administration of an Electronic Qualifications Register, and Statutes of the Digital Qualifications Register);
- prepare a detailed specification for the DQR software based on description of data structure presented in the Statutes of the Digital Qualifications Register.

During the meeting with the Acting Director of NCEQE it was decided, that the DQR will be developed by the EMIS.



Heli Oruaas (and Olav Aarna, not here at the picture) gave an overview about the Estonian Qualification register at the Twinning Office





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### Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs

On urgent BC request two missions were chosen to start already in September & October considering new strategic planning and new action plan for 2020 -2025

First mission – the process of strategic planning was discussed and developed.

BC developed the Framework of the strategic plan for the next years.

Second mission - Heli Mattisen and Stefan Bienefeld proposed after consultation with relevant departments a more focused strategy & reduced action plan.



German CL 3 Stefan Bienefeld explains the process of strategic planning using the RASCI method for 2020 -2024

**RASCI** = Responsible, Accountable, Supportive, Consulted, Informed



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The experts – Stefan Bienefeld & Heli Mattisen proposed after consultation with relevant departments a more focused strategy & reduced action plan.

### NCEQE STRATEGY 2020-2025

#### **Vision**

The Center is highly trusted nationally and recognized internationally.

#### **Mission**

Assuring the confidence in the education system of Georgia by supporting educational quality enhancement.

#### **Values**

The Center is guided by the best interests of all stakeholders engaged in the learning process and acts based on principles of independence, transparency, cooperation with stakeholders and continuous improvement.

The main values of the Center are:

#### **Cooperation**

Cooperation with all internal and external stakeholders and ensuring their involvement in the processes.

#### **Independence and impartiality**

The Center is independent in implementation of its activities and decision-making processes. The Center acts under the principles of objectivity, impartiality and transparency.

#### **Continuous improvement**

Permanent assessment and improvement of its activities.

#### **Professionalism**

High competence, effectiveness, and accountability of the staff, experts and council members; respect towards costumers and satisfaction-oriented services.

#### **Social responsibility and sustainability**

Contribution to the advancement of the Georgian society and to the attainment of the national sustainability strategy. Awareness of the social responsibility and engagement in civil activities.



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### Basic underlying principles for NCEQE activities

1. Increase trust in society and strengthen status of independent organization.
2. Support the internationalization process.
3. Increase the enhancement-lead approach and further development of quality assurance system.

### Strategic goal 1

Strengthening the organizational capacities of the center

### Strategic goal 2

Development of the educational quality assurance system

### Strategic goal 3

Development and management of the NQF and assuring reliability thereof

### Strategic goal 4

Development of effective education recognition mechanisms

For each strategic goal were sub-goals developed and certain action discussed.

**Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs**



On urgent BC request two missions were chosen to start already in October & November considering new communication and marketing strategy 2019/2020



A very first Webinar took place to meet expectations of BC and to prepare the upcoming missions of experts from Germany and Estonia on 10<sup>th</sup> September 2019.



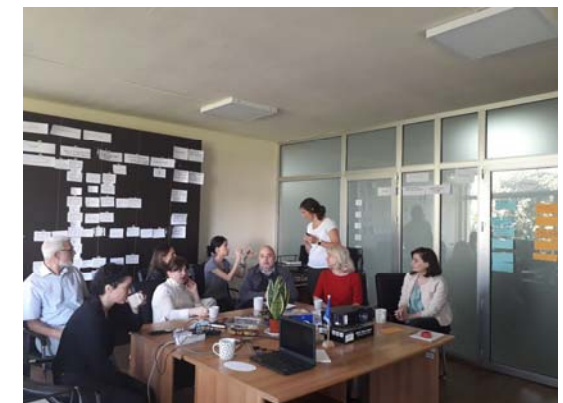
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**Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs**



Expert Laura Nussbaum in Action – hands on suggestions made



After relaunch of the new website of NCEQE BC requested to look at specifications and improvement. Therefore a mission was chosen to start already in October considering the relaunched website already. The process for website changes was discussed and proposed by the working group. A further mission could take [place within the next year to continue the process of improving a more user friendly website.





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Experts are clustering target groups

### Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs

Activity 3.3.1. Elaboration of the communication and awareness raising plan  
with relevant stakeholders

Start in November (18<sup>th</sup> – 22<sup>nd</sup>)

Aim: Communication and awareness raising plan elaborated  
with relevant stakeholders

Dr. Guido Schnieders/GER, Eero Loonurm /EST – David Kobakhidze/EQE;  
Nino Gabidzashvili/EQE; Ketevan Panchulidze/EQE a.o.



Communication & Marketing

External & internal communication

Marketing for whom – definition and clustering target groups

= preparations for upcoming missions on channels for communications

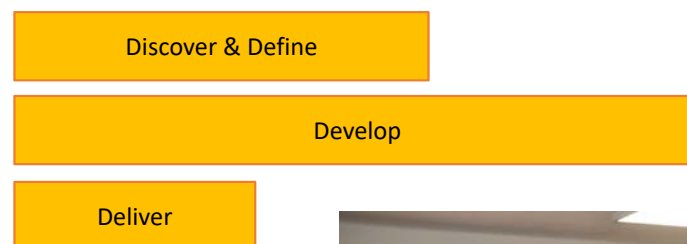
The experts Guido Schnieders/GER & Eero Loonurm/EST were prepared to develop during a workshop the communication plan with the colleagues of NCEQE. The recommendations you'll find at their report.

Upon request of BC staff the experts covered besides of external communication the internal communication with a presentation considering internal communication at the Archimedes Foundation and with some examples from DAAD.

**Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs**



The method used was almost same during the different missions, like the monitoring mission:



Activity 3.2.1. Development of monitoring system for NCEQE strategic management (a part of internal quality assurance) Start in November (11<sup>th</sup> – 15<sup>th</sup>)

1<sup>st</sup> Aim: Concept proposal of a revised monitoring system for NCEQE  
Simone Burkhardt/GER; Tiia Bach/EST – Marina ZhvanianKetevan  
Panchulidze/EQE; Kakha Eradze/EQE; Lali Sheismelashvili/EQE; Nino  
Megreli/EQE; Swetlana Javakhadze/EQE; Nino Janelidze/EQE



Monitoring wrap up session with Heads of Departments involved



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### Contribution to improved model of governance, monitoring and dissemination of NCEQE's outputs

Discover & Define

Develop

Deliver

The experts had the opportunity to become acquainted with current monitoring approach and practice in NCEQE.

Overall principles for improvement of the system were discussed and developed: the system needs to be more simplified, less time consuming, more meaningful, beneficial and usable for the departments themselves.

#### In order to achieve these principles, the experts suggest:

- Reduction of the reporting cycle from quarterly reporting to a cycle half a year
- Weekly management meetings to share information and discuss strategic issues
- Discussion of the strategic planning and its achievements within the department in order to include all staff members in the process
- Following the reporting there should be twice a year strategic conferences on monitoring. The aims of these conferences are to analyze the reports, look more deeply into the activities of the departments, focus on specific topics/issues that are of interest for the whole organization or can share good practices between the departments
- Strategic Conferences as well as weekly meetings would provide a good opportunity for the top management of the Centre to give (positive) feedback on the report to the department heads on the progress made, further suggestions etc.
- The monitoring template could be used also for planning purposes (revisions might be needed to fully meet this requirement)

As a result of discussions with heads and staff of various departments and representatives of different divisions within the departments the following documents were developed and enclosed to the report:

- **a template (Excel sheet) for reporting, analyzing and monitoring**
- **a template (Word) for the description of indicators**
- **process description for the process of strategic monitoring**

The templates need to be final adopted and approved by the top management of the NCEQE.



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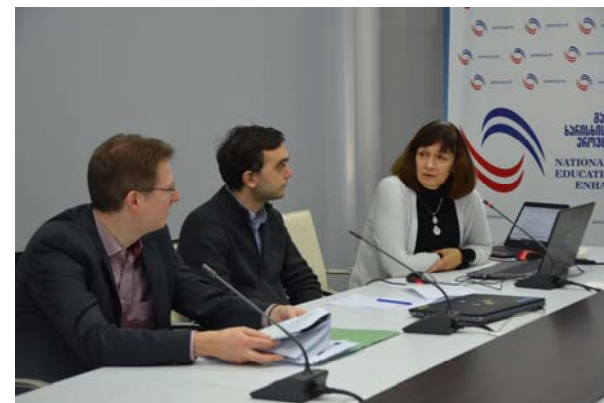


### Strengthening quality assurance of education and training in an LLL perspective



Working meetings with BC Component 1 Leaders and Component 1 working group to meet the requirements formulated in ENQA report in the following aspects:

- ENQA recommendations
- Independence of NCEQE
- Follow-up procedures on authorization of HEI
- Concept of thematic analyses



Common understanding among colleagues was established





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### RTA and RTA Counterpart – Training in Brussels 2<sup>nd</sup> /3<sup>rd</sup> July 2019 – Berlaymont, Robert Schuman Meeting Room



RTA and RTA Counterparts of  
current Twinning Projects in Georgia







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### RTA and RTA Counterpart – Training in Brussels



Marina Zhvania, Francesca Aquaro (DG NEAR C3),  
Cay Etzold





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**დიდი მადლობა!**

**Thank you very much for your attention !**

