Erasmus+

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I would like to take the opportunity of this introduction to thank the members of ENQA for endorsing my election as President of the association this year. It is with sincere gratitude that I also acknowledge Dr. Padraig Walsh, ENQA’s outgoing President (2013-2017), who led the association – as those before him did – with skill and sensibility, during a period of considerable expansion and development.

As President, my aim is to maintain the momentum: to continue to support agencies in demonstrating compliance with the Standards and guidelines for quality assurance in the European Higher Education Area (ESG); to represent members in the Bologna Process and in other collaborative efforts; and to enhance our collective understanding of quality assurance, and the ways in which it can be effectively done, through the efforts of those participating in our working groups and EU-funded projects.

The activities documented within this 2017 annual report are not exhaustive, but rather are those that most closely align to our strategic plan. For instance, ENQA was very pleased to welcome members and affiliates from countries not previously represented in those categories. The still-new ENQA Agency Reviews process has contributed to a sustained focus on enhancement, while remaining accountable and responsive to those served and ultimately affected by it. The E4 ad hoc group and ENQA’s working group on quality assurance and recognition each concluded their mandates following the dissemination of their respective findings, of which the association and its various stakeholders have been well informed.

If 2017 is any indication, the next years will be marked by continued cooperation and commitment, thanks in no small part to ENQA’s members, affiliates, Board, Secretariat, and partners. Special thanks is also due to the European Commission, which has granted us funds in support of our work.

Christoph Grolimund
President of ENQA
1. Representation

ENQA is proud to represent organisations – whether member or affiliate – from 43 of the 48 member countries of the European Higher Education Area (EHEA).

1.1 COMPOSITION OF THE ASSOCIATION

ENQA MEMBERS
In line with its strategic plan, ENQA’s membership reflects the diversity of quality assurance (QA) agencies throughout Europe, whether regional, national, or pan-European; comprehensive or discipline-specific; operating at programme and/or institutional level; and whether practising accreditation, audit, or evaluation methodologies. At the close of 2017, ENQA’s General Assembly comprised 51 members (including one member under review1) in 28 countries.

The following agencies had their membership reconfirmed following a successful external review against the Standards and guidelines for quality assurance in the European Higher Education Area (ESG):

- Accreditation Agency for Study Programmes of Engineering, Information Science, Natural Sciences and Mathematics (ASIIN e.V., Germany)
- Accreditation, Certification and Quality Assurance Institute (ACQUIN, Germany)
- Accreditation Organisation of the Netherlands and Flanders (NVAO, the Netherlands)
- Agency for Quality Assurance in Higher Education (AEQES, Belgium)
- Agency for Quality Assurance through Accreditation of Study Programmes (AQAS, Germany)
- Agency for Science and Higher Education (ASHE, Croatia)
- Catalan University Quality Assurance Agency (AQU Catalunya, Spain)
- Centre for Quality Assessment in Higher Education (SKVC, Lithuania)
- Finnish Education Evaluation Centre (FINEEC, Finland)
- Foundation for International Business Administration Accreditation (FIBAA, Germany)
- High Council for the Evaluation of Research and Higher Education (HCERES, France)
- National Accreditation Agency of the Russian Federation (NAA, Russia)
- National Agency for Quality Assessment and Accreditation of Spain (ANECA, Spain)

Membership in ENQA was granted to the following agencies after a successful external review:

- Independent Kazakh Agency for Quality Assurance in Education (IQAA, Kazakhstan)
- National Centre for Professional Education Quality Assurance Foundation (ANQA, Armenia)

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1 In 2017 the “member under review” statuses granted respectively in December 2016 and February 2017 to the Accreditation Agency for Study Programmes of Engineering, Information Science, Natural Sciences and Mathematics (ASIIN, e.V., Germany) and the Accreditation, Certification and Quality Assurance Institute (ACQUIN, Germany), were overturned following an appeals process. The agencies’ memberships are considered to have been granted retroactively, from the original date of the decisions.
ENQA AFFILIATES

In addition to its members, ENQA relies on another 53 bodies with interest in quality assurance operating within Europe, East Asia, the Middle East, and the Americas. Called affiliates, these organisations are not required to demonstrate compliance with the ESG as members are, but they are expected to help ENQA further promote the values of the association and achieve its strategic goals. During 2017, the following organisations became affiliates of ENQA:

- Accreditation and Nostrification Office of the Ministry of Education of Azerbaijan (ANO, Azerbaijan)
- Accreditation Council for Entrepreneurial and Engaged Universities (ACEEU, the Netherlands)
- Cambridge International Qualifications (CIQ, United Kingdom)
- Eurasian Centre for Accreditation and Quality Assurance in Higher Education and Health Care (ECAQA, Kazakhstan)
- Higher Education Funding Council (HEFCE, United Kingdom)
- National Accreditation Bureau for Higher Education (NAB, Czech Republic)

Affiliation was transferred from the Public Accreditation Agency for Higher Education (PAAHE, Albania) to the Albanian Quality Assurance Agency (ASCAL, Albania).

The map below shows the location of ENQA members and affiliates across the EHEA, the full list of which is available in Annex 1.

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1 At the time of this annual report’s publishing (June 2018), affiliate status, although granted by the ENQA Board, was not yet endorsed by the ENQA General Assembly.

2 At the time of this annual report’s publishing (June 2018), affiliate status, although granted by the ENQA Board, was not yet endorsed by the ENQA General Assembly.
The executive body of the association is the Board, whose members are responsible for implementing the decisions of the General Assembly and for the overall management of the association. Following the election during the October 2017 meeting of the General Assembly, the Board comprised the following members:

**Christoph Grolimund**  
President  
Swiss Agency of Accreditation and Quality Assurance (AAQ)

**Caty Duykaerts**  
Vice-President  
Agency for Evaluation of Higher Education Quality in the French Community of Belgium (AEQES)

**Nora Skaburskienė**  
Vice-President  
Centre for Quality Assessment in Higher Education (SKVC)

**Anne Flierman**  
Treasurer  
Accreditation Organisation of the Netherlands and Flanders (NVAO)

**Eva Ferreira García**  
Commission for Accreditation and Quality Assurance (CAQA)

**Tove Blytt Holmen**  
Norwegian Agency for Quality Assurance in Education (NOKUT)

**Sofija Pekić Quarrie**  
High Council for the Evaluation of Research and Higher Education (HCERES)

**Francois Pernot**  
Hungarian Accreditation Committee (HAC)

The ENQA Board, Secretariat, and member agencies would like to convey their sincerest appreciation to outgoing President Padraig Walsh (QQI, Ireland) and Treasurer Teresa Sánchez Chaparro (CTI, France) who, in 2017, finished their terms and left the ENQA Board.

**ENQA SECRETARIAT**
ENQA’s daily administration and management are conducted by the Secretariat, which employs six staff members in Brussels. A table featuring ENQA’s accounts is provided in Annex 2.

**Maria Kelo**  
Director

**Paula Ranne**  
Deputy Director

**Agnė Grajauskienė**  
Reviews Manager

**Anaïs Gourdin**  
Project and Finance Officer

**Lindsey Kerber**  
Project and Administrative Officer

**Milja Homan**  
Administrative Officer
1.2 INTERNATIONAL AND EUROPEAN COLLABORATION

One of ENQA’s responsibilities is to represent its members at the European level and internationally, especially in political decision-making processes and in cooperation with stakeholder organisations.

**BOLOGNA FOLLOW-UP GROUP**
Active participation in the Bologna Follow-Up Group (BFUG) as a consultative member forms an important part of ENQA’s policy-making role. In 2017, ENQA participated in the BFUG’s working group on the implementation of the agreed key commitments of the Bologna Process and the advisory group on international cooperation of the European Higher Education Area (EHEA) with other world regions.

**COOPERATION AMONG THE E4 MEMBERS**
Cooperation between ENQA, ESU, EUA, EURASHE (the organisations comprising the “E4 Group”)\(^1\), as well as other European and international organisations and networks, continued throughout the year, with representatives of ENQA having been invited to attend events and conferences as speakers, panellists, and participants (a list of these events is provided in Annex 3).

The E4 Group met three times in 2017 to discuss common issues of interest in the quality assurance of higher education and to receive updates on each other’s activities. The European Quality Assurance Forum (EQAF) continues to be jointly organised by the E4 Group, and an ad hoc group comprising the E4 Group and the European Quality Assurance Register for Higher Education (EQAR) concluded in 2017, following the publication of *Key considerations for cross-border quality assurance in the European Higher Education Area* (presented in section 2.2). A LinkedIn group was jointly established to serve as a platform to connect the European quality assurance community and a place for exchanging practice, discussing current issues, and sharing ideas.

**THE EUROPEAN QUALITY ASSURANCE REGISTER FOR HIGHER EDUCATION (EQAR)**
ENQA is, together with the other members of the E4 Group, a founding member of EQAR and is thereby represented on its Executive Board. According to the agreed annual rotation of the Executive Board, the Director of ENQA assumed the function of Treasurer in April 2017.

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\(^1\) ESU is the European Students’ Union. EUA is the European University Association. EURASHE is the European Association of Institutions in Higher Education.
II. Services

2.1 ENQA AGENCY REVIEWS

ENQA’s external review process, which was revised following the adoption of the ESG 2015, aims at being consistent and trusted, with constant attention to the quality and improvement of the method itself. To these aims, ENQA organised a seminar for recently reviewed agencies (October 2017, The Hague) to share post-review progress and good practices, as well as a reviewers’ seminar (November 2017, Brussels) to update experienced reviewers on the changes introduced with the new agency review model.

In 2017, ENQA coordinated and completed the external reviews for the following agencies:

- Accreditation Organisation of the Netherlands and Flanders (NVAO, the Netherlands)
- Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina (HEA, Bosnia and Herzegovina)
- Agency for Quality Assurance in Higher Education (AEQES, Belgium)
- Agency for Science and Higher Education (ASHE, Croatia)
- Catalan University Quality Assurance Agency (AQU Catalunya, Spain)
- Centre for Quality Assessment in Higher Education (SKVC, Lithuania)
- Education Accreditation Agency of Republika Srpska (RS-HEAA, Bosnia and Herzegovina)
- Finnish Education Evaluation Centre (FINEEC, Finland)
- High Council for the Evaluation of Research and Higher Education (HCERES, France)
- Independent Kazakh Agency for Quality Assurance in Education (IQAA, Kazakhstan)
- National Accreditation Agency of the Russian Federation (NAA, Russia)
- National Agency for Quality Assessment and Accreditation of Spain (ANECA, Spain)
- National Centre for Professional Education Quality Assurance Foundation (ANQA, Armenia)

The review reports of completed ENQA Agency Reviews are available on the ENQA website.

2.2 ENQA AS A COMMUNICATION PLATFORM

One of the primary roles of ENQA is to function as a communication platform for sharing and disseminating information, expertise, and good practices on issues concerning quality assurance. ENQA shares this information among its members, affiliates, and stakeholders mainly through ENQA’s projects, events, publications, website, and newsletter.

EVENTS

Open to ENQA members, affiliates, as well as to other interested parties, ENQA’s events are an essential forum for dialogue and networking between European quality assurance professionals and stakeholders.

A full list of ENQA’s events in 2017 is provided in Annex 4.
PUBLICATIONS
ENQA’s publications and reports, which are valuable sources of information on current issues in quality assurance, are available on the ENQA website.

Key Considerations for Cross-Border Quality Assurance in the European Higher Education Area
This document aims to provide information and support to higher education institutions and QA agencies that engage in or consider engaging in cross-border quality assurance activities within the EHEA.

Current practices on external quality assurance of academic recognition among QA agencies
This report presents the findings of the ENQA working group on quality assurance and recognition’s research into determining the state of the art – including roles, interests, mandates, policies, and practices – where QA agencies and issues of academic recognition are concerned.

ENQA NEWSLETTER
ENQA published four newsletters in 2017, reaching approximately 317 subscribers and providing readers with information from the ENQA Board, Secretariat, members, affiliates, and partners, as well as news regarding policy developments, projects, and upcoming events.

ENQA ONLINE
In 2017, ENQA continued to increase its web presence, finishing the year with 807 likes on Facebook, 810 followers on LinkedIn, and 1,699 followers on Twitter.
ENQA, as the representative of European QA agencies, has an important role in supporting its members and affiliates in identifying and discussing challenges and developments in higher education. ENQA aims at providing agencies with an open platform for exchange and dialogue among peers, and this is concretised in the work of ENQA’s working groups and by its participation in international projects.

3.1 PROJECTS

ENQA works as a coordinator and partner in various transnational, EU-funded projects. These projects provide opportunities for collaboration among ENQA agencies and various other actors in the field of higher education, and each serves to develop or improve one of the many facets of quality assurance in higher education.

"Enhancing Quality of Technology-Enhanced Learning at Jordanian Universities" (EQTel), 2013-2017
In 2017, ENQA participated in the EQTel final conference, before the project’s conclusion in May.

"Support to Higher Education in ASEAN Region" (SHARE), 2015-2018
During 2017, ENQA provided the project with quality assurance expertise and was responsible for coordinating the pilot reviews of four ASEAN QA agencies. ENQA also supplied one expert for the ASEAN-EU expert working group, which is tasked with fine-tuning the quality assurance framework for the ASEAN countries.

“Internal Quality Management: Evaluating and Improving Competence-based Higher Education” (IQM-HE), 2015-2018
ENQA has an expert role in this project, providing the consortium with broad knowledge on developments and existing practices in quality assurance across Europe.

"Towards a National Qualifications Framework for Jordan" (NQF-J), 2015-2018
In 2017, ENQA carried out the project’s quality plan.

"Enhancing Quality through Innovative Policy and Practice" (EQUIP), 2015-2018
In 2017, ENQA organised a focus group addressed to QA agencies on the implementation of the ESG 2015. The event was part of a series of focus groups addressed to six different stakeholder groups: universities, universities of applied sciences and university colleges (professional higher education), academics, QA agencies, students, and ministries – the outcomes of which will be used to inform a project study.
“Supporting Higher Education to Incorporate Learning Analytics” (SHEILA), 2015-2018
ENQA disseminated information about the project within the association and to its external partners.

“Harmonisation of African Higher Education Quality Assurance and Accreditation” (HAQAA Initiative), 2015-2018
In 2017, ENQA coordinated the work of the Technical Working Group, which drafted and later consulted stakeholders on the African Standards and Guidelines for Quality Assurance (ASG-QA).

“An Adaptive Trust-based e-assessment System for Learning” (TeSLA), 2016-2018
In 2017, ENQA – together with AQU Catalunya and the European Quality Assurance Network for Informatics Education (EQANIE) – conducted a round of expert training sessions. More than 40 experts, including quality assurance professionals, academics, students, and technicians, were trained in order to evaluate the quality of three project pilots.

“Modernising and Enhancing Indian eLearning Educational Strategies” (MIELES), 2016-2019
In 2017, ENQA developed the project’s evaluation and monitoring plan and contributed to the preparation and assessment of the Indian partners’ SWOT analyses, an output intended to inform the institutions’ e-learning strategies.

“Linking Academic Recognition and Quality Assurance” (LIREQA), 2016-2018
ENQA contributed to the development of surveys to higher education institutions and ENIC-NARIC centres. ENQA also supported the construction of an interview guide for QA agencies in order to map the present situation and learn of expectations and possibilities for improved collaboration among the project’s main stakeholders (higher education institutions, QA agencies, and ENIC-NARIC centres).

“Integrating Entrepreneurship and Work Experience into Higher Education” (WEXHE), 2017-2019
In 2017, ENQA supported the alliance’s publicity measures by contributing to the WEXHE blog and e-journal and by investigating the degree to which work-based learning is addressed within ENQA’s membership. ENQA also created and carried out the project’s internal quality plan.

“Programme Evaluation for Transparency and Recognition of Skills and Qualifications” (TLQAA+), 2016-2018
In 2017, ENQA attended the project’s kick-off meeting and a national roundtable event, the latter of which was organised so that project partners could discuss with stakeholders the standards and procedures relating to external quality assurance to be adopted at the programme level and their relation to recognition and the Lebanese qualifications framework.

“Towards Excellence in Engineering Curricula for Dual Education” (TEEDE), 2016-2019
ENQA developed and carried out the project’s internal evaluation and monitoring plan.
At the end of 2017, three additional projects in which ENQA is involved as a partner were approved for funding by the European Union:

- “Enhancing Quality Assurance Management in Morocco (EQuAM-M), 2017-2020
- “Facilitating implementation of the European Approach for Quality Assurance of Joint Programmes” (ImpEA), 2017-2020
- “Database of External Quality Assurance Results” (DEQAR), 2017-2019

3.2 WORKING GROUPS

ENQA’s working groups provide a forum for exchange and development of quality assurance practices, often stimulating ideas for further exploration and contributing input for ENQA events.

WG7 - Quality assurance and recognition
In 2017, the working group analysed the results of a survey which addressed: the role, interest, and mandate of ENQA agencies regarding academic recognition matters; the links between ENQA agencies and other recognition bodies or authorities, particularly ENIC-NARIC centres; and current practices on external quality assurance of academic recognition policies and practices. The results of this investigation were presented at a workshop entitled “Exploring synergies between quality assurance and qualifications recognition” and at the ENQA networking event and published in a report entitled Current practices on external quality assurance of academic recognition among QA agencies (presented in section 2.2). The working group formally concluded following a presentation at the 2017 EQAF, as its mandate was absorbed by the LIREQA project, in which ENQA is a partner.

WG8 – Quality assurance and e-learning
In 2017, the working group participated in a Peer Learning Activity with the European Association of Distance Teaching Universities (EADTU) and drafted considerations for the quality assurance of e-learning according to ESG Parts I and II.

ENQA-IQA Group
In 2017, 11 self-assessment and external review reports were analysed. The group’s thematic analyses covered three standards of the ESG, namely ESG 2.1, ESG 3.1, and ESG 3.4. The group analysed the trends and areas of good practice or persistent difficulty in these three areas, the findings for which were shared during the reviewers’ seminar.
ENQA’s membership is composed of European QA agencies or other quality assurance organisations in the field of higher education that comply with the *Standards and guidelines for quality assurance in the European Higher Education Area* (ESG 2015), as confirmed by an external agency review.

### NATIONAL AGENCIES AND ORGANISATIONS

**Armenia**
- ANQA – National Centre for Professional Education Quality Assurance Foundation, Yerevan

**Austria**
- AQ Austria – Agency for Quality Assurance and Accreditation Austria, Vienna

**Belgium**
- AEQES – Agency for Quality Assurance in Higher Education, Brussels
- VLUHR-QAU – Flemish Council of Universities and University Colleges Quality Assurance Unit, Brussels

**Bulgaria**
- NEAA – National Evaluation and Accreditation Agency, Sofia

**Croatia**
- ASHE – Agency for Science and Higher Education, Zagreb

**Denmark**
- AI – The Danish Accreditation Institution, Copenhagen

**Estonia**
- EKKA – Estonian Higher Education Quality Agency, Tallinn

**Finland**
- FINEEC – Finnish Education Evaluation Centre, Helsinki

**France**
- CTI – Commission des Titres d’Ingénieur, Paris

**Germany**
- ACQUIN – Accreditation, Certification and Quality Assurance Institute, Bayreuth
- AHPGS – Accreditation Agency for Study Programmes in Health and Social Sciences, Freiburg
- AQS – Agency for Quality Assurance through Accreditation of Study Programmes, Cologne
- ASIIIN e.V. – Accreditation Agency for Study Programmes of Engineering, Information Science, Natural Sciences and Mathematics, Düsseldorf
- EVALAG – Evaluation Agency of Baden-Württemberg, Mannheim
- FIBAA – Foundation for International Business Administration Accreditation, Bonn
- GAC – German Accreditation Council, Bonn
- ZEvA – Central Evaluation and Accreditation Agency Hannover, Hannover
Greece
• HQA – Hellenic Quality Assurance and Accreditation Agency, Athens

Holy See
• AVEPRO – Agency for the Evaluation and Promotion of Quality in Ecclesiastical Faculties, Rome

Hungary
• HAC – Hungarian Accreditation Committee, Budapest

Ireland
• QQI – Quality and Qualifications Ireland, Dublin

Kazakhstan
• IAAR – Independent Agency for Accreditation and Rating, Astana
• IQAA – Independent Kazakh Agency for Quality Assurance in Education, Astana

Kosovo
• KAA – Kosovo Accreditation Agency, Pristina

Lithuania
• SKVC – Centre for Quality Assessment in Higher Education, Vilnius

The Netherlands
• NVAO – Accreditation Organisation of the Netherlands and Flanders, The Hague
• QANU – Quality Assurance Netherlands Universities, Utrecht

Norway
• NOKUT – Norwegian Agency for Quality Assurance in Education, Oslo

Poland
• PKA – Polish Accreditation Committee, Warsaw

Portugal
• A3ES – Agency for Evaluation and Accreditation of Higher Education, Lisbon

Romania
• ARACIS – Agency for Quality Assurance in Higher Education, Bucharest

Russia
• AKKORK – Agency for Quality Assurance in Higher Education and Career Development, Moscow
• NAA – National Accreditation Agency of the Russian Federation, Moscow
• NCPA – National Centre of Public Accreditation, Yoshkar-Ola

Serbia
• CAQA – Commission for Accreditation and Quality Assurance, Belgrade

Slovenia
• SQAA – Slovenian Quality Assurance Agency for Higher Education, Ljubljana

Spain
• AAC-DEVA – Andalusian Agency of Knowledge, Department of Evaluation and Accreditation, Seville
• ACPUA – Aragon Agency for Quality Assessment and Accreditation, Zaragoza
• ACSUCYL – Quality Assurance Agency for the University System in Castilla y León, Valladolid
• ACSUG – Agency for Quality Assurance in the Galician University System, Santiago de Compostela
• ANECA – National Agency for Quality Assessment and Accreditation of Spain, Madrid
• AQU Catalunya – Catalan University Quality Assurance Agency, Barcelona
• FMID – Madri+d Knowledge Foundation, Madrid
• Unibasq – Agency for the Quality of the Basque University System, Vitoria-Gasteiz

Switzerland
• AAQ – Swiss Agency of Accreditation and Quality Assurance, Bern

United Kingdom
• BAC – British Accreditation Council, London
• QAA – Quality Assurance Agency for Higher Education, Gloucester

EUROPEAN AGENCIES AND ORGANISATIONS
• EUA – Institutional Evaluation Programme, Geneva

MEMBERS UNDER REVIEW

European
• ECCE – European Council on Chiropractic Education, Wolfsburg

AFFILIATES

Affiliates are bodies that do not wish to or, for whatever reason, are unable to apply to become members of ENQA. Affiliates are bona fide organisations or agencies with a demonstrable interest in the quality assurance of higher education.

AFFILIATES – NATIONAL

Albania
• ASCAL – Albanian Quality Assurance Agency, Tirana

Andorra
• AQUA – Quality Assurance Agency for Higher Education in Andorra, Sant Julià de Lòria

Azerbaijan
• ANO – The Accreditation and Nostrification Office of the Ministry of Education of Azerbaijan, Baku

Bosnia and Herzegovina
• HEA – Agency for Development of Higher Education and Quality Assurance, Banja Luka

Cyprus
• DIPAE – Cyprus Agency of Quality Assurance and Accreditation in Higher Education, Nicosia
• YÖDAK – The Higher Education Planning, Evaluation, Accreditation and Coordination Council, Nicosia

Czech Republic
• NAB – National Accreditation Bureau for Higher Education, Prague

Denmark
• EVA – Danish Evaluation Institute, Copenhagen

France
• CIEP – Centre International d’Etudes Pédagogiques, Sèvres
Georgia
• NCEQE – National Center for Educational Quality Enhancement, Tbilisi

Germany
• HRK – German Rectors’ Conference, Bonn

Iceland
• Office of Evaluation and Analysis of the Icelandic Ministry of Education, Science and Culture, Reykjavik

Ireland
• HEA – Higher Education Authority, Dublin

Israel
• CHE – Council for Higher Education, Jerusalem

Italy
• ANVUR – National Agency for the Evaluation of Universities and Research Institutes, Rome
• ASFOR – Italian Association for Management Development, Milan
• QUACING – Agency for Quality Assurance and Accreditation of EUR-ACE Courses of Study in Engineering, Rome

Kazakhstan
• ECAQA – Eurasian Centre for Accreditation and Quality Assurance in Higher Education and Health Care, Almaty

Latvia
• AIC – Academic Information Centre, Riga

Former Yugoslavian Republic of Macedonia
• HEAEB – Higher Education Accreditation and Evaluation Board, Skopje

Malta
• NCFHE – National Commission for Further and Higher Education, San Gwann

Moldova
• ANACIP – National Agency for Quality Assurance in Professional Education, Chişinău

The Netherlands
• Hobéon, The Hague
• Inspectorate of Higher Education in the Netherlands, Utrecht

Romania
• AIEQA – Autonomic Institute for Educational Quality Assurance, Arad

Russia
• Russian Register – Certification Association, Saint Petersburg

The Slovak Republic
• ACSR – Accreditation Commission of the Slovak Republic, Bratislava

Spain
• ACCUEE – The Canarian Agency for Quality Assessment and Accreditation, Santa Cruz de Tenerife, Canary Islands
• AQUIB – Agency for the Quality of the University in the Balearic Islands, Palma de Mallorca, Balearic Islands
• AVAP – Valencian Agency for Strategic Assessment and Forecasting, Valencia

Sweden
• UKÄ – The Swedish Higher Education Authority, Stockholm

Turkey
• CoHE – Council of Higher Education, Ankara
United Kingdom
• ASIC – Accreditation Service for International Colleges, Stockton-on-tees
• CIQ – Cambridge International Qualifications, Perivale
• HEFCE – Higher Education Funding Council for England, Bristol

AFFILIATES – EUROPEAN
• ADEE – Association for Dental Education in Europe, Dublin
• CEENQA – Central and Eastern European Network of Quality Assurance Agencies in Higher Education, Düsseldorf
• EAEVE – European Association of Establishments for Veterinary Education, Vienna
• ECA – European Consortium for Accreditation, The Hague
• ECBE – European Council for Business Education, Brussels
• EEA – European Evangelical Accrediting Association, Korntal-Münchingen
• EFMD – European Foundation for Management Development, Brussels
• EQ Arts – Enhancing Quality in the Arts, Amsterdam
• IFLA Europe – International Federation of Landscape Architects, Brussels
• MusiQuE – Music Quality Enhancement, the Foundation for Quality Enhancement and Accreditation in Higher Music Education, Brussels

AFFILIATES – NON-EUROPEAN AND INTERNATIONAL
• AACSB International – The Association to Advance Collegiate Schools of Business, Amsterdam
• ACBSP – Accreditation Council for Business Schools and Programs, Overland Park
• ACEEU – Accreditation Council for Entrepreneurial and Engaged Universities, Amsterdam
• CEAACES – Board of Evaluation, Accreditation, and Quality Assurance in Higher Education of the Republic of Ecuador, Quito
• CEEMAN – International Association for Management Development in Dynamic Societies, Bled
• EURAS – Eurasian Universities Union, Istanbul
• HEAC – Higher Education Accreditation Commission, Amman
• HKCAAVQ – Hong Kong Council for Accreditation of Academic and Vocational Qualifications, Hong Kong
## Balance Sheet

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>0</td>
</tr>
<tr>
<td>Office equipment and furniture</td>
<td>0</td>
</tr>
<tr>
<td><strong>Liquid Assets</strong></td>
<td><strong>1,186,207</strong></td>
</tr>
<tr>
<td>Receivables up to 1 year</td>
<td>543,693</td>
</tr>
<tr>
<td>Cash</td>
<td>640,162</td>
</tr>
<tr>
<td>Prepayments and deferred charges</td>
<td>2,352</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,186,207</strong></td>
</tr>
</tbody>
</table>

## Liabilities and Equity

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own funds</td>
<td>183,124</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td><strong>1,003,083</strong></td>
</tr>
<tr>
<td>Payables up to 1 year</td>
<td>235,348</td>
</tr>
<tr>
<td>Accruals and deferred income</td>
<td>767,735</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,186,207</strong></td>
</tr>
</tbody>
</table>

## Profit and Loss Account

### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects</td>
<td>344,137</td>
</tr>
<tr>
<td>Seminars</td>
<td>18,040</td>
</tr>
<tr>
<td>Membership and Affiliate fees</td>
<td>356,612</td>
</tr>
<tr>
<td>External Review fees</td>
<td>283,000</td>
</tr>
<tr>
<td>Other income</td>
<td>9,908</td>
</tr>
<tr>
<td><strong>Operational income</strong></td>
<td><strong>984,938</strong></td>
</tr>
<tr>
<td><strong>Operational result</strong></td>
<td><strong>8,906</strong></td>
</tr>
<tr>
<td>Financial income</td>
<td>590</td>
</tr>
<tr>
<td>Extraordinary income</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Result</strong></td>
<td><strong>8,093</strong></td>
</tr>
</tbody>
</table>

### Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel and subsistence</td>
<td>173,831</td>
</tr>
<tr>
<td>Office and administration</td>
<td>174,751</td>
</tr>
<tr>
<td>Expert fees</td>
<td>140,000</td>
</tr>
<tr>
<td>Staff</td>
<td>392,398</td>
</tr>
<tr>
<td>Insurances</td>
<td>27,876</td>
</tr>
<tr>
<td>Other costs</td>
<td>98,849</td>
</tr>
<tr>
<td><strong>Operational expenditure</strong></td>
<td><strong>1,007,705</strong></td>
</tr>
<tr>
<td>Financial costs and taxes</td>
<td>2,126</td>
</tr>
<tr>
<td>Extraordinary expenditure</td>
<td>0</td>
</tr>
</tbody>
</table>
ANNEX 3.

Representation of ENQA at events in 2017

During 2017, ENQA was represented at many international events, including the following:

- EUA New Year’s Reception, 26 January 2017, Brussels, Belgium
- Training of chairs and category 1 reviewers for IAAR, 19 January 2017, Almaty, Kazakhstan
- EURASHE seminar, 7 February 2017, Brussels, Belgium
- INQAAHE conference, 27 February - 2 March 2017, Manama, Bahrain
- Visiting the new QA system, 28 February - 1 March 2017, Andorra
- QA seminar, 10-11 March 2017, Bishkek, Kyrgyzstan
- Evaluation and Accreditation of Higher Education in Mexico, 15-17 March 2017, Pachuca City, Mexico
- Meeting with the University of Applied Sciences of Tampere, 24 April 2017, Brussels, Belgium
- Belarus roadmap for higher education reform, 18 May 2017, Minsk, Belarus
- International Conference on Quality Assurance and Enhancement of Higher Education, 26 May 2017, Nicosia, Cyprus
- FRONTEX conference on single accreditation of joint programmes, 30-31 May 2017, Vilnius, Lithuania
- EACEA coordinators’ meeting for the Civil Society Cooperation grants, 7 June 2017, Brussels, Belgium
- EURASHE Networking event, 16 June 2017, Brussels, Belgium
- Public policy exchange event, 22 June, 2017, Brussels, Belgium
- Study visit at Neth-ER for representatives of VSNU, ISO, and LSVb, 12 July 2017, Brussels, Belgium
- The 9th International Conference on Quality Assurance in Higher Education in Africa (ICQAHEA), 18-22 September 2017, Accra, Ghana
- EADTU PLA on Quality assurance of blended and online programmes, 21-22 September, Brussels, Belgium
- EUA Teaching and Learning Forum, 28-29 September 2017, Paris, France
- C-RAC meeting, 2-3 October 2017, Washington, DC, United States of America
- EQAR Members’ Dialogue, 19-20 October 2017, Prague, Czech Republic
- QAA/QQI conference: Transnational Education in the European Higher Education Area, 7 November 2017, Belfast, Ireland
- European Commission PLA on quality culture, 16-17 November 2017, Oslo, Norway
- ASFOR International Conference “Value of Accreditation Systems of Higher Education”, 14 December 2017, Milan, Italy
- NCEQE conference “Reforming the Higher Education Quality Assurance System: Results and Steps Forward”, 14-15 December 2017, Tbilisi, Georgia

1 The list excludes attendance of ENQA representatives in BFUG meetings, BFUG working group meetings, project meetings, events organised in the framework of projects in which ENQA is involved, E4 meetings, EQAF Steering Committee meetings, EQAR executive committee meetings, ENQA’s own events, and meetings of ENQA working groups.
ANNEX 4.

ENQA events in 2017

7th ENQA Members’ Forum, 4-5 May 2017, Oslo, Norway, hosted by the Norwegian Agency for Quality Assurance in Education (NOKUT)

Exploring Synergies between Quality Assurance and Qualifications Recognition, 1-2 June 2017, Dublin, Ireland, hosted by the Quality and Qualifications Ireland (QQI)


ENQA Networking Event, 20 June 2017, Brussels, Belgium

ENQA Agency Reviews: Seminar for Recently Reviewed Agencies, 12-13 October 2017, The Hague, the Netherlands, hosted by the Accreditation Organisation of the Netherlands and Flanders (NVAO)

8th ENQA General Assembly, 26-27 October 2017, Sèvres, France, hosted by the Centre International d’Études Pédagogiques (CIEP)

3rd ENQA Reviewers’ Seminar, 20-21 November 2017, Brussels, Belgium, hosted by the Flemish Higher Education Council, Quality Assurance Unit (VLUHR-QAU)

12th European Quality Assurance Forum, 23-25 November 2017, Riga, Latvia, hosted by the University of Latvia
ABOUT ENQA

The European Network for Quality Assurance in Higher Education was established in 2000 to promote European cooperation in the field of quality assurance. In November 2004 the General Assembly transformed the Network into the European Association for Quality Assurance in Higher Education (ENQA).

As the largest association of quality assurance agencies committed to agreed European standards, ENQA drives the development of quality assurance by representing agencies internationally, supporting them nationally, and providing them with comprehensive services and networking opportunities. ENQA promotes the enhancement of quality and the development of a quality culture in higher education.

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