



# FOLLOW-UP REPORT

The National Agency for Quality  
Assurance in Education and  
Research (ANACEC)

## Calendar

May 2023  
ANACEC self-evaluation report

June 2023  
ENQA site visit to ANACEC

October 2023  
ANACEC external evaluation report

September 2025  
ANACEC follow-up report

## Introduction

The adoption of the Education Code (2014) marked a milestone in defining the legal and institutional framework of the national quality assurance system. One of its central components was the establishment of the National Agency for Quality Assurance in Professional Education (ANACIP), created by Government Decision No. 652/2014 *On the establishment of the National Agency for Quality Assurance in Professional Education*.

As a result, by Government Decision No. 201/2018, the name of the National Agency for Quality Assurance in Professional Education was changed to National Agency for Quality Assurance in Education and Research (ANACEC). The new structure absorbed the National School Inspectorate (NSI), an administrative authority under the Ministry of Education, Culture and Research (MECR), and the National Council for Accreditation and Attestation (NCAA), an administrative authority autonomous from the Government.

ANACEC's mission is to implement state policies and contribute to the development oriented towards the best international standards in the areas of competence assigned. The Agency covers several fields of activity, such as: quality assurance in vocational education and training, continuous training, higher education, research and innovation.

ANACEC has chosen to undergo external assessment by the European Association for Quality Assurance in Higher Education (ENQA) for the first time and intends to apply for full membership. Currently, ANACEC is an affiliated member of ENQA (since January 2016). The assessment served as a basis for requesting the Agency's inclusion in the European Quality Assurance Register for Higher Education (EQAR), a condition also stipulated in the Education Code of the RM (art. 115, letter n)).

The Education Code (art. 115 (2), l), n)) provides for the responsibility of ANACEC to periodically elaborate self-assessment reports of the quality of its own activity in order to prepare for the external assessment by similar agencies from other countries and the obligation to take the necessary steps as, in no more than 3 years after its establishment, to be registered National Agency for Quality Assurance in Education and Research in EQAR.

This follow-up report is based on the Evaluation Report prepared by the ENQA review panel in 2023. From June 2023 to September 2025, the Agency carried out an extensive preparation phase, which included: elaboration, discussion and approval of the report.

On April 22, 2024, the ENQA President formally informed ANACEC that, during its meeting on April 17, 2024, the ENQA Board decided that the overall level of compliance with the ESG was not sufficient to grant membership at this stage. The report and related discussions highlighted several areas of concern, with the Board expressing particular concern regarding the partial compliance levels in relation to several standards, especially: 3.3, 3.4, 3.5, 2.1, and 2.2. In parallel, the EQAR Register Committee decided on December 12, 2023, to defer its decision on ANACEC's inclusion in the register.

Thus, the findings and recommendations provided by ENQA and EQAR have become key reference points for ANACEC. The identified areas of partial compliance and non-compliance have shaped the Agency's priority action areas. Based on these recommendations, ANACEC developed an Action Plan, aimed at directly addressing the observations and strengthening its level of compliance with the ESG. The document outlines concrete actions, targeting both the resolution of highlighted shortcomings and the Agency's institutional development over the medium and long term.

This follow-up report was developed through a collegial process. The initial draft was prepared by the Department of Higher Education Evaluation (DHEE), in collaboration with the Executive Board of ANACEC, based on internally available information and contributions received from DHEE staff and other involved departments. The document was discussed

and approved during the meeting of the Governing Board of ANACEC held on September 10, 2025. The report is published on ANACEC’s website.

### **Analysis and Monitoring of the Recommendations resulting from the external evaluation conducted by ENQA and EQAR (2023)**

#### **ANACEC’s Level of Compliance with the ESG as highlighted in the ENQA and EQAR Evaluation (2023)**

<b>European Standards and Guidelines (ESG)</b>	<b>ENQA</b>	<b>EQAR</b>
ESG 3.1 - Activities, policies, and quality assurance processes	Compliant	Partially compliant
ESG 3.2 - Official status	Compliant	Compliant
ESG 3.3 - Independence	Partially compliant	Noncompliant
ESG 3.4 - Thematic analysis	Partially compliant	Partially compliant
ESG 3.5 - Resources	Partially compliant	Partially compliant
ESG 3.6 - Internal quality assurance and professional conduct	Compliant	Partially compliant
ESG 3.7 – Cyclical external review of agencies	Compliant	Compliant
ESG 2.1 – Consideration of internal quality assurance	Partially compliant	Partially compliant
ESG 2.2 – Designing methodologies fit for purpose	Partially compliant	Partially compliant
ESG 2.3 – Implementing processes	Compliant	Compliant
ESG 2.4 – Peer-review experts	Compliant	Compliant
ESG 2.5 – Criteria for outcomes	Compliant	Compliant
ESG 2.6 – Reporting	Compliant	Compliant
ESG 2.7 – Complaints and appeals	Compliant	Partially compliant

Thus, the follow-up report presents the progress made in implementing this plan, highlighting the achievements, the challenges encountered, and the additional measures planned to ensure full compliance and the attainment of ENQA membership status and inclusion in EQAR. Through this report, ANACEC reaffirms its mission to contribute to the development of a culture of quality in education and research and to ensure that its processes are fully aligned with ESG standards.

**ACTION PLAN**  
**for the implementation of the recommendations formulated**  
**by the ENQA and EQAR panels following the external evaluation of ANACEC**

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
3.1 Activities, policies, and quality assurance processes	<b>ENQA — Compliant</b>  <b>EQAR — Partially compliant</b>	1. Add more structure, clarity, and capacity building in the processes relating to strategic planning, implementation, monitoring, and reporting.  <i>(EQAR noted the panel's concerns of the lack of interconnectivity between the Strategy of the agency and the Annual Activity Plans and the lack of evidence of how these two documents are cascading in the de-facto activities of the agency. Furthermore, the Register Committee noted the lack of structure, clarity and capacity building in its strategic planning process.)</i>	<b>Actions taken:</b> The Institutional Development Strategy of ANACEC for the period 2025–2029 has been developed and approved, including a revision of the structure of its core components (approved by the ANACEC Governing Board Decision No. 66 of 16.05.2025).  Since 2023, the Annual Activity Plan of ANACEC and the Annual Activity Plan of the Department of higher education evaluation (DHEE) have been elaborated in accordance with the Institutional Development Strategy of ANACEC.  <b>Ongoing activities:</b> Both plans will be annually elaborated in alignment with the objectives of the Institutional Development Strategy of ANACEC.	<a href="https://anacec.md/files/O.%202025%20Diferrite/STRATEGIA_ANACEC_2025-2029_F%C4%82R%C4%82%20PLAN.signed.pdf">https://anacec.md/files/O.%202025%20Diferrite/STRATEGIA_ANACEC_2025-2029_F%C4%82R%C4%82%20PLAN.signed.pdf</a>  <a href="https://anacec.md/files/Plan%20ANACEC_2024_completat.-1.pdf">https://anacec.md/files/Plan%20ANACEC_2024_completat.-1.pdf</a>  <a href="https://anacec.md/files/2025_Altele/PlanActivitate_ANACEC_2025.pdf">https://anacec.md/files/2025_Altele/PlanActivitate_ANACEC_2025.pdf</a> <a href="https://anacec.md/files/2025_InvSup/Plan_actiuni_2025.PDF">https://anacec.md/files/2025_InvSup/Plan_actiuni_2025.PDF</a>
		2. Revisit the methodology for the representation of stakeholders on the GB in order to ensure their nomination by legitimate and recognized national bodies representing the	<b>Actions taken:</b> The Regulation on the involvement of stakeholders in external quality assurance activities was updated and approved by the ANACEC Governing Board, Decision No. 50 of 04.07.2025.  The Methodology for the selection of expert evaluators was updated and approved by the ANACEC Governing Board,	<a href="https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa">https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa</a>

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		<p>state sector, private sector and/or the civil society.</p> <p><i>(EQAR the concerns raised by the panel about stakeholder involvement at the agency, especially the meritocratic system in the selection of students both for the governing bodies of the agency, as well as the selection of students in the review panels.)</i></p>	<p>Decision No. 71 of 19.12.2023, with the repeal of point 10, letter b), which previously provided for the selection of students as experts in external evaluation panel based on their academic results.</p> <p>To strengthen student involvement in the external evaluation process, ANACEC has taken the following measures: it initiated collaboration with the Moldovan Student Alliance for appointing representatives to participate as members in External evaluation panel; it has shown openness to participating in activities organized by youth organizations, promoting a culture of quality among students; and it has conducted public presentations about the Agency's activities and opportunities for student involvement in evaluation processes, including informational sessions and online communication campaigns.</p> <p>With a view to capitalizing on the potential of students and academic staff in international external evaluations, ANACEC has promoted the involvement of students and academic staff from the ANACEC Register of student evaluators in evaluation panels abroad, at the request of other quality assurance agencies (official requests received by ANACEC from ARACIS and the National Centre for Educational Quality Enhancement, Georgia).</p> <p><b>Ongoing activities:</b> With the aim of ensuring a transparent and participatory process for the nomination of members to the ANACEC Governing Board, particularly the student representative, ANACEC has initiated discussions with the Ministry of Education and Research regarding the clarification of the procedure for their selection and involvement.</p>	<p><a href="#">%20D50_CC_04.07.2025_Regulament_parity_interesate.signed.pdf</a></p> <p><a href="https://www.anacec.md/files/D71_Anexa.PDF">https://www.anacec.md/files/D71_Anexa.PDF</a></p> <p><a href="https://www.facebook.com/share/p/16SmWHXmup/">https://www.facebook.com/share/p/16SmWHXmup/</a></p> <p><a href="https://www.facebook.com/share/p/19Jg2U2M5M/">https://www.facebook.com/share/p/19Jg2U2M5M/</a></p>

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		<p>3. Explore ways of including an international member/diaspora in the composition of the GB.</p> <p><i>(EQAR further emphasised the recommendation of the panel, for the agency to revisit its methodology for the representation of stakeholders on the Governing Board.)</i></p>	<p><b>Actions taken:</b> Following a selection process organized by the Ministry of Education and Research, a member with international affiliation was included in the composition of the ANACEC Governing Board — Prof. Dr. Sergiu Musteață, faculty member at the Department of History, Faculty of Humanities, “Valahia” University of Târgoviște, Romania.</p> <p>With the aim of strengthening the involvement of diaspora representatives in the external evaluation process, ANACEC is building on previous experience and continues to develop cooperation in this area. For example, ANACEC previously had valuable experience with members of the diaspora, organizing in July 2022 two training sessions for future evaluators as part of the project “Diaspora for Excellence in Education in the Republic of Moldova.” These sessions were attended by teaching staff, researchers, and students originally from the Republic of Moldova who are currently affiliated with universities and research centres in the EU, the UK, and the USA.</p> <p>Building on this foundation, the Agency continues its efforts to strengthen ties with the diaspora through participation in dialogue events and by inviting diaspora representatives to contribute to the external evaluation of study programs.</p> <p><b>Ongoing activities:</b> ANACEC has initiated consultations with the Ministry of Education and Research regarding the possibility of appointing a representative of the academic diaspora to the Governing Board.</p>	<p><a href="https://anacec.md/files/2025_Altele/ordine/143247.pdf">https://anacec.md/files/2025_Altele/ordine/143247.pdf</a></p> <p><a href="https://fsu.valahia.ro/departamente/">https://fsu.valahia.ro/departamente/</a></p> <p><a href="https://www.facebook.com/share/p/15r9A3KmPq/">https://www.facebook.com/share/p/15r9A3KmPq/</a></p>

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		4. Expand on the internationalisation understanding in its strategic approach, including through the development of English language proficiency.	<p><b>Actions taken:</b> To strategically expand the understanding and application of internationalization, including through the development of language skills, two ANACEC staff members have completed English language courses and hold certificates attesting to their level of proficiency.</p> <p>In order to maintain language competencies and support professional development, ANACEC has, in accordance with the regulatory framework, approved the involvement of its staff in teaching activities within higher education institutions.</p> <p><b>Ongoing activities:</b> Two additional staff members are scheduled to participate in language proficiency training courses in the near future.</p>	<p>Ms. Felicia Banu is PhD in English Philology, Associate Professor of English language courses in HE institutions, Ms. Felicia Banu is a member of the Council of Doctoral School in Humanities and Education Sciences at Moldova State University (<a href="https://doctorat.usm.md/umanistice/?page_id=44">https://doctorat.usm.md/umanistice/?page_id=44</a>) Language proficiency certificates – Elenciuc D., Onoi M.</p>
		5. Remove the student selection criteria in order to demonstrate openness towards student engagement.	<p><b>Actions taken:</b> ANACEC's internal documents outlining the criteria for selecting students in the external evaluation process have been updated by revising the Regulation on the involvement of stakeholders in external quality assurance activities and amending the Methodology for the selection of expert evaluators, by removing criteria based on students' academic performance.</p> <p>This change aimed to broaden participation opportunities and prevent discrimination based on academic achievement. At the same time, applying appropriate selection criteria for students</p>	<p><a href="https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa%20D50_CC_04.07.2025_Regulament_parti_interesate.signed.pdf">https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa%20D50_CC_04.07.2025_Regulament_parti_interesate.signed.pdf</a> <a href="https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa%20D50_CC_04.07.2025_Regulament_parti_interesate.signed.pdf">https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa%20D50_CC_04.07.2025_Regulament_parti_interesate.signed.pdf</a></p>

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			<p>involved in external evaluation panels and in the Governing Board ensures that the selected student is a responsible individual capable of contributing to the decision-making process.</p> <p>The current student representative on the Governing Board is a PhD candidate, actively involved in volunteer work and student self-governance structures, with participation in international projects and scientific conferences, and recognized within the academic community for her leadership and ability to represent student interests.</p>	<p><a href="#">s/D71_Anexa.PDF</a></p> <p><a href="https://anacec.md/files/2025_Altele/ordine/143247.pdf">https://anacec.md/files/2025_Altele/ordine/143247.pdf</a></p> <p><a href="https://mec.gov.md/sites/default/files/cv-malanici_elena_0.pdf">https://mec.gov.md/sites/default/files/cv-malanici_elena_0.pdf</a></p>
3.3 Independence	<p><b>ENQA — Partially compliant</b></p> <p><b>EQAR — non-compliant</b></p>	<p>1. Revisit the relevant regulations so as to allow the GB to elect the President, Vice-President, and Secretary General by the GB members.</p> <p><i>(EQAR noted the panel's analysis that according to the official documentation ANACEC is not independent of the Government and the Ministry of Education. Furthermore, the status of the agency is as subordinate to the ministry, which defines the rules for the election of the members on the Governing Board. The Committee further noted the panel's concerns that with the current status the organisational independence of ANACEC is at</i></p>	<p><b>Ongoing activities:</b></p> <p>Discussions have been initiated with the Ministry of Education and Research to identify legal and administrative solutions aimed at strengthening ANACEC's institutional independence. These efforts specifically target:</p> <ul style="list-style-type: none"> <li>• the possibility for the President, Vice-President, and Secretary-General to be elected by the Agency's Governing Board;</li> <li>• the revision of the organizational structure to ensure a permanent administrative unit that preserves institutional memory;</li> <li>• the adjustment of relevant legislation to guarantee financial sustainability and an increased degree of autonomy in budget management.</li> <li>• the assignment to ANACEC of the authority to organize its internal structure and to decide on the allocation of human resources;</li> <li>• the removal of external interference in the decision-making process, especially regarding accreditation decisions.</li> </ul>	



ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
		<p>risk.)</p> <p>2. Reconsider the current organisation structure in the sense of adding a permanent administrative structure to safeguard institutional memory.</p> <p>3. Ensure the financial sustainability of the agency and adjust the relevant legislation accordingly; this would ensure a more autonomous financial management in order to enable the agency to act independently.</p>		
		<p>4. Enhance the agency efforts to trigger the relevant changes that would enable it to organise its own structure and work, including organisation chart and allocation of human resources.</p>	<p><b>Actions taken:</b> As a result of dialogue with the Ministry of Education and Research, the regulatory framework was adjusted through the amendment of Government Decision No. 201/2018, which enabled the increase of ANACEC's human resources. The number of positions within the DHEE increased from 5 to 8, and a vice-head position was established to strengthen the coordination function.</p> <p>Subsequently, in the context of the institutional reorganization carried out through Government Decision No. 536/2024, the DHEE was further strengthened by the addition of 2 more staff members, which contributed to the expansion of its operational capacity.</p>	
		<p>5. Drive changes in the relevant legislative framework so as to remove decision-making</p>	<p><b>Actions taken:</b> Following legislative amendments adopted in August 2024, ANACEC no longer holds responsibilities related to quality</p>	<p><a href="https://www.legis.md/cautare/getResults?doc_id=144499&amp;lang=r">https://www.legis.md/cautare/getResults?doc_id=144499&amp;lang=r</a></p>

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		<p>interference from the Ministry and enable ANACEC to make accreditation decisions.</p> <p><i>(EQAR noted the panel's concerns that the current situation also puts in jeopardy the operational independence of ANACEC. As noted by the analysis of the panel, the palette of ANACEC's activity is too broad and the ministry is too close. The final decision regarding the procedures lays with the ministry and not with the Governing Board of the agency with instances where the ministry deciding not to follow the proposed decision by the agency of non-accreditation.)</i></p>	<p>evaluation in general education, as these duties have been removed from the Agency's functions/ responsibilities.</p> <p>Within the Agency, the roles and responsibilities of the External evaluation panel (responsible for on-site analysis and drafting of reports) and the Profile committee in higher education (PCHE) (which conducts the in-depth analysis, formulates conclusions, and proposes decisions to the Governing Board) are clearly defined.</p> <p>Additionally, the PCHE validates the External evaluation reports, while the Governing Board reviews all related materials (Self-evaluation report, site visit form, External evaluation report) and adopts the final decision.</p>	o
		<p>6. Ensure that GB members are acting in an individual capacity and not based on a mandate from the institution they are coming from.</p>	<p><b>Actions taken:</b></p> <p>In accordance with the provisions of the Regulation on the organization and functioning of the higher education Profile committees and the Regulation on the organization and conduct of the meetings of the Governing Board of ANACEC, members of the Profile committees, as well as members of the Governing Board, do not participate in the voting process on agenda items in cases of conflict of interest.</p> <p>Thus, any possibility of involvement in the decision-making process by members of the Profile committees and the</p>	<p><a href="https://anacec.md/file/s/6.O.%20Decizii/Decizii%2025.07.2025/Anexa_D82_CC_25.07.2025_Regulament%20CC_ANACEC.signed.pdf">https://anacec.md/file/s/6.O.%20Decizii/Decizii%2025.07.2025/Anexa_D82_CC_25.07.2025_Regulament%20CC_ANACEC.signed.pdf</a></p> <p><a href="https://anacec.md/file/s/Regulamentul%20de%20organizare%20si%20functionare%20a">https://anacec.md/file/s/Regulamentul%20de%20organizare%20si%20functionare%20a</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			Governing Board is excluded when examining the results of the external evaluation of a study program or institution, if they have contractual relationships, representation roles, or other personal interests with the institution being evaluated.	<a href="#">%20Comisie%20de%20profil_DEIS.pdf</a>
3.4 Thematic Analysis	<b>ENQA — Partially compliant</b>  <b>EQAR — Partially compliant</b>	1. Continue the practice of conducting and publishing thematic analysis, and give a strategic reconsideration of their scope and implementation.  <i>(EQAR underlined that this study was done for one study field and not repeated in other fields. The Committee further underlined the panel's analysis that annual reports and other individual initiatives does not represent thematic analysis.)</i>	<p><b>Actions taken:</b> Following the ENQA Review Report and in line with the recommendations received, during 2023 ANACEC conducted a thematic analysis in the general study field 042 – Law. The analysis was based on data collected from the external evaluation panels' reports and synthesized the results of evaluations carried out for study programmes across ten higher education institutions, at both bachelor's and master's levels. This exercise not only provided an integrated overview of quality across the field but also contributed to a more strategic use of evaluation results, strengthening the scope and relevance of thematic analyses within the agency's quality assurance activities.</p> <p><b>Ongoing activities:</b> During 2025, two thematic studies are scheduled to be completed:</p> <ul style="list-style-type: none"> <li>• <i>External Quality Evaluation of Higher Education Study Programs in the General Field of Study 011 Educational Sciences: Achievements and Challenges</i></li> <li>• <i>External Quality Evaluation of Higher Education Study Programs in the General Field of Study 041 Economic Sciences.</i></li> </ul> <p>These studies are designed to broaden the scope of thematic analyses and to ensure their alignment with strategic priorities in quality assurance. Their findings will be discussed with higher education institutions and stakeholders through</p>	<p><a href="https://anacec.md/files/Studiu%20Drept_12_2023.pdf">https://anacec.md/files/Studiu%20Drept_12_2023.pdf</a></p> <p><a href="https://anacec.md/files/buletin%20informativ%20septembrie-noiembrie%202023.pdf">https://anacec.md/files/buletin%20informativ%20septembrie-noiembrie%202023.pdf</a></p> <p><a href="https://ibn.idsi.md/sites/default/files/imag_filer/48-55_32.pdf">https://ibn.idsi.md/sites/default/files/imag_filer/48-55_32.pdf</a></p> <p><a href="https://www.facebook.com/share/p/166mTTZujM/">https://www.facebook.com/share/p/166mTTZujM/</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
			dedicated roundtables, reinforcing the role of thematic analyses as a tool for evidence-based policy, institutional learning, and the continuous improvement of QA methodologies. Employees of the DHEE also contribute to the dissemination and refinement of thematic analyses by publishing articles in specialized journals, thereby integrating evaluation outcomes into wider professional and academic debates. A relevant example is the article “External quality evaluation of study programmes in the field of education sciences: realities and perspectives. Case study: Comrat State University,” presented at the International Scientific-Practical Conference dedicated to the 33rd Anniversary of Comrat State University.	
		<p>2. Formally define the agency’s commitment regarding the regularity of publication of thematic analysis.</p> <p><i>(EQAR acknowledged the agency’s activity with preparing thematic analysis for one study field, however as it stands these activities are modest. The Committee underlines the review panel’s recommendations on the formal commitment by the agency regarding the regular conducted and published thematic analysis.)</i></p>	<p><b>Actions taken:</b> ANACEC has adopted a formal and public commitment to the annual publication of thematic analyses by including fixed deadlines for their preparation and publication in both the Annual Activity Plan of ANACEC and the Annual Activity Plan of the DHEE.</p>	<p><a href="https://anacec.md/files/Plan%20ANACEC_2024_completat.-1.pdf">https://anacec.md/files/Plan%20ANACEC_2024_completat.-1.pdf</a></p> <p><a href="https://anacec.md/files/2025_Altele/PlanActivitate_ANACEC_2025.pdf">https://anacec.md/files/2025_Altele/PlanActivitate_ANACEC_2025.pdf</a></p> <p><a href="https://anacec.md/files/2025_InvSup/Planactiuni_2025.PDF">https://anacec.md/files/2025_InvSup/Planactiuni_2025.PDF</a></p>

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		3. Explore international best practice such as ENQA’s study on implementation of thematic analysis by agencies, titled “ESG 2015–2018 ENQA Agency Reports: Thematic Analysis.”	<p><b>Actions taken:</b> ANACEC takes into account international best practices, including the recommendations made in the ENQA study “<i>ESG 2015–2018 ENQA Agency Reports: Thematic Analysis,</i>” to strengthen its thematic analysis activities and align them with European standards.</p>	
		4. Considering the use of report findings, including commendations and recommendations, towards thematic analysis which could present a learning opportunity for improvement of practices across the system.	<p><b>Actions taken:</b> ANACEC periodically analyses findings from external evaluation reports (including strengths and recommendations formulated by experts) to identify recurring themes and systemic trends, which serve as the basis for preparing thematic analyses.</p>	
3.5 Resources	<p><b>ENQA — Partially compliant</b></p> <p><b>EQAR — Partially compliant</b></p>	<p>1. Reconsider and enlarge the human resource capacity to equip the agency for the upcoming work, including the institutional and doctoral school evaluations, as well as the developmental work in supporting quality culture at the HEI level.</p> <p><i>(EQAR noted the panel’s concerns related to the financial sustainability of the agency and the need of more autonomous</i></p>	<p><b>Actions taken:</b> Following discussions with the Ministry of Education and Research, amendments were made to Government Decision No. 201/2018 with the aim of strengthening ANACEC’s human resources. Consequently, the staffing structure of the DHEE was adjusted by increasing the number of positions from 5 to 8. In addition, the creation of a deputy head of department position was proposed and subsequently introduced to enhance managerial capacity.</p> <p>Furthermore, following ANACEC’s reorganization under Government Decision No. 536/2024, two additional staff members were transferred to the DHEE, thereby contributing to the expansion of its operational capacity.</p> <p>The newly hired staff of the DHEE participated in professional</p>	<p><a href="https://www.legis.md/cautare/getResults?doc_id=149212&amp;lang=ro#">https://www.legis.md/cautare/getResults?doc_id=149212&amp;lang=ro#</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
		<p><i>financial management. The Committee noted the panel's concerns on the lack of human resources and the heavy workload ahead for ANACEC with the institutional and doctoral school evaluations. The Committee emphasises the panel's recommendations on the need for the agency to pursue with the authorities changes in its financial management, which would also ensure more funding to enable increasing the human resources of ANACEC.)</i></p>	<p>training sessions focused on developing the competencies required for conducting external evaluations of higher education programs and institutions, in line with the national regulatory framework and ESG standards.</p> <p><b>Ongoing activities:</b> The Agency is set to launch a call for applications to fill the remaining vacant positions, following the approval of the updated staffing plan submitted to the Ministry of Education and Research. This update is based on the amendments to Government Decision No. 201/2018, particularly Annexes No. 2 and No. 3.</p>	
		<p>2. Ensure the funding to enable human resources that are stable and qualified to meet their roles, including language proficiency.</p>	<p><b>Actions taken:</b> The ANACEC Executive Board identifies, on a monthly basis, opportunities to supplement the salary fund for employees of the DHEE by reallocating available financial resources from vacant positions. This measure contributes to maintaining a stable and motivated team.</p> <p>ANACEC actively promotes and supports professional training and continuous development of its staff. The following measures have been undertaken:</p> <ul style="list-style-type: none"> <li>• Participation in professional training activities within European projects, relevant to the Agency's area of competence (e.g., mobility organized under the Erasmus+ Project at Cappadocia University and Nevşehir Hacı Bektaş Veli University in Turkey;</li> </ul>	<p><a href="https://anacec.md/files/BULETIN/Buletinul%20decembrie%202024%20-%20februarie2025.pdf">https://anacec.md/files/BULETIN/Buletinul%20decembrie%202024%20-%20februarie2025.pdf</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			<p>HESPRI Project at “Alexandru Ioan Cuza” University in Iași, Romania);</p> <ul style="list-style-type: none"> <li>• Financial support from ANACEC’s own resources for staff participation in seminars organized by ENQA and other European agencies (e.g., UKÄ Staff Week 2025, 29 September – 2 October 2025, in Stockholm);</li> <li>• Engagement of ANACEC staff in relevant European quality assurance forums (e.g., seminar for agencies recently reviewed by ENQA, Madrid, Spain, 25–28 March 2025; ENQA Forum, Paphos, Cyprus, 8–12 April 2025; CEENQA General Assembly and the workshop “Higher Education’s Connection with the Labour Market”, Tallinn, Estonia, 12–15 June 2025);</li> <li>• Submission of a project to the Embassy of Canada to obtain additional funding aimed at strengthening institutional capacity and enhancing the language competencies of the staff.</li> </ul> <p><b>Ongoing activities:</b> ANACEC remains committed to supporting the continuous training of its staff, including by ensuring the necessary funding for professional development and the strengthening of language skills, so that stable and qualified human resources can effectively fulfill their roles.</p>	
3.6 Internal quality assurance and professional conduct	<b>ENQA — Compliant</b>  <b>EQAR — Partially compliant</b>	1. Revisit the internal quality assurance policy to align it with similar, best practice, documents of this kind and more clearly convey the commitment to implement the full PDCA cycle, while engaging	<p><b>Actions taken:</b> The Agency establishes specific procedures to ensure the quality of its activities. Internal quality assurance at ANACEC includes the application of legislative acts implemented through the Agency’s internal procedures, which are subject to self-evaluation. At the institutional level, internal quality assurance is reflected in the Quality Policy (approved by</p>	<p><a href="https://anacec.md/files/28.D.Anexa_Polit_calit.semnat.pdf">https://anacec.md/files/28.D.Anexa_Polit_calit.semnat.pdf</a></p> <p><a href="https://anacec.md/ro/content/strategie#:~:text=Declara%C8%9Bia%20Pre%C8%99edi">https://anacec.md/ro/content/strategie#:~:text=Declara%C8%9Bia%20Pre%C8%99edi</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
		<p>with internal and external stakeholders.</p> <p><i>(EQAR noted that even if ANACEC has a Quality Policy as a document, as underlined by the panel this is not translated into practice i.e., not reflected in the internal quality assurance system of the agency.</i></p> <p><i>Furthermore, as underlined by the panel the feedback mechanisms are not clearly defined and implemented, i.e., the collection and analysis from the feedback collected by the reviewed institutions and the panels is not clear and predictable, nor is formally defined in any policy of the agency.</i></p> <p><i>Despite ANACEC's work and developments on its own internal quality assurance system, the Register Committee found that the process is still in a developmental phase and the agency should further strengthen, align and implement its practices.)</i></p>	<p>Governing Board Decision No. 28 of 02.02.2024). The Agency's commitment to promoting a culture of quality is also expressed in the President's Statement on the ANACEC Quality Policy.</p> <p>Since 2018, the DHEE has been administering two annual questionnaires to collect feedback from stakeholders involved in the external evaluation process (opinion of institutional representatives and the opinion of the expert evaluator) to continuously improve practices year over year. The Department collects feedback from both higher education institutions and experts, prepares a report, and discusses the findings within meetings of the Profile committees and the Governing Board.</p> <p>Based on the analysis of the respondents' feedback, ANACEC undertook the following measures:</p> <ul style="list-style-type: none"> <li>• Amendments were made to the regulatory framework (Government Decision No. 616/2016), to the External Evaluation Guidelines, and to the structure of working tools (site visit form, external evaluation report);</li> <li>• The training format for experts was adjusted by organizing training sessions and introducing a 3-ECTS credit training course;</li> <li>• Roundtables were organized to summarize results by field of study;</li> <li>• The evaluation results were published, including findings, recommendations, and areas for improvement addressed to various stakeholders (the Ministry of Education and Research, higher education institutions, and the Agency itself).</li> </ul>	<p><a href="#">ntelui%20privind%20politica%20ANACEC%20%C3%AEn%20domeniul%20calit%C4%83%C8%9Bii</a></p> <p><a href="https://anacec.md/files/Decizii%20CC%2004.07.2025-20250711T061452Z-1-001/Decizii%20CC%2004.07.2025/Anexa%20D50_CC_04.07.2025_Regulament_parti_interesate.signed.pdf">https://anacec.md/files/Decizii%20CC%2004.07.2025-20250711T061452Z-1-001/Decizii%20CC%2004.07.2025/Anexa%20D50_CC_04.07.2025_Regulament_parti_interesate.signed.pdf</a></p>



ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			<p><b>Ongoing activities:</b> In November 2025, ANACEC is scheduled to administer a questionnaire to assess ANACEC's employee satisfaction with working conditions, as part of its feedback mechanism.</p>	
		2. Formalise a mechanism for the training/ induction/ onboarding of the Governing Board, and the PCHE in order to ensure that they are equipped and act professionally in undertaking their roles.	<p><b>Actions taken:</b> The training of members of the PCHE and the ANACEC Governing Board at the beginning of their mandate was carried out through dedicated induction and training sessions organized by the Agency. These sessions aimed to familiarize members with the regulatory framework, Methodology of external quality evaluation, quality assurance principles, and standards of ethics and impartiality, in order to ensure the professional and responsible fulfilment of their duties.</p>	
		3. Remove conflicting distribution of powers between different roles and units, particularly on the individuals that sit both on the GB and EM.	<p><b>Actions taken:</b> Under the current regulatory framework, external evaluation reports are validated by the Profile committees, while the final decision is adopted by the ANACEC Governing Board. This functional separation ensures a balance between technical and decision-making roles, preventing the concentration of responsibilities within the same structure or among the same individuals.</p> <p>To guarantee transparency and integrity in the decision-making process, each member of the Profile committees and the Governing Board signs a Declaration on the lack of conflict of interest at the beginning of their mandate. Additionally, to avoid conflicts of interest, the provisions set out in the Regulation on the organization and functioning of the higher education Profile committees and the Regulation on the organization and conduct of the meetings of the Governing Board of ANACEC are strictly observed.</p>	

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			Description	
		4. Conduct an evaluation process that addresses the effectiveness of the agency governance systems.	<p><b>Actions taken:</b> A questionnaire addressed to the ANACEC team has been developed and is scheduled to be administered in November 2025, aiming to collect perceptions regarding the efficiency of decision-making processes, clarity of roles, and the overall functioning of the Agency’s governance mechanisms.</p> <p>Following semi-annual evaluations of ANACEC personnel, specific development needs have been identified, and the The annual non-financial employee motivation programme and the Annual professional development plan will be updated in December 2025.</p> <p>ANACEC has organized internal training and team-building sessions focused on topics relevant to good institutional governance: ethics and integrity in decision-making, role delineation, collaborative work, and principles of institutional autonomy.</p>	
		5. Ensure the closing of the feedback loop in relation to internal quality assurance tools in order to confirm that surveys results are acted upon and actions of improvement are monitored.	<p><b>Actions taken:</b> To ensure the closure of the feedback loop regarding internal quality assurance tools and to demonstrate that the results of analyses are followed by improvement actions, ANACEC presented the results of the study “External Evaluation of the Quality of Bachelor’s and Master’s Degree Programs in the General Field of Study 042 Law: Achievements and Challenges” during a roundtable organized at the Faculty of Law of Moldova State University.</p> <p><b>Ongoing activities:</b> ANACEC will continue to organize roundtables with higher education institutions, where the results of thematic analyses and conclusions drawn from questionnaires applied to</p>	<p><a href="https://www.facebook.com/share/p/166mTTZujM/">https://www.facebook.com/share/p/166mTTZujM/</a></p> <p><a href="https://anacec.md/ro/news-categories/buletin-informativ-0">https://anacec.md/ro/news-categories/buletin-informativ-0</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
			evaluated institutions and experts will be presented and discussed. These meetings will allow joint reflection on strengths and areas for improvement, facilitating the adjustment of external evaluation processes and practices in the spirit of quality and transparency.	
		6. Define more structure in the division of responsibilities regarding the monitoring and reporting of progress in the strategic planning process.	<p><b>Actions taken:</b> The President of ANACEC presents periodically to the Governing Board the degree of implementation of the Annual Activity Plans of ANACEC.</p> <p>ANACEC publishes the Annual Activity Report reflecting the achievement level of strategic objectives, serving as a tool for institutional transparency and accountability.</p>	<p><a href="https://anacec.md/files/2025%20Altele/Raport_ANACEC_2024.pdf">https://anacec.md/files/2025 Altele/Raport ANACEC 2024.pdf</a></p> <p><a href="https://anacec.md/files/Raport%20ANACEC_2023.pdf">https://anacec.md/files/Raport%20ANACEC_2023.pdf</a></p>
		7. Revisit/formalise the relevant provisions to ensure the avoidance of conflict of interest in all instances of decision-making.	<p><b>Actions taken:</b> In accordance with the provisions of the Regulation on the organization and functioning of the higher education Profile committees and the Regulation on the organization and conduct of the meetings of the Governing Board of ANACEC, the principle of abstention from voting by members involved in cases of conflict of interest is respected, and this practice will be systematically maintained and monitored.</p> <p>Members of the Profile committees, the Governing Board of ANACEC, and external evaluators sign Declaration on the lack of conflict of interest and are informed about the provisions of Code of Professional Ethics of ANACEC at the beginning of their mandate or involvement in the Agency's activities to ensure the impartiality of the evaluation and decision-making process.</p> <p>The Code of Professional Ethics of ANACEC explicitly provides obligations regarding professional integrity and</p>	<p><a href="https://anacec.md/files/2025%20Altele/postarefb/Anexa_D82_CC_25.07.2025_Regulament%20CC_ANACEC_signed%20%282%29.pdf">https://anacec.md/files/2025 Altele/postarefb/Anexa D82 CC 25.07.2025 Regulament%20CC ANACEC.signed%20%282%29.pdf</a></p> <p><a href="https://anacec.md/files/Regulamentul%20de%20organizare%20si%20functionare%20a%20Comisiei%20de%20profil_DEIS.pdf">https://anacec.md/files/Regulamentul%20de%20organizare%20si%20functionare%20a%20Comisiei%20de%20profil_DEIS.pdf</a></p> <p><a href="https://anacec.md/ro/content/legisla%C8%9Bie#:~:text=Codul%2">https://anacec.md/ro/content/legisla%C8%9Bie#:~:text=Codul%2</a></p>

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			Description	
			impartiality, prohibiting any form of favoritism or preferential treatment, discrimination, or external influence; ensuring confidentiality of information, protection of sensitive data, and respect for the principle of transparency within the limits of the legal framework; and upholding professional responsibility, including the obligation to report any situation that may generate a conflict of interest or affect the objectivity of decisions.	<a href="#">0de%20etic%C4%83%20profesional%C4%83%20al%C2%A0%20ANACEC%C2%A0</a>
2.1 Consideration of internal quality assurance	<b>ENQA — Partial compliant</b>  <b>EQAR — Partial compliant</b>	1. Enhance the development of quality culture and support the institutional capacity and capability so that quality assurance at the HEI level is not an externally driven preoccupation, but an internally understood responsibility.  <i>(EQAR emphasised the recommendation of the panel to enhance the development of quality culture and support institutional capacity and capability so that quality assurance at institutional level is not an externally driven preoccupation, but an internally understood responsibility.)</i>	<b>Actions taken:</b> In order to achieve the objective of strengthening the culture of quality and institutional capacity within the national higher education system, ANACEC continuously carries out informational, methodological, and consultative support activities addressed to higher education institutions (HEIs).  As part of this effort, ANACEC has provided: <ul style="list-style-type: none"> <li>• Ongoing methodological assistance in the implementation process of the new provisions of the Methodology of external quality evaluation (December 2024);</li> <li>• Structural consultations through the organization of two working sessions with expert groups (No. 1 and No. 3, appointed by ANACEC Order No. 62-A of 13.09.2023), aimed at formulating proposals to improve Guidelines for the external evaluation of bachelor's degree (cycle I) and integrated higher education study programmes and Guidelines for the external evaluation of master's degree (Cycle II) study programmes;</li> <li>• A broad public consultation session held on February 26, 2025, with the participation of over 85 beneficiaries (academic staff, quality managers, expert evaluators,</li> </ul>	<a href="https://anacec.md/files/BULETIN/Buletinul%20decembrie%202024%20-%20februarie2025.pdf">https://anacec.md/files/BULETIN/Buletinul%20decembrie%202024%20-%20februarie2025.pdf</a>  <a href="https://anacec.md/ro/news/sesiune-de-instruire-reprezentan%C8%9Bilor-institu%C8%9Bilor-de-%C3%AEenv%C4%83%C8%9B%C4%83m%C3%A2nt-superior">https://anacec.md/ro/news/sesiune-de-instruire-reprezentan%C8%9Bilor-institu%C8%9Bilor-de-%C3%AEenv%C4%83%C8%9B%C4%83m%C3%A2nt-superior</a>  <a href="https://anacec.md/ro/news/sesiune-de-formare-%E2%80%9Eevaluar-ea-extern%C4%83-calit%C4%83%C8%9Bii-programelor-de-">https://anacec.md/ro/news/sesiune-de-formare-%E2%80%9Eevaluar-ea-extern%C4%83-calit%C4%83%C8%9Bii-programelor-de-</a>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
			<p>students), for debating the revised versions of the Guidelines for the external evaluation;</p> <ul style="list-style-type: none"> <li>• A practical training session organized for heads of departments and study program coordinators focused on preparing external evaluation dossiers according to the new methodological requirements;</li> <li>• The webinar “Ethics and Academic Integrity in Quality Evaluation Processes,” held in June 2025, with about 100 participants, as part of efforts to promote an organizational culture based on values and academic responsibility;</li> <li>• Annual training sessions for future expert evaluators, offered openly to all actors in higher education interested in participating in quality assurance processes;</li> <li>• The course „External Evaluation in Higher Education” training course (3 ECTS credits), delivered annually to support the professionalization and accountability of staff involved in evaluation and quality management.</li> </ul> <p>All these activities are designed to transform quality assurance from an external obligation into an internal responsibility understood, assumed, and applied by each institution. They contribute both to developing internal competencies within HEIs and to strengthening an academic community engaged in promoting excellence and continuous improvement.</p> <p><b>Ongoing activities:</b> To continuously improve the culture of quality and support institutional capacity, ANACEC plans the following measures: presenting the results of thematic studies within roundtables</p>	<p><a href="#">studii-superioare-de-licen%C8%9B%C4%83</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			<p>organized together with higher education institutions; promoting dialogue with internal stakeholders of institutions through meetings with quality management structures dedicated to quality culture topics; disseminating findings, recommendations, and areas for improvement identified, to support the development of institutional capacity.</p>	
		<p>2. The agency should consider aligning its standards to ensure compliance with the Lisbon Recognition Convention principles, as well as enhance its efforts to promote recognition practices and best practices.</p> <p><i>(EQAR noted that ANACEC's processes are rather externally driven and the procedures are done in a quite formalistic manner. Furthermore, as underlined by the panel, the Committee noted that ANACEC procedures do not reflect sufficiently the principles of the Lisbon Recognition Convention for the recognition of qualifications from abroad (ESG 1.4).)</i></p>	<p><b>Actions taken:</b> According to the national regulatory framework, the recognition of studies falls under the competence of the Ministry of Education and Research (MEC) and higher education institutions. ANACEC has an indirect but essential role, through the monitoring and evaluation of compliance with the provisions of the Lisbon Recognition Convention within external evaluation processes, especially under the indicators 1.2.3 Internationalization of the study programme, 1.2.4 Academic Mobility, and 4.1.1 Recruitment and admission of students.</p> <p>Thus, the Agency contributes to the implementation of the Convention by:</p> <ul style="list-style-type: none"> <li>• examining how institutions manage the recognition of partial studies, mobility, and external equivalencies;</li> <li>• verifying that institutions publish clear and transparent information regarding study programs, expected learning outcomes, credit systems (ECTS), admission and graduation criteria;</li> <li>• cooperating with recognition authorities, including through participation in joint events;</li> <li>• promoting a culture of fair and transparent recognition, in line with European best practices.</li> </ul>	

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
2.2 Designing methodologies fit for purpose	<b>ENQA – Partial compliant</b>  <b>EQAR – Partially compliant</b>	<p>1. Ensure that the scope of activities assigned to the agency and the methodologies designed for them are supported by the capacity of ANACEC to implement it.</p>	<p><b>Actions taken:</b> As a result of constructive dialogue with the Ministry of Education and Research, ANACEC succeeded in promoting amendments to Government Decision No. 201/2018, through which:</p> <ul style="list-style-type: none"> <li>• a new organizational chart of the institution was adopted;</li> <li>• the staffing plan was revised in order to strengthen the DHEE, ensuring optimal functionality in line with the volume and complexity of its tasks.</li> </ul>	<p><a href="https://www.legis.md/UserFiles/Image/RO/2025/mo336-339%20ro/an_3_201%20ro.docx">https://www.legis.md/UserFiles/Image/RO/2025/mo336-339%20ro/an_3_201%20ro.docx</a></p>
		<p>2. Safeguard the contextualisation aspect in the development of upcoming procedures and in the revision of the existing ones in order to ensure the fitness for purpose of the regulatory framework the agency operates under.</p> <p><i>(EQAR noted the panel's concerns that ANACEC's framework has been developed on the basis of the frameworks and provisions of other national quality assurance agencies. Furthermore, the Committee underlined the panel's recommendation that ANACEC should better ensure adapting to its national specifics in the framework.</i></p>	<p><b>Actions taken:</b> To ensure the contextualization and alignment of procedures with the agency's mission and objectives, ANACEC systematically examines the good practices of European quality assurance agencies and integrates the relevant elements into its own regulatory framework.</p> <p>In this regard, several internal regulations have been reviewed and updated, including:</p> <ul style="list-style-type: none"> <li>• the revision of Post-evaluation monitoring procedure of vocational education and training, higher education and continuous training study programmes and institutions to more effectively track the implementation of recommendations;</li> <li>• the update of the Guidelines for the external evaluation to reflect European good practices and ESG requirements;</li> <li>• the review of other procedures, including those related to Procedure for the external quality evaluation of joint study programmes, to ensure the coherence and relevance of applied methodologies.</li> </ul>	<p><a href="https://anacec.md/files/2025_Altele/Procedura%20de%20monitorizare%20post-evaluare%20a%20programelor%20de%20studii%20C8%99i%20a%20institu%C8%9Bilor%20de%20C3%AEenv%C4%83%C8%9B%C4%83m%C3%A2nt%20profesional%20tehnic%20superior%20C8%99i%20formare%20profesional%C4%83%20a%20adul%C8%9Bilor%202025.pdf">https://anacec.md/files/2025_Altele/Procedura%20de%20monitorizare%20post-evaluare%20a%20programelor%20de%20studii%20C8%99i%20a%20institu%C8%9Bilor%20de%20C3%AEenv%C4%83%C8%9B%C4%83m%C3%A2nt%20profesional%20tehnic%20superior%20C8%99i%20formare%20profesional%C4%83%20a%20adul%C8%9Bilor%202025.pdf</a></p> <p><a href="https://anacec.md/files/75.Deciz_Proced_D">https://anacec.md/files/75.Deciz_Proced_D</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
		<p><i>Despite having the methodologies and the criteria set by the agency, as a subordinate to the ministry, the agency is dependent and cannot safeguard the contextualisation and developments of upcoming procedures, as well as the revision of existing ones in the current regulatory framework the agency operates under (see more under ESG 3.3.)</i></p>	<p>Consultative mechanisms have been strengthened by directly involving key stakeholders in the review process of methodologies and guidelines. Moreover, ANACEC has planned and implemented regular reviews of operational documents based on feedback collected from real evaluation processes and the specific characteristics of the national higher education system.</p> <p>These measures contribute to aligning quality standards with the local educational context while ensuring compatibility with international requirements from the ESG.</p>	<p><a href="#">iplome%20comune_A nexa.pdf</a></p>
		<p>3. Revisit the spectrum of decision possibilities available for the Governing Board in order to ensure that they reflect the real quality levels across the study programmes.</p>	<p><b>Actions taken:</b> Following ENQA's recommendations, the Methodology for External Quality Assurance in Higher Education, Technical Vocational Education, and Adult Training (Government Decision No. 616/2016) was revised. The following provisions were proposed and approved to clarify the decision-making process of the Governing Board :</p> <ul style="list-style-type: none"> <li>● Development and approval of a detailed decision-making grid, correlated with: <ul style="list-style-type: none"> <li>○ the percentage level of compliance with accreditation standards;</li> <li>○ the fulfillment or non-fulfillment of mandatory minimum evaluation standards;</li> <li>○ the proposed rating level (<i>very good, good</i>);</li> <li>○ the duration granted for accreditation (5/7 years) and for provisional authorization to operate.</li> </ul> </li> </ul>	<p><a href="https://www.legis.md/cautare/getResults?doc_id=146541&amp;lang=ro#">https://www.legis.md/cautare/getResults?doc_id=146541&amp;lang=ro#</a></p>



ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			<ul style="list-style-type: none"> <li>● Explicit definition of the awarded ratings and their association with performance levels to allow for a clear differentiation in quality among programs: <ul style="list-style-type: none"> <li>○ clarification of the thresholds for “very good” and “good”;</li> <li>○ linking ratings with measures for improvement or monitoring.</li> </ul> </li> <li>● Review and completion of the set of possible decisions in special cases, such as: <ul style="list-style-type: none"> <li>○ the re-accreditation of programmes with exceptional performance;</li> <li>○ cases of internal self-evaluation for the launch of new programmes within already accredited fields.</li> </ul> </li> </ul>	
		<p>4. Ensure consideration for proportionality and adaptation in the case of positive decisions, identifying ways of reducing the workload of the agency, where possible, to correspond to its resources.</p>	<p><b>Actions taken:</b>  In order to identify ways to reduce the Agency’s workload, an amendment was made to Government Decision No. 616/2016. Thus, higher education institutions that already hold accreditation for a study program at one of the three cycles (Bachelor’s, Master’s, or Doctorate) within a specific field of professional training are now entitled to organize additional study programs in the same field and at any of the three cycles, based on an internal self-assessment, provided that the accreditation standards, evaluation criteria, performance indicators, and mandatory minimum standards outlined in the Guidelines for the external evaluation are observed.</p> <p>These programs are considered provisionally authorized to operate without requiring an additional authorization procedure from the Agency. It is important to note, however, that they are not exempt from the accreditation process.</p>	

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			This measure reflects the application of the principle of proportionality, encourages institutional autonomy, and contributes to streamlining the Agency's activity by reducing the workload associated with provisional authorizations, without compromising academic quality requirements.	
2.3. Implementing processes	<b>ENQA – Compliant</b>  <b>EQAR Compliant</b>	1. Ensure the cycles of evaluations are implemented as per the designed methodologies for all types of activities assigned to ANACEC.	<b>Actions taken:</b> All evaluations conducted by ANACEC are consistent, comprehensive, and follow the provisions of the Methodology for External Quality Assurance in Higher Education, Technical Vocational Education, and Adult Training (Government Decision No. 616/2016), ensuring the full implementation of evaluation cycles without omissions or exceptions.	
		2. Revisit the current provisions for follow-up to external evaluation processes in order to ensure their fitness for purpose.	<b>Actions taken:</b> The Post-evaluation monitoring procedure of vocational education and training, higher education and continuous training study programmes and institutions has been updated (approved by the ANACEC Governing Board, Decision No. 76 of 21.12.2022). The document clearly defines the steps, timelines, and responsibilities related to monitoring the implementation of the recommendations formulated in the external evaluation reports.	<a href="https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa%20D51_CC_04.07.2025_PS03_Monitorizare%20post-evaluare.signed.pdf">https://anacec.md/files/Deciczii%20CC%2004.07.2025-20250711T061452Z-1-001/Deciczii%20CC%2004.07.2025/Anexa%20D51_CC_04.07.2025_PS03_Monitorizare%20post-evaluare.signed.pdf</a>
		3. Consider giving longer notice to institutions about the calendar of the external evaluation processes.	<b>Actions taken:</b> This recommendation has been carried out by publishing the External evaluation report on ANACEC's official website, thereby providing higher education institutions with the opportunity to plan the accreditation process in advance.	<a href="https://anacec.md/files/Calendar_evaluari_IS_2024-2026.PDF">https://anacec.md/files/Calendar_evaluari_IS_2024-2026.PDF</a>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
		4. Revisit the provisions of the Guidelines to clarify under what circumstances an institution can object to the composition of the panel member; ensure that the step can be repeated until the institution and the agency trust the professionalism of the team.	<p><b>Actions taken:</b> This recommendation is already incorporated in Government Decision No. 616/2016, which grants educational institutions the right to express their position regarding the composition of the External evaluation panel within 5 working days of notification.</p> <p>An institution may request the removal of a panel member if there is evidence of a conflict of interest, recent contractual relationships, involvement in the evaluated institution's activities, or any other situation incompatible with the principles of ethics and impartiality, in accordance with Code of Professional Ethics of ANACEC.</p> <p>These provisions ensure a clear and transparent framework for raising objections and strengthen the institution's confidence in the composition of the evaluation panel. In practice, justified removal requests are promptly reviewed, and the committee is reconfigured if necessary to guarantee the impartiality and professionalism of the external evaluation process.</p>	
		5. Consider revisiting the scope of work of the panel and the PCHE with an intention to avoid overlaps in their tasks and ensure that there are different oversight mechanisms to ensure the consistency and quality of reviews that are less resource and time-consuming.	<p><b>Actions taken:</b> ANACEC has strengthened the distinct yet complementary nature of the activities carried out by the External evaluation panel and the PCHE, ensuring an efficient, coherent decision-making process aligned with international best practices in quality assurance.</p> <p>The roles and responsibilities are clearly delineated: the External evaluation panel are responsible for on-site analysis and drafting evaluation reports, while the PCHE conducts substantive analysis, formulates conclusions, and validates the External evaluation report. The Governing Board, when making decisions, reviews all relevant materials, as</p>	<p><a href="https://www.legis.md/cautare/getResults?doc_id=149211&amp;lang=ro#">https://www.legis.md/cautare/getResults?doc_id=149211&amp;lang=ro#</a></p> <p><a href="https://www.legis.md/cautare/getResults?doc_id=149212&amp;lang=ro#">https://www.legis.md/cautare/getResults?doc_id=149212&amp;lang=ro#</a></p> <p><a href="https://anacec.md/files/Regulamentul%20d">https://anacec.md/files/Regulamentul%20d</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
			<p>appropriate (self-assessment reports, visit records, External evaluation report).</p> <p>Procedural flows have been clarified, including with regard to the evaluation of files, the validation of reports, and decision-making, in order to avoid duplications or parallel evaluations.</p> <p>Quality control and decision-making coherence mechanisms have been improved by introducing distinct but complementary checkpoints, under the responsibility of the PCHE, which assesses compliance with the methodology and the quality of the external evaluation report.</p> <p>Thus, processing time is reduced and the use of human and administrative resources is optimized, through the redefinition of the stages in which each of the structures is involved.</p>	<p><a href="#">e%20organizare%20si%20functionare%20a%20Comisiei%20de%20profil_DEIS.pdf</a></p> <p><a href="https://anacec.md/files/2025_Altele/Regulament%20privind%20implicarea%20p%C4%83r%C8%9Bilor%20interesate%20%C3%AEn%20activit%C4%83%C8%9Bile%20de%20asigurare%20extern%C4%83%20a%20calit%C4%83%C8%9Bii%202025.pdf">https://anacec.md/files/2025_Altele/Regulament%20privind%20implicarea%20p%C4%83r%C8%9Bilor%20interesate%20%C3%AEn%20activit%C4%83%C8%9Bile%20de%20asigurare%20extern%C4%83%20a%20calit%C4%83%C8%9Bii%202025.pdf</a></p> <p><a href="https://anacec.md/files/D71_Anexa.PDF">https://anacec.md/files/D71_Anexa.PDF</a></p>
2.4 Peer-review experts	ENQA – Compliant  EQAR Compliant	1. Remove any meritocracy in the selection criteria and demonstrate openness in co-opting student experts engaged in the external quality assurance processes.	<p><b>Actions taken:</b></p> <p>The Methodology for the selection of expert evaluators was updated and approved by the ANACEC Governing Board through Decision No. 71 of 19.12.2023, which repealed point 10, letter b), that previously provided for the selection of students as experts on External evaluation panel based on their academic results.</p>	<a href="https://anacec.md/files/D71_Anexa.PDF">https://anacec.md/files/D71_Anexa.PDF</a>
		2. Revisit the regulatory framework in order to allow the representatives of the labour market, as well as students, to become members of the registry of experts, a status currently reserved for experts holding an	<p><b>Actions taken:</b></p> <p>The methods for identifying students and employer representatives have been diversified through the publication of calls on the ANACEC website inviting participation in training sessions for future experts; and by requesting nominations from student organizations and other authorized bodies via official letters (Letter No. 833-01 dated 12.08.2025</p>	<a href="https://anacec.md/ro/news/sesiune-de-formare-%E2%80%9Eevaluaea-extern%C4%83-calit%C4%83%C8%9Bii-programelor-de-">https://anacec.md/ro/news/sesiune-de-formare-%E2%80%9Eevaluaea-extern%C4%83-calit%C4%83%C8%9Bii-programelor-de-</a>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
		academic/scientific title.		
		3. Expand on the profile of employer representatives in order to reflect the diversity of all sectors where higher education graduates are progressing to.	to the Chamber of Commerce and Industry of the Republic of Moldova, requesting the delegation of expert evaluators representing the economic sector, and Letter No. 832-01 to the Student Alliance of Moldova regarding the appointment of student representatives as members of the External evaluation panel).	studii-superioare-de-licen%C8%9B%C4%83
		4. Increase the representation of international experts in the composition of the external evaluation panels.	<p><b>Actions taken:</b> To implement the recommendation to increase the number of international experts in External evaluation panel, ANACEC has already taken concrete steps in this direction. According to Order No. 9-A dated 04.02.2025, the Annual Activity Plan of ANACEC for the external evaluation of Bachelor's and Master's degree programs in the general study fields 061 Information and Communication Technologies and 071 Engineering, Processing Technologies, Architecture, and Construction for the year 2025 was approved. In this context, and with the aim of expanding the participation of international experts, ANACEC has officially requested collaboration with ARACIS for the delegation of experts to external evaluation missions, based on the bilateral cooperation protocol. This request is grounded both in the existing formal framework and the positive prior experience involving ARACIS experts in quality evaluations across various fields.</p> <p><b>Ongoing activities:</b> ANACEC aims to enhance the engagement of the academic diaspora by involving teachers, researchers, and students originating from the Republic of Moldova in external evaluation activities. To this end, discussions will be initiated with the</p>	<p>Outgoing Letter No. 825-01 dated 07.08.2025</p> <p><a href="https://www.facebook.com/share/p/15r9A3KmPq/">https://www.facebook.com/share/p/15r9A3KmPq/</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
			<p>Bureau for Relations with the Diaspora, with a view to organizing information sessions dedicated to diaspora members regarding the agency's activities and opportunities for involvement. These measures are intended to strengthen the international dimension of evaluations and to diversify perspectives in the quality assurance process.</p>	
		<p>5. Consider diversifying the profiles of international experts engaged in quality assurance processes in order to truly benefit from different perspectives and angles coming from countries that are educationally, culturally, and systemically diverse.</p>	<p><b>Actions taken:</b>  ANACEC is committed to diversifying the profiles of international experts involved in quality assurance processes, in order to capitalize multiple perspectives and integrate best practices from different educational and cultural systems. To this end, the Agency regularly organizes training sessions dedicated to expert evaluators, including international ones. Moreover, in the process of selecting and co-opting international experts, geographical and institutional diversity is actively pursued, aiming to involve experts from a wide range of countries and institutions with varied educational traditions. This approach contributes to enhancing the quality and objectivity of external evaluations, as well as aligning ANACEC with international best practices.</p> <p>ANACEC has taken several concrete measures:</p> <ul style="list-style-type: none"> <li>• The ANACEC expert registry is updated biannually with new specialists, including international experts, according to the decisions of the Governing Board (evidence: decisions regarding registry updates);</li> <li>• Between 2022 and 2024, there was a noticeable increase in interest from international experts in various fields to participate in external evaluation activities;</li> <li>• Two sessions were organized with the academic diaspora (2022), resulting in the identification and involvement of diaspora experts in the evaluation</li> </ul>	<p><a href="https://anacec.md/ro/experts/download">https://anacec.md/ro/experts/download</a></p> <p><a href="https://anacec.md/ro/news/sesiune-de-formare-%E2%80%9Eevaluar-ea-extern%C4%83-calit%C4%83%C8%9Bii-programelor-de-studii-superioare-de-licen%C8%9B%C4%83">https://anacec.md/ro/news/sesiune-de-formare-%E2%80%9Eevaluar-ea-extern%C4%83-calit%C4%83%C8%9Bii-programelor-de-studii-superioare-de-licen%C8%9B%C4%83</a></p> <p><a href="https://anacec.md/files/6.O.%20Decizii/Decizii%2025.07.2025/D51_CC_Registru%20expert%C8%9Bilor%20evaluatori.signed.signed.pdf">https://anacec.md/files/6.O.%20Decizii/Decizii%2025.07.2025/D51_CC_Registru%20expert%C8%9Bilor%20evaluatori.signed.signed.pdf</a></p> <p><a href="https://anacec.md/files/6.O.%20Decizii/Decizii%2025.07.2025/An">https://anacec.md/files/6.O.%20Decizii/Decizii%2025.07.2025/An</a></p>

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			Description	
			<p>process, including the evaluation of programs in the field of Law;</p> <ul style="list-style-type: none"> <li>ANACEC engages in events and forums with the academic diaspora, fostering dialogue and encouraging the involvement of new diaspora experts.</li> </ul>	<a href="#">exa_D51_CC_25.07.2025_Registru%20experti.pdf</a>
2.5 Criteria for outcomes	<b>ENQA – Compliant</b>  <b>EQAR Compliant</b>	Revisit and eliminate the gap in the percentages that lead to a formal decision, which currently leaves an empty room where decision-makers are pushed to an end of the range that might be less connected to reality.	<p><b>Actions taken:</b> This recommendation was taken into account during the revision of the decision-making framework related to external quality evaluation, particularly regarding the clarification of percentage thresholds and assigned ratings. Following the update of the Methodology of external quality evaluation (Government Decision No. 616/2016), clear and differentiated thresholds were established for proposing provisional authorization or accreditation decisions, correlated both with:</p> <ul style="list-style-type: none"> <li>the achievement level of accreditation standards (e.g., ≥90%, 80–89%, &lt;80%),</li> <li>and the mandatory fulfillment of minimum standards.</li> </ul> <p>Additionally, the Methodology allows for the assignment of ratings (“very good,” “good”) depending on the overall score, providing a more nuanced scaling of the evaluated program’s quality.</p> <p>This approach has reduced the risk of decision-making gaps between thresholds and strengthened the connection between the score obtained and the final decision, ensuring better alignment with the actual quality level of the study program.</p>	
2.6 Reporting	<b>ENQA – Compliant</b>	1. Revisit the applicable regulatory framework in order to clarify the scope of the comments a HEI can submit in	<p><b>Actions taken:</b> The recommendation regarding the clarification of the purpose of higher education institutions’ comments on the external evaluation report has already been addressed in the applicable</p>	

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			Description	
	EQAR Compliant	relation to the review reports and ensure that this stage provides an opportunity for the institution to point out errors of fact before the report is finalised, but not introduce additional evidence.	<p>regulatory framework, namely in Government Decision No. 616/2016.</p> <p>According to the methodological provisions in force, higher education institutions have the right, within 7 working days from the receipt of the external evaluation report, to submit written comments, both in electronic format and on paper.</p> <p>At the same time, the regulation explicitly stipulates that no additional evidence submitted by institutions is accepted after the completion of the external evaluation visit. This provision clearly defines the purpose of the comments — they may be used exclusively to point out possible factual errors or inconsistencies in the report, and not to provide new information or documents.</p> <p>Therefore, the comments stage provides a final opportunity to verify the accuracy of the report before its completion, without affecting the evaluation content through additional post-visit evidence, thereby ensuring compliance with the principles of transparency, objectivity, and integrity in the external evaluation process.</p>	
		2. Revisit the current focus on the enhancement component of the evaluations by giving further attention to commendations, recommendations, and areas in need of improvement in the body of the reports.	<p><b>Actions taken:</b></p> <p>All External evaluation reports prepared by the External evaluation panels include dedicated sections on strengths, recommendations, and areas for improvement, ensuring such a balance. Special attention is given to the formulation of strengths, which are tailored to each evaluated programme, avoiding generalizations and providing institutions with a realistic and useful picture.</p> <p>Additionally, thematic studies conducted by ANACEC synthesize these elements, reflecting not only the aspects requiring adjustment but also the good practices identified</p>	<p><a href="https://anacec.md/ro/high-education/evaluations">https://anacec.md/ro/high-education/evaluations</a></p> <p><a href="https://anacec.md/files/Studiu%20Drept_12_2023.pdf">https://anacec.md/files/Studiu%20Drept_12_2023.pdf</a></p>



ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	
			Description	Documents
			<p>during the evaluation processes, thereby encouraging mutual learning among institutions.</p> <p>Accordingly, the focus on areas for improvement is reinforced by a balanced and constructive approach across all reports prepared under the aegis of ANACEC</p>	
		3. Ensure consistency regarding the timeline available for institutions to submit their comments in relation to the review reports.	<p><b>Actions taken:</b> To ensure consistency and clarity regarding the timeframe available to educational institutions for submitting observations on external evaluation reports, the Methodology of external quality evaluation was updated in December 2024, establishing a uniform 7-working-day period for this stage.</p> <p>This amendment replaced the previous 3-day deadline, providing institutions with a more appropriate interval for analysis and comment formulation, thereby enhancing transparency, predictability, and the overall quality of the external evaluation process.</p>	<p><a href="https://www.legis.md/cautare/getResults?doc_id=146541&amp;lang=ro#">https://www.legis.md/cautare/getResults?doc_id=146541&amp;lang=ro#</a></p>
		4. Publish summary reports on the evaluations that are easier to read and understood by non-professionals.	<p><b>Actions taken:</b> ANACEC has intensified its efforts in producing thematic analyses and in publicly communicating the results of external evaluations. In 2023, a thematic study was developed for the general study field 042 – Law, synthesizing the outcomes of external evaluations conducted in ten higher education institutions at both bachelor’s and master’s levels. The study was deliberately structured to be easily understandable for non-specialist audiences, highlighting the main findings, trends, and challenges, and was organized along both cross-institutional and study-level dimensions. This approach enhances transparency, facilitates broader public understanding of quality assurance processes, and supports informed dialogue among stakeholders.</p>	<p><a href="https://anacec.md/files/Studiu%20Drept_12_2023.pdf">https://anacec.md/files/Studiu%20Drept_12_2023.pdf</a></p> <p><a href="https://ibn.idsi.md/site/default/files/imag_file/48-55_32.pdf">https://ibn.idsi.md/site/default/files/imag_file/48-55_32.pdf</a></p> <p><a href="https://anacec.md/ro/news-categories/buletin-informativ-0">https://anacec.md/ro/news-categories/buletin-informativ-0</a></p>

ESG	Compliance according to Review Report	ENQA BOARD Recommendation	Actions taken - Ongoing/ planned activities	Documents
			Description	
			<p><b>Ongoing activities:</b>  For 2025, two thematic synthesis studies are scheduled for completion:</p> <ul style="list-style-type: none"> <li>• “External Evaluation of the Quality of Higher Education Programs in the General Study Field 011 Education Sciences: Achievements and Challenges”;</li> <li>• “External Evaluation of the Quality of Higher Education Programs in the General Study Field 041 Economic Sciences.”</li> </ul> <p>The results of these analyses will be disseminated in an accessible and user-friendly format, including roundtables with higher education institutions and stakeholders, as well as through summary articles in specialized journals aimed at translating technical data into conclusions relevant to a broader audience. A concrete example in this regard is the article “External quality evaluation of study programmes in the field of education sciences: realities and perspectives. Case study: Comrat State University,” published within the International Scientific-Practical Conference dedicated to the 33rd Anniversary of Comrat State University. Through these actions, ANACEC reaffirms its commitment to transparency, accessible dissemination of evaluation results, and ongoing dialogue with both the academic community and the general public.</p>	
2.7 Complaints and appeals	<b>ENQA – Compliant</b>  <b>EQAR</b>	1. Revisit the applicable regulations to avoid contradictions in terms of the object for appeals.  <i>(EQAR noted that the provisions</i>	<p><b>Actions taken:</b>  To ensure regulatory coherence and to avoid contradictions regarding the subject and procedures for handling complaints and appeals, ANACEC revised the applicable legal framework. Since 2023, the Regulation on the Settlement of Petitions</p>	<a href="https://anacec.md/files/Regulament_petitie.PDF">https://anacec.md/files/Regulament_petitie.PDF</a>

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			Description	
	<b>Partial compliant</b>	<p><i>for complaints and appeals are distributed in two documents, the Methodology of External Evaluation and the Regulations on the settlement of petitions submitted to ANACEC. The panel remarked that when comparing these two documents there are contradictions and inconsistencies that should be addressed.)</i></p> <p>2. Clarify and formally regulate the specific grounds based on which an appeal can be submitted so that these are more articulated and enable ANACEC to ensure the consistent implementation of the rights to appeal and complain.</p> <p>3. Revisit the division of responsibilities in terms of the channel of approval for appeals to avoid a position of conflict of interest on behalf of the President.</p> <p><i>(EQAR noted that the President of ANACEC appoints the Appeals Committees and validates the decision of the Appeals Committees, while at</i></p>	<p>Submitted to ANACEC (approved by Governing Board Decision No. 58 of 26.03.2021 and updated following the ENQA panel's recommendations) has been implemented. This Regulation establishes a clear procedural framework, timelines, as well as the admissible grounds for submission and resolution of complaints and appeals.</p> <p>The Regulation is fully aligned with Law No. 190/1994 on the Examination of Petitions and with the Administrative Code of the Republic of Moldova, ensuring a unified and transparent approach. The scope of complaints has been clearly delineated, and the admissible reasons for their submission have been formally articulated, thus ensuring consistent application and safeguarding the right to an effective remedy.</p> <p>In addition, to prevent any potential conflict of interest, the Regulation provides explicit procedures on the composition and appointment of commissions for resolving complaints, ensuring a clear separation between the agency's coordination role and the decision-making process of the appeal commissions. This guarantees the operational independence of these commissions in relation to ANACEC's leadership structures, thereby strengthening trust in the fairness and impartiality of the appeals process.</p>	

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		<p><i>the same time chairs the Governing Board which is the decision making body, which may raise concern of potential conflict of interest. The Register Committee therefore underlined the panels's recommendation of revising the applicable regulations in order to avoid contradictions as well as the division of responsibilities in terms of appointing and approval of appeals in order to guarantee a fair decision making and avoid potential conflict of interest.)</i></p>		