



APROBAT de Senatul USM
din 28 iunie 2022
proces-verbal nr.14

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QUALITY ASSURANCE STRATEGY
within the Moldova State University
(2022-2027)

Chișinău 2022

INTRODUCTION

This document establishes the priority directions and objectives for quality assurance within the Moldova State University (MSU) for the period 2022-2027.

The quality assurance strategy within the Moldova State University is developed in accordance with the following documents:

- The Education Code of the Republic of Moldova, approved by Law no. 152 of 17.07.2014.
- Framework plan for bachelor's (cycle I), master's (cycle II) and integrated higher studies, approved by order of the Minister of Education no. 120 of February 10, 2020.
- Nomenclature of professional training fields and specialties in higher education, Government Decision no. 482/2017.
- National Qualifications Framework from the Republic of Moldova, Government Decision no. 1016/2017.
- Regulation on the organization of higher undergraduate (cycle I) and integrated studies, Order of the Ministry of Education, Culture and Research, no. 1625/2019.
- National action plan regarding quality assurance of higher education in the Republic of Moldova for the period 2021-2023.
- Regulation on the organization and conduct of higher master's studies - cycle II, Government Decision no. HG80/2022 of 16.02.2022.
- Regulation on the organization of higher doctoral studies, cycle III, approved by Government Decision no. 1007 of 10.12.2014.
- The institutional regulation regarding the organization of higher doctoral studies, cycle III, approved by the decision of the MSU Senate of 28.06.2022.

External quality assessment methodology for provisional operation authorization and accreditation of study programs and vocational technical, higher education and continuous training institutions. HG no. 79 of 16.02.2022.

- The regulation on professional training at the first cycle, higher undergraduate studies, within the Moldova State University, approved on December 26, 2019.
- Regulation on the initiation, approval, monitoring and periodic evaluation of study programs, approved by the decision of the MSU Senate of 25.02.2014.
- The personnel policy strategy at the Moldova State University, approved by the MSU Senate Decision of 04/28/2014.
- The institutional policy regarding open access to information, approved by the MSU Senate decision of 01.12.2015.
- Regulations of the Faculty of the Moldova State University, approved by the decision of the MSU Senate of 06/04/2019.
- Regulation of the Academic Department of the Moldova State University, approved by the decision of the MSU Senate of 06/04/2019.

- Regulation on the quality management of professional training services at the Moldova State University, approved by the decision of the MSU Senate of 26.12.2019.
- Regulation on the organization and operation of the Quality Council, approved by the decision of the MSU Senate of 26.12.2019.
- Regulation on the organization and operation of the Quality Assurance Commissions, approved by the decision of the MSU Senate of 26.12.2019.
- Regulation on the organization and operation of the Quality Management Department, approved by the decision of the MSU Senate of 26.12.2019.
- Operational procedure "Issue, processing and publication of information and documents on the MSU website", approved by the decision of the MSU Senate dated 05/07/2020.
- The methodology for organizing, conducting and monitoring didactic activities in mixed format, approved by the decision of the MSU Senate of 15.09.2020.
- Development strategy of the Moldova State University (2021-2026), approved by the decision of the MSU Senate of 09/07/2021.
- The internationalization strategy of the Moldova State University for the period 2021-2026, approved by the Senate's decision of 25.11.2021.

The purpose of the MSU Strategy: Setting up an effective quality management system, which ensures performance in the professional training process.

1. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • The principles of quality assurance of educational and research services, the quality management methodology, the structures involved in quality assurance, as well as the procedures for ensuring educational efficiency correspond to international standards. • The presence, functionality and effectiveness of the quality management system structures. • The quality management system has an organizational structure at all levels: institutional, faculty, department. • Involvement of all beneficiaries of the educational process: managers, teachers, students and employers in the quality management system. • The quality management system is provided with an internal regulatory framework. • The actors of the quality management system are open to internal and external communication. • The institution is provided with scientific-didactic staff with a high level of professional training. • A large part of MSU's scientific-didactic staff has the experience of external evaluation of study programs. • Some MSU scientific-didactic staff are recognized as international experts in the evaluation of study programs. • Scientific-didactic staff and MSU students have digital skills that facilitate communication at different levels. 	<ul style="list-style-type: none"> • The regulatory framework of the quality management system needs to be updated frequently following changes at the national level. • National normative acts sometimes contain discordances. • The institution faces unfair competition in the higher education system that diminishes the possibilities of maintaining and strengthening quality standards. • The large number of study programs makes it difficult to evaluate them externally for accreditation, in reasonable terms. • The modest level of knowledge of the languages of international circulation, reduces the possibility of international accreditation of study programs/institutional accreditation. • Lack of financial motivation in the activities carried out in order to increase the quality of educational and research services.
Opportunities	Risks
<ul style="list-style-type: none"> • The presence of scientific and didactic staff with skills in the field preserves the good image of MSU and the quality of the training process - The possibility of strengthening the quality management system by exploiting the potential of MSU and by the presence of a well-founded normative framework. • The quality assurance measures implemented in MSU lead to the development of the institution's capacity to develop, plan and 	<ul style="list-style-type: none"> • Debates on draft institutional regulations. • Frequent changes to the national/international regulatory framework. • Subjectivity in applied questionnaires. • Low level of knowledge of web applications. • Poor graduate involvement.

<p>implement higher education programs that will give confidence to clients and other interested parties that these services will be at the level of expectations.</p> <ul style="list-style-type: none"> • Accreditation and/or authorization of study programs at cycle I, Bachelor and cycle II, Master, as well as authorization of study programs at cycle III, Doctorate, certify the quality of studies offered by the Moldova State University and give credibility to the qualifications awarded. • The experience of MSU employees opens perspectives of involvement in various national/international projects with a view to quality studies and international accreditation. • The correspondence of Bachelor's and Master's higher education programs to the Standards and Guidelines for Quality Assurance in the European Higher Education Area offers the possibility of expanding international collaboration by initiating double degree programs. 	<ul style="list-style-type: none"> • Students' refusal to participate in the questionnaires and increased level of subjectivity in completing the questionnaires. • Lack of qualified technical staff. • Small number of study candidates. • The disappearance of narrow master's and doctoral programs, in the context of the creation of comprehensive programs. • Closing some programs due to lack of demand on the labor market. • Low interest of labor market representatives towards increasing the quality of studies. • The low interest of some scientific and teaching staff in ensuring the quality of studies. • Lack of financial motivation of scientific and teaching staff. • Knowledge of foreign languages at a low level. • Discrepancies at the level of normative framework between countries.
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2. Priority directions

- ✓ Ensuring guaranteed conditions for quality studies;
- ✓ Consolidation of the quality management system at the institutional level;
- ✓ Strengthening the partnership with the beneficiaries of educational services;
- ✓ Bringing the institutional quality management system up to international quality standards.

3. Objectives

- Updating the institutional normative framework in the field of quality management.
- Streamlining the communication and relationship mechanisms between various quality management structures.
- Increasing the level of transparency of information regarding internal quality management.
- Regular updating of the study programs from cycle I, Bachelor, cycle II, Master, cycle III, Doctorate.
- Ensuring relevance in line with labor market requirements.
- The use of modern educational and research technologies and the valorization of scientific achievements in the professional training process.

- Evaluation of the quality of professional training programs.
- Amplification of collaboration with representatives of the labor market.
- Development of the university curriculum from the perspective of internationalization.
- International recognition and appreciation.

4. Beneficiaries

- **Students/master's students/doctoral students/ trainees:** the quality of the university training and the context in which the study programs are carried out is decisive for the professional training of young specialists, competent and competitive not only at the national level, but also internationally;
- Employers/Socioeconomic environment:** the quality of university studies and the university environment in general, directly influences the quality of the human resource employed and implicitly, the success of the institution, the organization.

5. Impact

- Ensuring the necessary conditions for quality professional training;
- Consolidation of MSU as a performing academic environment;
- Consolidation of the image of higher education.



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6. Reporting procedures

No.	Actions	Monitoring indicators	Deadline	Responsible	Reference documents
Priority 1. Consolidation of the quality management system at the institutional level.					
Objective no. 1.1: Updating the institutional normative framework in the field of quality management					
Risks: (internal risks and external risks related to the achievement of the objective)					
1) Debates on draft institutional regulations					
2) Frequent changes to the national/international regulatory framework					
1.1.1	Connecting the regulations of the quality management system to the new regulatory framework.	Approved regulations	2022-2027	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section	National regulatory framework
1.1.2	Elaboration and updating of operational procedures regarding quality assurance.	Approved procedures	2022-2023	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section	National/institutional regulatory framework
1.1.3	Elaboration and revision of the methodologies applied by the quality management system	Approved methodologies	2023	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section	National/institutional regulatory framework
Objective no. 1.2: Streamlining the communication and relationship mechanisms between various quality management structures.					
Risks: (internal risks and external risks related to the achievement of the objective)					
1) Poor functioning of communication channels					
2) Passing of responsibilities					
1.2.1	The use of Web applications with the possibility of synchronous involvement of all actors involved in quality management.	Transparency of elaborated documents	Ongoing 2022-2027	Quality Management Section Quality Assurance Commissions Deans, Heads of Department, Directors of doctoral schools	- The regulation regarding the quality management of professional training services at the Moldova State University, approved by the



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					decision of the MSU Senate of 26.12.2019.
1.2.2.	Involvement of the Presidents of the Quality Assurance Committees from the faculties in the process of drafting institutional normative-regulatory documents	Strategies/regulation s/methodologies/procedures	Ongoing 2022-2027	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section The presidents of the Quality Assurance Committees from the faculties	Regulation on the organization and operation of the Quality Council, approved by the decision of the MSU Senate of 26.12.2019. Regulation on the organization and operation of the Quality Assurance Commissions, approved by the decision of the MSU Senate of 26.12.2019. The regulation on the organization and operation of the Quality Management Department, approved by the decision of the MSU Senate of 26.12.2019.
1.2.3.	Strengthening the activity reporting and information dissemination mechanism	Reports / Self-assessment reports Press	Periodic		
1.2.4.	Involvement of graduate students in the evaluation of the quality of the education plan and curricula	Plans, expertized curricula	Annually, December -February	Quality Management Section The deans of the faculties Heads of departments Directors of doctoral schools	Regulation regarding the initiation, approval, monitoring and periodic evaluation of study programs, approved by the decision of the MSU Senate of 25.02.2014.
1.2.5.	Placement of graduates in quality management structures at faculty/institutional level	Transparency of the quality management system	Ongoing 2022-2027	Quality Management Section The deans of the faculties Heads of departments Directors of doctoral schools	Regulation regarding the quality management of vocational training services at the Moldova State University, approved by the decision of the MSU Senate of 26.12.2019.

Objective no. 1.3. Increasing the level of transparency of information regarding internal quality management.



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Risks: (internal risks and external risks related to the achievement of the objective)					
1) Lack of qualified technical staff					
2) Theft of information from other institutions					
1.3.1.	Restoring the functionality of the website of the Quality Management Section	Website of the Quality Management Section	2023-2024	Quality Management Section Web programming service	The regulation on the organization and operation of the Quality Management Department, approved by the decision of the MSU Senate of 26.12.2019. Operational procedure "Issue, processing and publication of information and documents on the MSU website", approved by the decision of the MSU Senate dated 05/07/2020. The institutional policy regarding open access to information, approved by the MSU Senate decision of 01.12.2015.
1.3.2.	Dissemination of information on quality assurance in higher education through the chairpersons of Quality Assurance Commissions at faculty level.	Informing all actors of the quality management system	Ongoing 2022-2027	Quality Management Section Quality Assurance Commissions Deans, department heads, directors of doctoral schools	Regulation on the organization and operation of the Quality Council, approved by the decision of the MSU Senate of 26.12.2019. - Regulation on the organization and operation of the Quality Assurance Commissions, approved by the decision of the MSU Senate of 26.12.2019.
1.3.3.	Placing the information on the website of the Quality Management Section/MSU	Informative notes	Ongoing 2022-2027	Quality Management Section, Office of Doctoral and Postdoctoral Studies, Web programming service	The regulation on the organization and operation of the Quality Management Department, approved by the decision of the MSU Senate of 26.12.2019.



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					Operational procedure "Issue, processing and publication of information and documents on the MSU website", approved by the decision of the MSU Senate dated 05/07/2020. The institutional policy regarding open access to information, approved by the MSU Senate decision of 01.12.2015.
1.3.4.	Application of the questionnaires through the Quality Assurance Committees, deans' offices, department heads.	Reports on survey results	Ongoing 2022-2027	Quality Management Section Quality Assurance Commissions Deans, department heads, directors of doctoral schools Student organizations	
Priority 2. Ensuring guaranteed conditions for quality studies					
Objective no. 2.1: Periodic updating of the study programs from the first cycle Bachelor, the second cycle Master, the third cycle Doctorate.					
Risks: (internal risks and external risks related to the achievement of the objective)					
1) Small number of study candidates 2) Disappearance of some programs					
2.1.1	Ensuring the evolution of the study programs, through the periodic evaluation of the educational plans, according to the qualification standards	Education plans, according to qualification standards	Periodic 2022- 2027	First- Vice Rector, Vice Rector for Academic Affairs, Academic departments, Quality Assurance Commissions, Quality Council, Quality Management Section	- Framework plan for bachelor's (cycle I), master's (cycle II) and integrated higher studies, approved by order of the Minister of Education no. 120 of February 10, 2020; - Framework plan for higher doctoral studies, cycle III, order no. 1036 of September 28, 2020



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2.1.2	Ensuring continuity between the study programs from cycle I, Bachelor, cycle II, Master, and cycle III, Doctorate, by respecting the level complexity and preventing unnecessary repetitions	Findings and recommendations of the commissions	2022-2023	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section, deans, department heads	- Regulation on the organization and conduct of higher master's studies - cycle II, Government Decision no. from 16.02.2022. - Regulation on the organization of higher doctoral studies, cycle III, approved by Government Decision no. 1007 (2014).
2.1.3	Shaping, at the university level, a perspective concept for the evolution of master's and doctoral studies, by offering more comprehensive programs	Comprehensive master's and doctoral programs	May 2025	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section, Quality Assurance Committees, Academic Departments, Doctoral Schools	-Regulations for the organization and conduct of higher master's studies - cycle II, Government Decision no. from 16.02.2022.
Objective no. 2.2: Ensuring the relevance of programs in accordance with the requirements of the labor market					
Risks: (internal risks and external risks related to the achievement of the objective)					
1) Low interest of labor market representatives					
2.2.1	The annual consultation of the representatives of the economic environment in the development/updating of the Education Plans	Curricula updated according to the dynamics of real sectors	Ongoing 2022-2027	Dean's offices, academic departments	Regulation regarding the initiation, approval, monitoring and periodic evaluation of study programs, approved by the decision of the MSU Senate of 25.02.2014.
2.2.2	The inclusion of the representatives of the economic environment in the structures of academic management and quality management	List of members of the MSU Quality Council and Quality Assurance Commissions from the faculties	Ongoing 2022-2027	Dean's Offices, Academic Departments, Doctoral Schools, Quality Management Section, Quality Assurance Commissions	- Regulation on the organization and operation of the Quality Assurance Commissions, approved by the decision of the MSU Senate of 26.12.2019.



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2.2.3	Elaboration of the procedure for the involvement of labor market representatives in the educational process	Procedure for taking over practical problems for the professional training process	Until June 2023	Dean's Offices, academic departments, Doctoral Schools, Quality Assurance Commissions	<ul style="list-style-type: none"> - Regulation of the Academic Department of the Moldova State University, approved by the decision of the MSU Senate of 06/04/2019. - Regulation on the organization and operation of the Quality Assurance Commissions, approved by the decision of the MSU Senate of 26.12.2019. - Regulation on the organization and operation of the Quality Council, approved by the decision of the MSU Senate of 26.12.2019.
Objective no. 2.3: The use of modern educational and research technologies and the valorization of scientific achievements in the professional training process					
<p>Risks: (internal risks and external risks related to the achievement of the objective)</p> <ol style="list-style-type: none"> 1) Low interest of teaching staff 2) High prices for specialized research equipment, reagents and IT software 3) Limited possibilities of prompt capitalization of achievements in the field of new information technologies 					
2.3.1	Continuous monitoring of the implementation of modern educational technologies	Monitoring mechanism Evaluation criteria of the curricular supports and the activities carried out	Periodic 2022-2027	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section Continuing Education Center, Office of Doctoral and Postdoctoral Studies	The regulation on the organization and operation of the Quality Management Department, approved by the decision of the MSU Senate of 26.12.2019.
2.3.2	Providing consultancy and training for scientific and didactic staff	Consultancy and training courses for scientific and teaching staff	Periodic 2022-2027		



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2.3.3	Motivating scientific and didactic staff to use modern educational technologies, including digital ones	Performance evaluation regulation	December 2022	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section	Metodologia de organizare, desfășurare și monitorizare a activităților didactice în format mixt, aprobată prin decizia Senatului MSU din 15.09.2020.
2.3.4	Capitalizing on the results of scientific research in professional training programs	Approved curriculum	Periodic 2022-2027	Quality Management Section, Doctoral and Postdoctoral Studies Office	Regulation regarding the organization, conduct of the competition and the occupation of teaching and scientific-didactic positions in the Moldova State University
2.3.5	Internal audit of curriculum support and professional training process	Projects for individual activity, year projects, bachelor's, master's, scientific reports	Annually, september - october	Quality Management Section, Doctoral and Postdoctoral Studies Office	
2.3.6	Systematic questioning (at the end of each course) of students regarding the quality of the teaching process	Evaluation reports	Periodic 2022-2027	Quality Management Section,	The regulation on the organization and operation of the Quality Management Department, approved by the decision of the MSU Senate of 26.12.2019.

Objective no. 2.4. Evaluation of the quality of professional training programs

Risks: (internal risks and external risks related to the achievement of the objective)

- 1) Lack of teacher motivation
- 2) The emergence of situations of lack of consecutiveness (L-M-D accreditation), due to the large number of programs
- 3) Considerable financial expenses



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2.4.1.	Developing the set of procedures for self-assessment, internal assessment/internal audit and external assessment	Evaluation procedures	Until June 2023	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section	Strategia politicilor de personal la Universitatea de Stat din Moldova, aprobată prin Decizia Senatului MSU din 28.04.2014.
2.4.2.	Elaboration of a new version of the Regulation on the initiation, approval, monitoring and periodic evaluation of study programs	Regulation on the initiation, approval, monitoring and periodic evaluation of study programs	Until June 2023	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section	- Plan- cadru 2020; - Metodologia de evaluare externă a calității în vederea autorizării de funcționare provizorie și acreditării programelor de studii și a instituțiilor de învățământ profesional tehnic, superior și de formare continuă (2022)
2.4.3.	Establishing an Action Plan for self-evaluation, internal evaluation	Action plan	Periodically, every year	Quality Management Section The presidents of the Quality Assurance Commissions the deans of the faculties	Regulamentul privind inițierea, aprobarea, monitorizarea și evaluarea periodică a programelor de studii, aprobat prin decizia Senatului MSU din 25.02.2014.
2.4.4.	Elaboration of a calendar of external evaluation and accreditation of study programs, for a period of 5 years	Calendar of external evaluation and accreditation of study programs,	For 2022-2017	Quality Management Section The presidents of the Quality Assurance Commissions Deans' offices of faculties, Directors of doctoral schools, Office of Doctoral and Postdoctoral Studies	

Priority 3 Strengthening the partnership with the beneficiaries of educational services
Objective no. 3.1. Strengthening the partnership with the beneficiaries of educational services



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3.1.1.	Strengthening the relationship with the socioeconomic environment	Signed agreements, partnership agreements (at least 1 for each study program)	2022-2027	The deans of the faculties Specialized departments, Directors of doctoral schools	- MSU Charter (2015, revised 2020);
3.1.2.	Consolidation of the position of the economic environment in the structures of the quality management system	The presence of at least 2 members of the economic environment in the CC	Until 2024	Quality Management Section The deans of the faculties Specialized departments	
3.1.3.	Elaboration of the procedure for the involvement of labor market representatives in the educational process	Creation of the Qualifications Council at all faculties	2022-2027	The deans of the faculties Specialized departments	
Priority 4. Bringing the institutional quality management system up to international quality standards. Objective no. 4.1: Development of the university curriculum from the perspectives of internationalization					
Risks: (internal risks and external risks related to the achievement of the objective) 1) Poor level of knowledge of foreign languages 2) Discrepancies at the level of the normative framework between countries					
4.1.1	The development of study programs in languages of international circulation	Functional programs (about 20)	2027	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section academic departments	- The external quality assessment methodology for provisional operation authorization and accreditation of study programs and institutions of professional technical, higher education and continuous training. HG no. 79 of 16.02.2022.



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4.1.2	Increasing the number of study programs with double degree/joint in cycle I and II, as well as doctoral programs carried out in co-supervision in cycle III, doctorate	Double degree/joint study programs (about 20)	2027	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section academic departments, directors of doctoral schools	- The development strategy of the Moldova State University (2021-2026), approved by the decision of the MSU Senate of 09/07/2021.
Objective no. 4.2: International recognition and appreciation					
Risks (internal risks and external risks related to the achievement of the objective)					
1) Lack of financial resources in the face of high fees for external evaluation					
2) Difficulties in drafting the RA in English and in carrying out the external evaluation procedure in English					
4.2.1	International accreditation of study programs with teaching in languages of international circulation	Internationally accredited study programs	2027	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section Academic departments, Directors of doctoral schools	- The external quality assessment methodology for provisional operation authorization and accreditation of study programs and institutions of professional technical, higher education and continuous training. HG no. 79 of 16.02.2022.
4.2.2.	International institutional accreditation	Internationally accredited university	Until 2025	First- Vice Rector, Vice Rector for Academic Affairs, Quality Management Section International relations section Academic departments, Directors of doctoral schools	- The internationalization strategy of the Moldova State University for the period 2021-2026, approved by the Senate's decision of 25.11.2021.
4.2.3.	Obtaining the status of international expert/international evaluator by MSU cadres	MSU employees with international expert status/ international evaluator experience (about 25 people)	Until 2027		



IMPLEMENTATION AND MONITORING OF THE STRATEGY

The current Strategy will be implemented through the annual planning of activities within the structures of the quality management system within the MSU, being reflected in the Activity Plan of the Quality Management Section; Quality Council; Quality assurance commissions within the faculties; Office of Doctoral Schools.

The method of checking and ascertaining the results will be done by analyzing the activity reports, which are presented either during the meetings of the Faculty Council, the Quality Council, if it is about the activity of the Quality Assurance Committees, or during the meetings of the Scientific Council, or be reflected in the annual activity report presented to the MEC in October - November, or in the rector's annual report, presented to the Board of Directors, the Senate, in January - March.

If, following the evaluation, the need to implement corrective measures is imposed, these will be included as a change to the strategy, approved in the appropriate manner by the institution.

The final evaluation of the Strategy will be carried out in 2026. The purpose of the evaluation is to establish the degree of achievement of the objectives, the impact achieved and the changes that have occurred.

The monitoring of the implementation of the strategy is carried out by the Quality Management Section, which will present, annually, for approval, by April 30 of each year, the monitoring and evaluation report to the Board of Directors.