



ANNUAL REPORT 2016

March 2017



Foreword



Dear Friends and Colleagues,

2016 has been a year of substantial changes to the operations of INQAAHE through the development of new plans for how best to meet the strategic objectives outlined in the INQAAHE Strategic Plan 2013-2017 with the primary aim to boost the position of INQAAHE as the world leader in quality assurance (QA) and the premium umbrella organisation for fostering quality assurance in tertiary education worldwide.

We are pleased to share the major achievements of INQAAHE in this Annual Report which have become possible due to the hard work of the INQAAHE Board and Secretariat, along with the active involvement of our valued members in a variety of activities and projects.

The highlight of the year was a renewed and focused interest from the membership in getting involved with the initiatives of INQAAHE; some notable ones include the following:

- 🌍 Introduction of a new edition of the INQAAHE Guidelines of Good Practice with enhanced procedures
- 🌍 INQAAHE Funding Scheme to support capacity building of our members;
- 🌍 INQAAHE impact, challenges and trends – a study aimed at promoting relevance and visibility of INQAAHE;
- 🌍 INQAAHE major initiative on combatting corruption through the establishment of an Integrity Assessment Framework for Higher Education (HE) Systems;
- 🌍 Enhanced collaboration with regional networks and lead international organisations - the United Nations Educational Scientific and Cultural Organization (UNESCO), the only UN agency with a mandate in higher education, Asia Pacific Quality Network (APQN), Commonwealth of Learning (CoL), International Consortium of Distance Education (ICDE), the World Bank, Council of Higher Education Accreditation International Quality Group (CIQG), Arab Network for Quality Assurance in Higher Education (ANQAHE) and Association of Arab Universities (AAU) amongst others - to advance the UN Sustainable Development Goals 2030, in particular Goal 4 on education. INQAAHE plans to work more closely with individual governments to advance the implementation and attainment of this noble Goal;
- 🌍 Formation of the Marjory Peace Lenn Centre for Quality Assurance in International Education.

We strongly believe that the initiatives we have undertaken have led to enhanced visibility and impact of INQAAHE worldwide and do support HE systems and QA bodies in their quest for relevance and improved HE for students and the societies at large. We look forward to your continuing support.

Susanna Karakhanyan



The Seventh President

International Network for Quality Assurance Agencies in Higher Education







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INQAAHE Strategic Developments

Mission and Strategic Priorities

INQAAHE is the global network of quality assurance agencies in higher education. It exists to:

-  enable quality assurance agencies to share information and experiences
-  lead and advance the theoretical and practical foundations of the profession
-  develop and promote standards of professional practice in quality assurance (QA)
-  encourage and assist in continuous improvement amongst member agencies, including professional development and capacity-building for the benefit of higher education (HE) institutions, their students and their societies.

The following are the strategic priorities for 2013-2017 which have been approved by the General Assembly:

-  **Strategic Priority 1:** to maintain and enhance the role of INQAAHE as a world leader in QA and umbrella organisation for QA agencies
-  **Strategic Priority 2:** to develop a global QA community
-  **Strategic Priority 3:** to advance the body of knowledge in, and ensure continued effectiveness of, quality assurance (QA)
-  **Strategic Priority 4:** to advocate and promote the concept of QA as the driving force for continuous improvement of tertiary education

In 2016, major strides were made to achieve the objectives through the development, adoption and implementation of an Activity Plan 2016-2018 ([Annex 1](#)). All the activities, planned and implemented, were designed to promote INQAAHE's **relevance and impact, credibility and mutual recognition**, and last, but not least, **efficiency** in INQAAHE's operations.

This Annual Report highlights the initiatives and activities undertaken to implement the plan with links to the strategic priorities and specific objectives of INQAAHE.



INQAAHE Funding Scheme

Objective 1.2:	Promoting the interests of its members at different levels and through diversity of approaches
Objective 1.3:	Promoting leadership development through continued commitment of members to the Network
Objective 2.1:	Encouragement of INQAAHE members' involvement in specific activities and expansion of the links between INQAAHE and other stakeholders
Objective 3.1:	Research on quality and quality assurance
Objective 4.1:	Policy recommendations to tertiary education institutions and QA agencies
Objective 4.2:	Consultancy provisions
Objective 4.4:	Promoting the role of quality assurance in the recognition of learning outcomes and qualifications.

INQAAHE, in its pursuance of capacity building mission, has been offering grants for research projects, scholarships for the Quality Assurance Programme and internships. Having analysed the current state of affairs of those activities as well as considering the request from the General Assembly (GA) on the increase of capacity building opportunities, the Board of INQAAHE has developed an INQAAHE Funding Scheme (IFS), the implementation of which is spelt out in the Operational Manual. Of particular importance was capacity building initiatives of INQAAHE members from low and medium income countries as per the World Bank and UNESCO categories, which have been specifically addressed in the Operational Manual for the benefit of our members.

The IFS envisions three (3) windows of funding: capacity building, research and innovation, and the initiatives taken by the Board to promote strategic priorities. The latter is intended to promote transparency in INQAAHE operations and expenditures, whilst setting a stage for such capacity building measure as follows:

Window 1: Capacity building


-  **Capacity building projects:** INQAAHE provides three (3) funds (up to USD10,000 each) to support capacity building and enhancement of QA systems of its members (full, associate and affiliates). In the 2016-2017 call, a total of 14 proposals were received. The proposals were evaluated by two (2) independent reviewers as per the Operational Manual. Table 1 shows the proposals for which funding were awarded.

Table 1: Capacity building projects granted in 2016

ORGANISATION	COUNTRY	AUTHOR	TITLE
AQU Catalunya	Spain	Josep Manel Torres	Using Ex-Ante Accreditation to Assess the Implementation of the Spanish National Qualification Framework (MECES)
CUE	Kenya	Reynold Nyaga	Strengthening the Internal Quality Assurance Framework for University Education in Kenya
QAA	United Kingdom	Simon Bullock	Anti-Contract Cheating Training





 **Funding for attending conferences/forums for Low Income Countries (LIC)/Low and Middle Income Countries (LMC):** INQAAHE has allocated a budget of USD25,000 to assist its members from least developed countries to attend INQAAHE conferences and forums. Table 2 shows the funding awarded to members to attend the 2017 Conference.

Table 2: Scholarships awarded in 2016 for attending the 2017 Conference

NAME	ORGANISATION	COUNTRY
Salim Ahmed Khan	Riphah International University	Pakistan
Christian Agyare	Kwame Nkrumah University of Science and Technology	Ghana
Colette Ama Hukpati	National Accreditation Board	Ghana
Aamir Ijaz	University of the Punjab	Pakistan
Hussein M. El Maghraby	Benha University (Member of NAQAAE which is member of ANQAHE)	Egypt
Mohamed Emran Hosain	Daffodil International University (DIU)	Bangladesh
Basharat Hameed	Institute of Management Sciences	Pakistan
Ajay Murlidhar Bhamare	Ramanand Arya D.A.V. College	India
Huu Cuong Nguyen	General Department of Education Testing and Accreditation	Vietnam
Faisal Notta	Aga Khan University	Pakistan
Sahar Javed	National University of Computer and Emerging Sciences (FAST-UN)	Pakistan
Mukhtar Raban	Islamic Online University	Gambia

 **Scholarships for Quality Assurance Programme (QAP) offered by the University of Melbourne for LIC/LMC:** In 2015, INQAAHE allocated two (2) scholarship funds (USD5,000 each) for two qualified applicants from developing countries to enrol in the Graduate Certificate in Quality Assurance Programme at the University of Melbourne. After reviewing three (3) applications, the following two (2) were awarded:

-  Ethrose Crosby (Jamaica)
-  Madeeha Bokhari (Bangladesh)

The third applicant, although strong in application, was rejected since the representation was from a highly-developed country, and thus was not eligible for funding as per the INQAAHE policy for QAP.

Window 2: Research and innovation

Since 2012, INQAAHE has allocated three (3) funds (USD2,500 each) for research proposals amongst its members (full, associate and affiliates). In the 2016-2017 call, 10 proposals were received. Table 3 shows the grant recipients whose final research outputs are eligible to be published in the 'Quality in Higher Education' journal.




Table 3: Grants awarded for research and innovation in 2016

ORGANISATION	COUNTRY	AUTHOR	TITLE
AQU Catalunya	Spain	Anna Prades	Assessing Excellence in Programme's Internationalisation
HEEACT	Taiwan	Angela Yung Chi Hou	New Modes for QA in Well-Developed Systems
Quality matters	USA	Yaping Gao	The Impact of Faculty Peer-to-Peer Evaluation on External Quality Assurance: The Quality Matters Case

The decision made by INQAAHE to fund the proposals was based on the external review carried out by the independent reviewers nominated, selected and approved by the Board based on their qualifications and expertise.

Window 3: INQAAHE Board initiatives

In 2016, the INQAAHE Board proposed three (3) major projects to be funded to promote its strategic priorities. They are as follows:

-  A major study on the impact of QA globally, which aims to explore, amongst other things, the impact for the last 25 years, recent trends, and the future of QA.
-  Establishment of a Global Register for Quality Assurance
-  GGP promotion

Each project should be accompanied by a Concept Note to be approved by the Board before the launch. A Concept Note on INQAAHE impact, challenges and trends has been approved and the project has been launched successfully. The Concept Notes for the other two (2) projects are expected to be approved shortly.

Through its initiatives and projects, INQAAHE strives to involve as many of its members as possible. Thus, each project is run by a team that is composed of INQAAHE Board members and members outside of the Board, with equal representation in terms of developing and developed systems and geographical catchment.

In summary, the results demonstrate a balanced approach in the financial allocation made in 2016 towards capacity building of our members and the tertiary education systems they represent.




INQAAHE Projects and Initiatives

Objective 3.3:	Maintenance and expansion of the Database of Good Practices
Objective 4.2:	Consultancy provisions
Objective 4.4:	Promoting the role of quality assurance in the recognition of learning outcomes and qualifications
Objective 4.3:	Maintenance of the existing and expansion of relationships with other organisations related to tertiary education and development

Collaboration with other regional networks and quality assurance bodies: In 2016, INQAAHE built on the tradition of collaboration with key QA organisations to expand the avenues for collaboration. Thus, a joint initiative was launched to develop an Integrity Assessment Framework (IAF) for HE systems. Under the INQAAHE authorship, the efforts involved several QA bodies, i.e. Asia Pacific Quality Network (APQN), the Catalan University Quality Assurance Agency (AQU Catalunya), Norwegian Agency for Quality Assurance in Education (NOKUT), Centre for Quality Assessment in Higher Education (SKVC, Lithuania), and National Centre for Professional Education Quality Assurance (ANQA, Armenia), as well as China Academic Degrees and Graduate Education Development Centre (CDGDC) which developed the IAF for Armenia, Ukraine and China. Another good example of collaboration is the joint scoping study conducted under the auspices of UNESCO and INQAAHE leadership in collaboration with ANQAHE and the Arab University Association. Similar projects are planned to be launched in 2017 with other regional QA networks and organisations.

Marjory Peace Lenn Centre for Quality Assurance in International Education: INQAAHE is honoured to be the host of the Marjory Peace Lenn (MPL) Centre since 2015. A Concept Note for operationalisation of the MPL Centre was developed in which the main tenet is that the MPL Centre should serve a dual purpose. One purpose would be to serve as the development ‘think tank’ for INQAAHE. In this role, the Centre would periodically host a meeting of QA experts to discuss current issues being faced by the higher education and QA communities and determine if there are new approaches to consider. Under this purpose, the Centre (through its expert participants) will develop white papers that respond to the issues and needs identified, recommend research topics, or propose new programmes, services, and other resources that could lead to the continued development of appropriate and effective quality assurance systems and processes that can be seen as being relevant to the needs of HEIs and the constituents they serve. Any of the identified new programmes, services, or resources could then be further developed, owned, promoted, and offered by INQAAHE.

Examples of current issues that need *in-depth* discussion and affect all of us today are the following:

-  What are the pros and cons of risk-based accreditation?
-  The role of EQA in improving teaching
-  How should IQA interface with EQA?

- 🍷 How do our QA practices and processes need to change to deal with the new types of providers [massive open online courses (MOOCs), partnerships between traditional HEIs and other corporate educational providers]?
- 🍷 How to more effectively involve external stakeholders in our QA processes
- 🍷 How QA can change when governmental leadership changes
- 🍷 QA and rating systems: Should accreditations decisions be differentiated?
- 🍷 Can QA really promise graduates a job?
- 🍷 What is QA's role in building a culture of continuous internal improvement?
- 🍷 How does the QA of today need to change to remain relevant?
- 🍷 If qualifications recognition is a global issue, what role do EQAs need to play in solving that issue?

Each of the above issues could be developed into specialised resources or trainings offered by INQAAHE with the help of the Centre's think tank experts.

A second purpose of the Centre will serve as the repository for training consultants on how to be an effective consultant for QA issues in higher education – from dealing with setting up a QA system to dealing with specialised issues, such as the ones named above.

Other projects: INQAAHE has applied for two (2) Erasmus+ projects in 2017, preparations for which started in 2016:

- 🍷 **INQAAHE Authorship through INTEGRA (Enhancing Quality and Credibility in Higher Education Governance) which is a three-year cross-regional project under Key Action 2 – Capacity Building in the Field of Higher Education.** The wider objective is to enhance HE governance and management in Armenia, Ukraine and China through the establishment of a robust assessment framework in combatting or preventing corruption and academic fraud.
- 🍷 **INQAAHE's partnership with INT-LA Internationalisation: Strategies for Quality in Higher Education.** The overall broader goal of the project is to enhance the quality of teaching, learning and research capacity of HEIs through the design and implementation of effective internationalisation policies in Latin America and Europe.

INQAAHE has also been invited to join the following two (2) Erasmus+ projects, which were officially launched on 15 October 2016 and will last for three (3) years:

- 🍷 **INCLUSION:** The project targets Armenia and Bosnia and Herzegovina in partnership with European HEIs and national ministries and NGOs dealing with social inclusion. Specifically, the project is targeted at the promoting the Fourth Goal of UN Sustainable Development and the role of HE and QA within the frames.
- 🍷 **3CQA:** The project targets the QA of Cycle 3 doctoral programmes. The project brings together Armenian, Mongolian, Kazakh and Ukrainian HEIs, respective ministries and QA agencies as well as EU partners.

Projects aimed to reach out to more INQAAHE members and countries will be initiated in 2017 and beyond.

INQAAHE Events

Objective 1.1:	Ensuring worldwide visibility of INQAAHE’s role as the leading organisation for quality assurance agencies
Objective 1.2:	Promoting the interests of its members at different levels and through diversity of approaches
Objective 2.1:	Encouragement of INQAAHE members’ involvement in specific activities and expansion of the links between INQAAHE and other stakeholders

In 2016, INQAAHE successfully organised its major biennial event and conducted preparatory activities for the biennial conference. Apart from the biennial events, effort was spent on organising the World Conference on Quality Assurance under the Auspices of UNESCO, co-organised by INQAAHE/CoL/ICDE/CIQG/WB.




-  **Biennial Forum:** INQAAHE held its biennial forum in Sigatoka, Fiji, INQAAHE on 22-24 May 2016, with the theme ‘Quality Assurance in Higher Education in Challenging Times’. The host was the Fiji Higher Education Commission (FHEC).
-  **Biennial Conference:** INQAAHE 2017 Conference ‘Between Collaboration & Competition: The Promises & Challenges for Quality Assurance in Higher Education’ will be held from 27 February to 1 March 2017, and will be hosted by Education & Training Quality Authority (BQA), Bahrain. The Call for Proposals was released at the end of October 2016 and in total, 68 proposals were received. The proposals have undergone review, each by two (2) peer-reviewers. Table 4 shows the overall results.

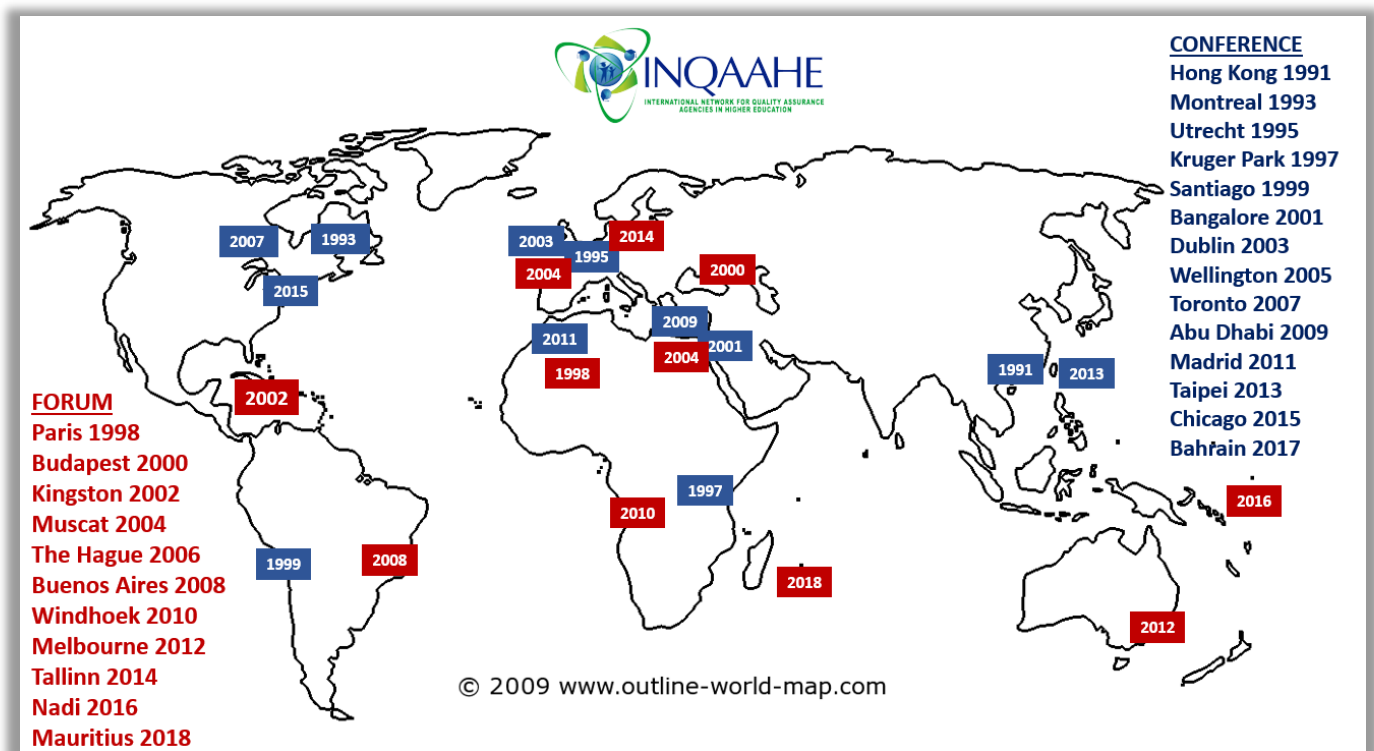
Table 4: Results of the Call for Paper and Poster Proposals for the 2017 Conference

Paper proposals	Received	Accepted	Turned into poster
1. Quality assurance breaking down barriers for students and providers	22	19	3
2. Quality assurance for competitive advantage in the markets for national and international students	12	11	1
3. Are we closer to a global QA and qualifications framework?	7	6	1
4. The Quality Assurance Agenda for the next 25 years	15	14	2
Total	56	50	7
Poster proposals	12	11	

-  **International Conference on Quality Assurance: UNESCO/INQAAHE/ICDE/CoL/WB/CHEA/CIQG/Conference 2018:** To promote the UN Sustainable Development Goals 2030 (Goal 4 on Education), in particular, INQAAHE has joined efforts with UNESCO in the initiation of a variety of QA projects worldwide. As announced at the Fiji Forum, INQAAHE is co-organising a UNESCO conference with the joint efforts of organisations such as ICDE, CoL, WB and CHEA/CIQG.

- 🌐 The first Steering Committee meeting was held in Paris on 25 October 2016 and shed light on further developmental and organisational steps. It provided a clear picture on the future steps to be taken and the specific contribution of INQAAHE.
- 🌐 Prior to the International Conference on Quality Assurance in 2018, around 10 regional events are to be planned under the lead of INQAAHE.
- 🌐 An event in the Middle East is organised back-to-back with the INQAAHE Conference in Bahrain hosted by BQA. INQAAHE has taken the lead in the preparation of the Scoping Study [two (2) questionnaires - one (1) for external QA agencies (EQAAs) and one (1) for HEIs - were developed and administered by INQAAHE with the support of ANQAHE and the Arab University Association].
- 🌐 **Webinars:** As part of its capacity building agenda, INQAAHE is initiating a series of webinars to be launched in the first quarter of 2017. A plan has been developed and the necessary platform has been purchased to deliver the webinars in 2017 and beyond.

INQAAHE Past & Future Conferences & Fora



GGP Alignment

Objective 2.3: Professionalisation of quality assurance

Adoption of the revised GGP. 2016 was marked with the official presentation of the 2016 edition of the INQAAHE Guidelines of Good Practice.

The GGP originated as a response to the growing massification, internationalisation and diversification of HE as a tool to support the systems in safeguarding standards of HE provisions in general, and QA, in particular.

The GGP constitutes a part of the mission of INQAAHE and is intended to promote high standards of professional practice by QA agencies. The creation of the original GGP back in 2003, along with its subsequent revision in 2006, demonstrates that, QA in HE self-regulates through a code of conduct developed by the profession's membership for the profession's members. This is done by encouraging INQAAHE members to review themselves against these good practices to improve their operations and interactions with HEIs and programmes. Further, organisations can request a formal review of their practices against the INQAAHE GGP by a panel of international reviewers for the purpose of alignment and as a guarantee of credibility.

Since 2006, considerable changes have taken place in HE and QA globally due to advanced technology and, strongly related to the latter, increased diversification of HE and QA provisions. Considering the recent trends and in our pursuance to maintain relevance and effectiveness of the GGP, an INQAAHE Committee, led by Past President Carol Bobby, was established in 2014-2015 to review the GGP. Amongst other nuances, the new Guidelines:

- 🌐 have a special emphasis on QA of cross-border HE
- 🌐 promote links with the QA community

Committee members were selected based on their experience in handling the GGP, undergoing GGP alignment and developing as well as revising the GGP. Committee members included the following:

- 🌐 María José Lemaitre, Centro Interuniversitario de Desarrollo (CINDA), Chile
- 🌐 Gemma Rauret, Universitat de Barcelona (UB), Spain
- 🌐 Mark Frederiks, De Nederlands-Vlaamse Accreditatieorganisatie (NVAO), The Netherlands
- 🌐 Tim Klassen, (Retired) Former Director of Ontario College Quality Assurance Service, Canada

They provided deep insights and expertise which greatly assisted in the revision process. The outstanding contribution of the Committee is an asset in promoting the mission and vision of INQAAHE.

In addition, the procedure for alignment was revised to make it more user-friendly and to accommodate the diversity of our members' needs. The revised procedures offer a range of opportunities through an alignment review, joint review and mutual recognition procedures, with the aim to lessen the burden on the EQAAs that are eager to undergo a GGP alignment as well as to ensure that members can avail themselves of the opportunity to be aligned, thus attesting and reaffirming the credibility of their provisions.

The revision included broad consultation with the INQAAHE stakeholders, founding members of INQAAHE, as well as key implementers.

GGP Alignment Procedures

Two (2) cases of GGP alignment were conducted in 2016 and a number of applications are in the pipeline as shown below:

- 🇨🇦 Commission d'évaluation de l'enseignement collégial (CEEC) Canada completed the alignment in November 2016. The site visit took place from 14-16 June 2016 and the panel members consisted of Bruno Curvale (Chair), Hélène Lamicq (Academic) and Ronny Heintze (Secretary). The validity period of the GGP alignment is from 5 November 2016 to 25 November 2021.
- 🇨🇱 Comisión Nacional de Acreditación (CNA) Chile. An official letter asking for the renewal of the certificate was received in December 2016. The panel and agenda for the site visit will be determined in February 2017.
- 🇨🇴 Consejo Nacional National Accreditation (CNA) Colombia. An official letter asking for the renewal of the certificate was received in October 2016. The panel and agenda for the site visit have been set, scheduled to take place from 22-24 March 2017. The panel members consist of Guy Haug (Chair), Arturo Somoza (Academic) and Carme Edo (Secretary).

INQAAHE GGP Revision Committee



Carol Bobby



María José Lemaitre



Gemma Rauret



Mark Frederiks



Tim Klassen

INQAAHE Operational Developments




INQAAHE Operations

Objective 1.1:	Ensuring worldwide visibility of INQAAHE's role as the leading organisation for quality assurance agencies
Objective 1.3:	Promoting leadership development through continued commitment of members to the Network
Objective 2.3:	Professionalisation of quality assurance

Development, approval and implementation of the Activity Plan 2016-2018: Based on the invaluable reflections of the GA members in Fiji, and considering the Strategic Priorities 2013-2018 as well as the recent developments in HE and QA, the Board has engaged in the development of an Activity Plan 2016-2018, which is intended to take the current Strategic Plan to its successful completion and to introduce the new Strategic Plan 2018-2023 during the GA in 2018. The Plan was approved by the Board during its meeting in July and is currently being implemented.

Restructuring of Committees and Working Groups: Committees are permanent units within the INQAAHE Board where the majority of the Board's functions are operationalised through Committees, whereas Working Groups are established for implementing one-off projects. In order to manage the operations of INQAAHE, taking into account the principle of efficiency of functions, the structures of Committees and Working Groups have been revised. The revised and approved Committees with their respective functions and the activities engaged by the Working Groups are provided in [Annex 2](#).

Elections:

-  **Presidential election:** Due to the resignation of Jagannath Patil, the INQAAHE Board, in line with the Constitution, announced a new and special round of elections culminating in the election of the new President.
-  **Vice-President election:** The inauguration of the new President was followed by the election of the new Vice-President (VP) by the Board. Nominations were made by the Board members and Pauline Tang was elected as the new VP with the majority of votes.
-  **Board member replacement:** Due to the changes in position, Yvonne Marshall had to resign as an INQAAHE Board member. As per the Constitution, the Board was to replace the Board member who had resigned by inviting an INQAAHE member to serve on the Board. Criteria such as geographical coverage, qualifications, and gender (to ensure gender balance on the Board) were considered. In total, there were four (4) nominations and Franz Gertze from the National Qualifications Authority of Namibia was invited to serve on the Board based on the majority of votes he received.

INQAAHE corporate matters: A major revision to the approach of communication and outreach was undertaken. As a result, the following corporate materials have been developed and put into practice:

- 🌱 **Communication and Outreach Operational Manual:** A package of sweep corporate templates, including the new newsletter template and other promotional materials have been developed and are being used. Other collaterals such as corporate flyers are in the process of being developed.
- 🌱 **Guidelines on the use of the INQAAHE logo:** Uploaded on the INQAAHE website.
- 🌱 **INQAAHE new website:** Preparatory activities for the new INQAAHE website have come to an end and the new website was launched before the end of 2016. Amongst other things, the new website provides a platform for discussions amongst the INQAAHE members. Statistics on INQAAHE website usage are available at [Annex 3](#).

Revision of the Constitution: The Board have discussed and approved revisions to the July 2013 version of the INQAAHE Constitution. A draft is to be distributed to all members prior to the 2017 Annual General Meeting.

Establishment of an internal QA system for INQAAHE operations: A new Committee was established in 2016 to review the effectiveness of INQAAHE operations. For this, the Internal Quality Assurance Committee (IQAC) has developed a plan of activities which was launched in 2016. One of them is a study on the impact of INQAAHE activities and is currently ongoing. The results will be fed into the new Strategic Plan to be adopted in 2017 for the years 2018-2022. The Committee will proceed to develop an internal QA system in 2017.



Susanna Karakhanyan -
President



Pauline Tang – Vice
President



Jawaher al-Mudhahki -
Treasurer



Martí Casadesús Fa -
Secretary



Jagannath Patil -
Immediate Past President



Maiki Udam -
Director



Erika Soboleva -
Director



Martin Strah -
Director



Eddy Chong Siong
Choy - Director



Tashmin Khamis -
Director



Anthony McClaran -
Director



Carol Bobby –
Director



Franz Gertze -
Director



Conchita Herruzo -
Secretariat



Ángels González -
Secretariat

INQAAHE Membership and Growth

Objective 2.2: Further growth of the Network

INQAAHE is pleased to welcome new members as indicated in Table 5.

Table 5: Newly-joined members

NAME	MEMBERSHIP	COUNTRY
Agencia Nacional de Evaluación y Acreditación de la Educación Superior (ANEAES)	Full Member	Paraguay
Agency for quality assurance in the field of education EdNet	Full Member	Kyrgyz Republic
Balochistan University of Engineering & Technology, Khuzdar (BUETK)	Associate Member	Pakistan
Business & Computing Examinations	Associate Member	United Kingdom
Dr D Y Patil Arts, Commerce and Science College	Associate Member	India
Education Quality Accreditation Agency (EQUAA)	Full Member	Peru
EQAA European Quality Assurance Agency	Full Member	Germany
Fiji National University (FNU)	Associate Member	Fiji
Gulf College (GC)	Associate Member	Oman
Horizon College of Business and Technology (Horizon Campus)	Associate Member	Sri Lanka
International Association for Management Development in Dynamic Societies (CEEMAN)	Full Member	Slovenia
International Medical University	Associate Member	Malaysia
Lahore University of Management Sciences (LUMS)	Associate Member	Pakistan
Mohammad Ali Jinnah University (MAJU)	Associate Member	Pakistan
National Defence University Pakistan	Associate Member	Pakistan
Pakistan Institute of Development Economics (PIDE)	Associate Member	Pakistan
Prof Hilary Winchester	Affiliate	Australia
Quality Matters (QM)	Associate Member	United States
Universidad Andrés Bello (UNAB)	Associate Member	Chile
University of Buraimi (UoB)	Associate Member	Oman
University of Engineering and Technology, Lahore (UET)	Associate Member	Pakistan
University of Sindh (Usindh)	Associate Member	Pakistan
Yvonne Marshall	Affiliate	Jamaica

Cancelations: As a result of an annual check carried out by the Secretariat, 13 members were removed from the INQAAHE register due to non-payment of membership fees. Five (5) members withdrew their membership due to reasons such as cessation of operations and involvement in other networks.

Updating the Data of Members: Throughout the year, changes have taken place at the organisational level of the INQAAHE members and, most of the time, newly-joined representatives of existing INQAAHE members fail to submit updates on their contact persons, which can lead to undesirable conflicts. In 2016, the Secretariat updated members' information as per the requests submitted. A plan is being put in place to develop a tool that will keep the INQAAHE dataset updated on a regular basis.








INQAAHE Financial Report





Objective 1.4: Ensuring financial stability to enable carrying out its activities

Financial audit: Based on the feedback from the GA meeting as well as aligned to the activity plan 2016-2018 and procedural provisions of INQAAHE, INQAAHE completed a financial audit in January 2017. This is an audit of its activities and financial operations for the years 2014, 2015 and 2016 ([Annex 4](#)).

Accounts 2016: The report is based on realised figures for the period ending 31 December 2016. The total income for the year 2016 amounts to USD26,459.

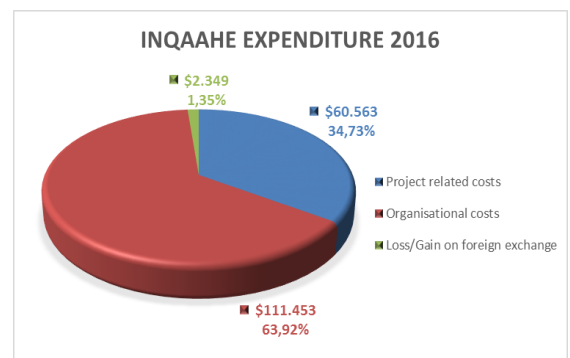
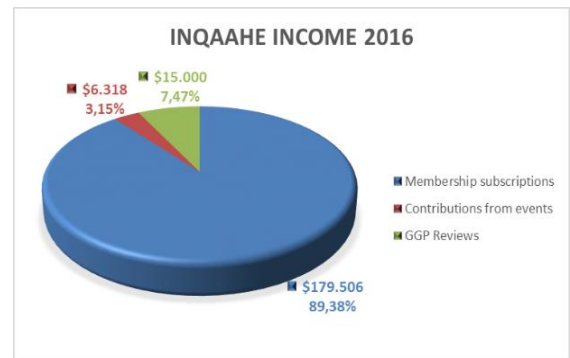
The following are some notes on specific lines in the report:

- 
P1 Membership fees. The reported subscription income included regular membership fees for the reporting year of 2016 and a small provision of doubtful debtors of (USD7,133). The membership of 13 institutions whose subscriptions have not been paid were removed from the register and cancelled, together with the four (4) institutions which requested for membership cancellation and one (1) institution which ceased operation.
- 
P2 Income from events. INQAAHE received a lower income of USD6,318 than the forecasted amount of USD9,000 in the 2016 budget from registration fees and surplus from the 2016 Forum in Fiji.
- 
P3 Income from grants. No income from grants were received in 2016.
- 
P4 GGP Reviews. The income came from GGP review of CEEC Canada.
- 
P5 Project-related costs. The expenses of USD60,563 were lower than USD63,250 based on the year 2015 as there was lower GGP cost, but higher funding on research activities in 2016 and new project initiatives. The budget was allocated to five (5) different projects as follows:

-  QA Graduate Programme (QAP)
-  Assessing agency alignment (GGP)
-  Financial support to attend conference/forum
-  Research activities

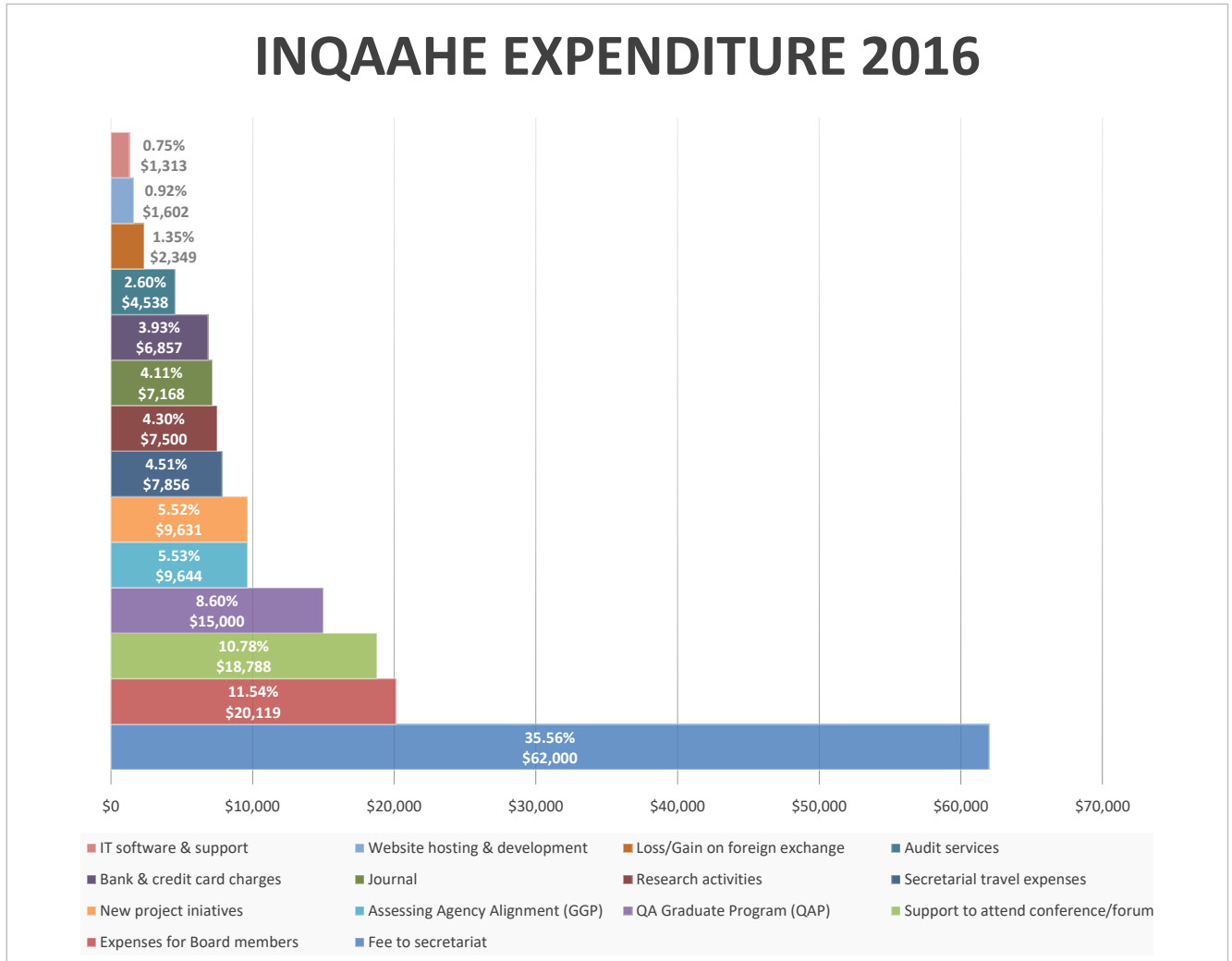
INQAAHE Top-line Growth 2016

	\$ (USD)
Total assets	505,393
Total liabilities	26,183
NET ASSETS (LIABILITIES)	479,210
Opening balance equity	452,751
Retained earnings	-
Current year earnings	26,459
EQUITY	479,210



New project initiatives

- P6 Organisational costs.** The total expenses of USD111,453 were higher than USD107,457 in 2015 due to the increase of Secretariat fees, extraordinary audit services expenses and provision for the depreciation of new assets, i.e. the new website launched in November 2016 and a laptop for the Secretariat.
- Cash flow.** Total cash and cash equivalent for the year was USD437,884 and the net cash received from operating activities was USD437,884 compared to USD436,727 in 2015.



Revised budget 2017. The first version of the 2017 Budget is based on the revised 2016 Budget. The revised version of the 2017 Budget sees an update in the income (higher subscription fees due to higher invoicing forecast less higher provision of doubtful debtors, and GGP reviews) and expenses (GGP reviews cost, Journal IT software and provision of asset depreciation).

- P1-P4 Income.** Membership subscription fee is USD185,000 (P1), with an increase of USD1,000 in the provision for non-payment, and USD30,000 income from two (2) GGP reviews forecasted for 2017 (P4).

- 🍇 **P5 Project-related costs.** Assessing agency alignment cost will increase due to two (2) forecasted GGP reviews.
- 🍇 **P6 Organisational costs.** USD1,000 decrease in journals, USD1,000 increase in IT software and a new allocation of USD9,000 for the provision of asset depreciation.
- 🍇 **P7 Loss/Gain on foreign exchange.** Reduction of USD3,000 on the loss of foreign exchange.
- 🍇 **Equity overview.** The revised budget for 2017 amounts to an estimated loss of USD48,000.

Draft 2018 budget. This first version of the 2018 Budget is based on the Revised 2017 Budget. It is only meant as a document to start discussions with possible adjustments to be proposed to the GA. The differences in the Draft 2018 Budget with respect to the Revised 2017 Budget hinge on the following:

- 🍇 Contributions from events are estimated at USD6,000 rather than USD10,000 in 2017 (The 2018 Forum in Mauritius).
- 🍇 One (1) GGP alignment procedure at the cost of USD15,000 compared to two (2) in 2017.
- 🍇 Reduced project-related costs, as there will only be one (1) GGP alignment.
- 🍇 Lower website hosting and development costs as well as a small increase of USD500 in the provision of asset depreciation.

Concluding Remarks

The 2016 Annual Report of INQAAHE reflects on a full year of activities where we sought to move forward to implement the commitments laid out in the Strategic Plan 2013-2017 and address the concerns expressed by our valued members. Having established the needs and priorities for the year, Activity Plan 2016-2018 was laid down to move towards capacity building of our members, contribution to the body of knowledge through research and innovation, as well as promotion of INQAAHE's relevance, efficiency, visibility and impact.

In implementing the Activity Plan, the INQAAHE Board moved to involve a broader representation of its valued members in its daily activities. With the important groundwork now being completed, we will continue to move forward to meet our global and regional commitments with ever greater focus on the strategic priorities at the individual country level, with full transparency and a higher level of professionalism.

Emphasis will continue to be placed on accelerating progress towards the achievement of the Fourth Goal of the UN Sustainable Development. In close cooperation with UNESCO and other international bodies dealing with QA and HE internationally and regionally, INQAAHE is planning to undertake projects to support local governments in their achievement of the Goal.

INQAAHE has improved its performance in a range of areas in line with the commitments made to its members. The achievements noted in this report were complemented and facilitated by functional re-organisation, particularly in the area of the management of the Board's activities. The measures taken in 2016 to improve transparency and accountability will continue. Ongoing work on reinforcing internal QA mechanisms will continue through the IQAC Committee and more efficient operations. Funding remains a challenge and, we should jointly seek avenues for diversification of INQAAHE income. One of the solutions for 2016 was the application for external grants to implement projects to benefit our members.

In summary, the rapidly changing political, social and economic scenarios which are unfolding globally keep all those responsible for HE and its quality, alert to new developments to be able to respond to new and diverse needs. Flexibility, efficiency and relevance in our actions should undoubtedly remain as our guide during these challenging times. However, by looking at what INQAAHE has been able to achieve in the past year, there is a strong belief that the solid foundation for quality enhancement in tertiary education has been built on. These challenging times are also times of great opportunity and it is possible to keep the right pace with developments. INQAAHE will stay on the course and there is much more to be done in the coming year, and beyond.

Annex 1: Activity Plan 2016-2018

ABBREVIATIONS	
Committees	Working Groups
EC: Executive Committee	MPLC: Marjorie Peace Lenn Centre
MMSC: Membership/Member Services Committee	CR: Constitution Review
COC: Communication and Outreach Committee	CPC: Conference Programme Committee
MEC: Meetings and Events Committee	2018 CC 2018 UNESCO/INQAAHE/ICDE Conference Working Group
RC: Recognition Committee	
IQAC: Internal Quality Assurance Committee	

WORK PACKAGES	ACTIVITY/TIMELINE	RESPONSIBILITY	STRATEGIC OBJECTIVE	
Work package 1				
1	Planning, Policies & Procedures, Operations	Development of the Master Plan 2016-2018	EC	Operational
		Constitution review	CR	
		Board's Procedures Manual	CR	
		INQAAHE Funding Schemes - Operational Manual	EC	
		Establishment of a work space platform on the INQAAHE website for Board members	Secretariat/COC	
		Establishment of a corporate e-mail account	Secretariat	
		GPP alignment procedures manual	RC	OBJ 2.3
		Development of INQAAHE Strategic Plan 2018-2023	EC	Strategic

WORK PACKAGES		ACTIVITY/TIMELINE	RESPONSIBILITY	STRATEGIC OBJECTIVE
Work package 2				
2	Finances	Diversification of INQAAHE funding model	EC/Secretariat	OBJ 1.4
		Financial statements	EC/Secretariat	OBJ 1.4
		INQAAHE Financial Statements New Zealand societies	EC/Secretariat	OBJ 1.4
		Financial Procedures Manual	EC/Secretariat	OBJ 1.4
		Fundraising model	EC/Secretariat	OBJ 1.4
		Budget review current year + budget next year	EC/Secretariat	OBJ 1.4
		Invoicing and penalisation	EC/Secretariat	OBJ 1.4
		Financial audit	EC/Secretariat	OBJ 1.4
		Annual report on finances	EC/Secretariat	OBJ 1.4
Work package 3				
3	Regular INQAAHE activities	Managing the database of good practices	MMSC	OBJ 3.3
		Evaluation of INQAAHE membership proposals	MMSC	OBJ 2.2
		Develop and announce calls for proposal for research and innovation	MMSC	OBJ 3.1
		Develop and announce calls for proposal for capacity building	MEC	OBJ 3.1, 4.1, 4.2
		QAP announcement	Secretariat/MEC	OBJ 3.1, 4.1, 4.2
		Bid for hosting conference and forums for 2019 and 2020, respectively	Secretariat/MEC	OBJ 1.1, 1.2, 2.1
		E-forums	MEC	OBJ 1.1, 1.2, 2.1
		Webinars	MEC	OBJ 1.1, 1.2, 2.1
		Conferences and forums	MEC	OBJ 1.1, 1.2, 2.1
		INQAAHE Board elections 2018	Secretariat/EC	Operational

WORK PACKAGES		ACTIVITY/TIMELINE	RESPONSIBILITY	STRATEGIC OBJECTIVE
Work package 4				
4	Projects	MPL Centre operationalisation	MPLC	OBJ 4.1, 4.2, 4.4
		INQAAHE 25: Impact, trends and the future (QAP study, impact, challenges, trends and needs)	TBD	OBJ 1.1, 1.3, 2.1, 2.3, 3.1
		GQAR establishment	TBD	OBJ 1.1, 1.2, 2.1, 2.3
		GGP promotion	RC/COC	OBJ 1.1, 1.2, 2.1, 2.3
		Mapping study on the QA developments all over the world	TBD	OBJ 1.1, 3.1
		Events resulting from the calls for proposals for capacity building	MEC	OBJ 3.1, 4.1, 4.2
Work package 5				
5	Visibility and Promotion	Revision and constant updates of the website	Secretariat/COC	OBJ 1.1
		Newsletter format revision	Secretariat/COC	OBJ 1.1
		Bi-monthly news releases	Secretariat/COC	OBJ 1.1
		GGP publication	Secretariat/COC	OBJ 1.1
		UNESCO/INQAAHE/ICDE Conference	Secretariat/WG	OBJ 1.1, 4.3
		'Quality in Higher Education' Journal	Secretariat/COC	OBJ 3.1
		Publication of occasional papers as a result of projects in Work package 4	Secretariat/COC	OBJ 3.2
		Promotion of INQAAHE through social media	Secretariat/COC	OBJ 1.1
Work package 6				
6	Quality Assurance	Quality plan - identify outcomes with each work package that will be monitored	IQAC	Operational
		Develop and implement a survey on the effectiveness of the events	IQAC	
		Measuring effectiveness of the projects including ensuring improvement plans are in place by each work package based on the survey	IQAC	
		Bi-Annual survey to the members on the INQAAHE effectiveness, expectations, challenges and needs	IQAC	

WORK PACKAGES	ACTIVITY/TIMELINE	RESPONSIBILITY	STRATEGIC OBJECTIVE
Work package 6 (contd.)			
	Annual reports from Committees and Working Groups	All	
	Annual reports on INQAAHE performance	IQAC	

Annex 2: Committees and Working Groups 2016-2018

COMMITTEE	FUNCTIONS	MEMBERS (BOARD)	MEMBERS (INVITED)
EXECUTIVE COMMITTEE	Oversight of strategic operations Master planning Development of relevant policies and procedures Financial operations Managing mentorship of new Board members Liaison with organisations dealing with HE and QA	Susanna Karakhanyan (Chair) Pauline Tang, VP Jawaher Al-Mudhahki, T Martí Casadesús, S	
MEMBERSHIP/ MEMBER SERVICES	Committee level planning Review/approval of membership applications Manage calls and requests for proposals Database of Good Practices	Martín Strah (Chair) Pauline Tang Susanna Karakhanyan Maiki Udam	
MEETINGS/ EVENTS	Committee level planning Organisation of e-forums, webinars and other e-meetings Organisation of events based on the results of the calls for proposals for capacity building (e.g. trainings, workshops, consultancies) Publication of the results of e-forums, conferences and other outcomes of the events	Maiki Udam (Chair) Pauline Tang Jawaher Al-Mudhahki Erika Soboleva Jagannath Patil	
COMMUNICATION/ OUTREACH	Committee level planning Taking care of all the communication that goes out of INQAAHE Website, newsletters, news releases to the GA INQAAHE promotion (e.g. branding, certificates, accessories and the like)	Pauline Tang (Chair) Susanna Karakhanyan Eddy Chong Franz Gertze	Lee Harvey (Journal Editor) Jane Gentle (THE-ICE) Viola Chan (FAA)
RECOGNITION	Committee level planning GGP management, e.g. review criteria and procedures, publication and GGP alignment – INQAAHE Reviews	Erika Soboleva (Chair) Martín Strah Carol Bobby Franz Gertze	
QUALITY ASSURANCE	Promoting effectiveness and visibility of INQAAHE Measuring effectiveness of INQAAHE operations Reporting on trends, challenges and opportunities	Tashmin Khamis (Chair) Eddy Chong Erika Soboleva Anthony McClaran	

WORKING GROUP	FUNCTIONS	MEMBERS (BOARD)	MEMBERS (INVITED)
MARJORIE PEACE LENN CENTRE	Development of the Centre operationalisation plan and strategy Establishment of INQAAHE database	Carol Bobby (Chair) Susanna Karakhanyan Tashmin Khamis Franz Gertze	
CONSTITUTION REVIEW	Review of the constitution Review of the Board's Procedures Manual	Pauline Tang(Chair) Carol Bobby Erika Soboleva Anthony McClaran	
2017 CONFERENCE PROGRAMME	Preparatory activities for the 2017 Conference in Bahrain	Anthony McClaran (Chair) Maiki Udam Martín Strah Carol Bobby	Tariq Al Sindi, BQA
UNESCO/ INQAAHE ICQA	Preparatory activities for the 2018 Conference in Paris Organisation and delivery of regional events	Susanna Karakhanyan (Chair) Eddy Chong Tashmin Khamis Martin Strah Pauline Tang	


Annex 3: Website Statistics 2016


Audience Overview

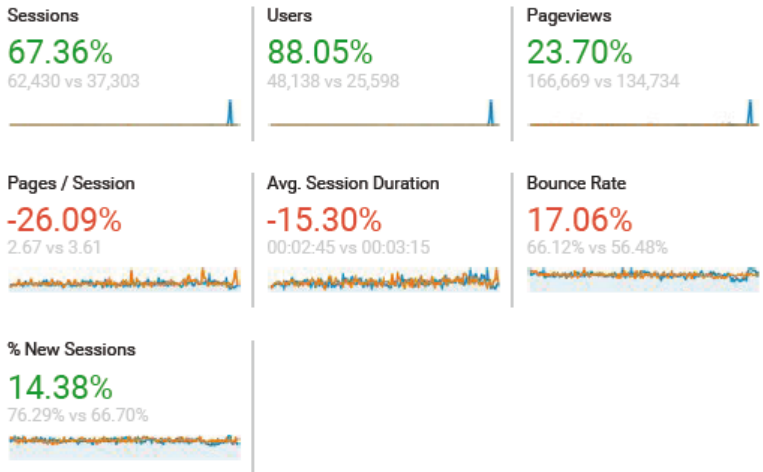
Jan 1, 2016 - Dec 31, 2016
Compare to: Dec 31, 2014 - Dec 31, 2015

  All Users
+0.00% Sessions

Overview

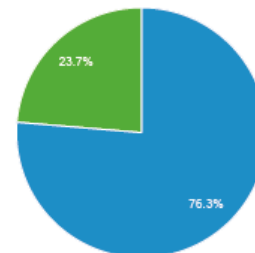
Jan 1, 2016 - Dec 31, 2016:  Sessions

Dec 31, 2014 - Dec 31, 2015:  Sessions

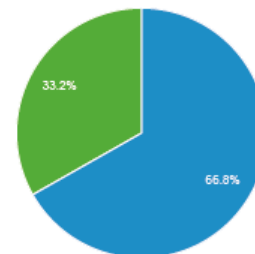


 New Visitor  Returning Visitor

Jan 1, 2016 - Dec 31, 2016



Dec 31, 2014 - Dec 31, 2015



Pageviews
23.70%
166,669 vs 134,734

Unique Pageviews
23.64%
123,103 vs 99,566

Avg. Time on Page
31.63%
00:01:38 vs 00:01:15

Bounce Rate
17.06%
66.12% vs 56.48%

% Exit
35.15%
37.42% vs 27.68%

Page	Pageviews	% Pageviews
1. /		
Jan 1, 2016 - Dec 31, 2016	25,540	15.32%
Dec 31, 2014 - Dec 31, 2015	25,529	18.95%
% Change	0.04%	-19.13%
2. /form/contact-us		
Jan 1, 2016 - Dec 31, 2016	10,379	6.23%
Dec 31, 2014 - Dec 31, 2015	0	0.00%
% Change	100.00%	100.00%
3. /members/list.php		
Jan 1, 2016 - Dec 31, 2016	6,686	4.01%
Dec 31, 2014 - Dec 31, 2015	9,627	7.15%
% Change	-30.55%	-43.86%
4. /main/about-inqaahe		
Jan 1, 2016 - Dec 31, 2016	2,639	1.58%
Dec 31, 2014 - Dec 31, 2015	3,207	2.38%
% Change	-17.71%	-33.48%
5. /members/list-full.php		
Jan 1, 2016 - Dec 31, 2016	2,530	1.52%
Dec 31, 2014 - Dec 31, 2015	3,058	2.27%
% Change	-17.27%	-33.12%

Session Duration

Sessions
























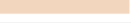

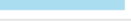


67.36%

62,430 vs 37,303

Pageviews

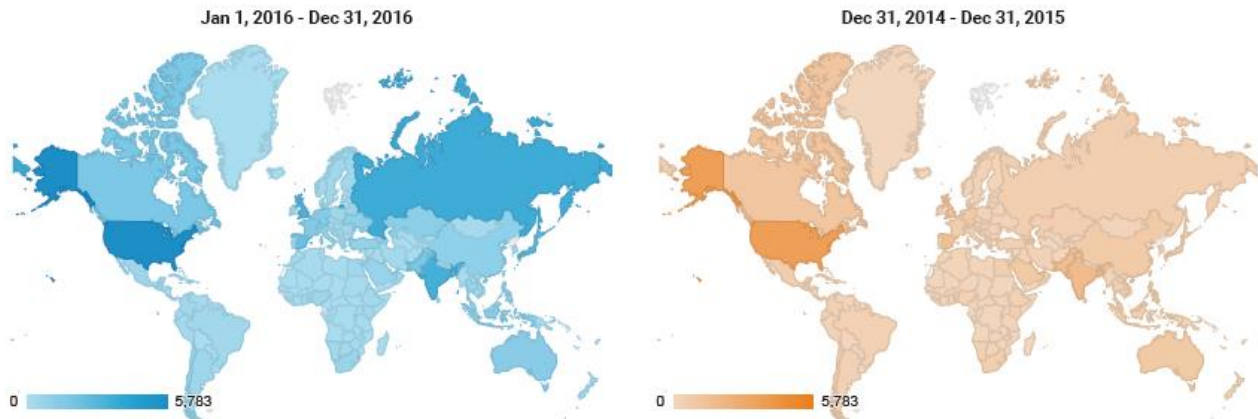
23.70%

166,669 vs 134,734

Session Duration	Sessions	Pageviews
0-10 seconds		
Jan 1, 2016 - Dec 31, 2016	43,391 	45,876 
Dec 31, 2014 - Dec 31, 2015	22,163 	23,448 
11-30 seconds		
Jan 1, 2016 - Dec 31, 2016	3,111 	7,497 
Dec 31, 2014 - Dec 31, 2015	1,937 	5,064 
31-60 seconds		
Jan 1, 2016 - Dec 31, 2016	2,486 	7,558 
Dec 31, 2014 - Dec 31, 2015	2,039 	6,694 
61-180 seconds		
Jan 1, 2016 - Dec 31, 2016	4,389 	18,847 
Dec 31, 2014 - Dec 31, 2015	3,780 	17,765 
181-600 seconds		
Jan 1, 2016 - Dec 31, 2016	4,560 	28,879 
Dec 31, 2014 - Dec 31, 2015	3,755 	28,388 
601-1800 seconds		
Jan 1, 2016 - Dec 31, 2016	3,299 	29,935 
Dec 31, 2014 - Dec 31, 2015	2,783 	29,084 
1801+ seconds		
Jan 1, 2016 - Dec 31, 2016	1,194 	28,077 
Dec 31, 2014 - Dec 31, 2015	846 	24,291 

Map Overlay

Summary



Country	Acquisition			Behavior		
	Sessions	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
	67.36% ▲ 62,430 vs 37,303	14.28% ▲ 76.33% vs 66.79%	91.25% ▲ 47,650 vs 24,915	17.06% ▼ 66.12% vs 56.48%	26.09% ▼ 2.67 vs 3.61	15.30% ▼ 00:02:45 vs 00:03:15
1. United States						
Jan 1, 2016 - Dec 31, 2016	5,783 (9.26%)	87.83%	5,079 (10.66%)	74.48%	2.08	00:01:23
Dec 31, 2014 - Dec 31, 2015	3,570 (9.57%)	75.10%	2,681 (10.76%)	60.22%	3.03	00:02:13
% Change	61.99%	16.95%	89.44%	23.67%	-31.34%	-37.47%
2. Russia						
Jan 1, 2016 - Dec 31, 2016	3,573 (5.72%)	86.54%	3,092 (6.49%)	71.20%	1.63	00:01:08
Dec 31, 2014 - Dec 31, 2015	493 (1.32%)	50.91%	251 (1.01%)	57.61%	3.42	00:03:01
% Change	624.75%	69.97%	1,131.87%	23.60%	-52.29%	-62.48%
3. India						
Jan 1, 2016 - Dec 31, 2016	3,272 (5.24%)	88.05%	2,881 (6.05%)	72.25%	2.23	00:01:45
Dec 31, 2014 - Dec 31, 2015	1,635 (4.38%)	76.33%	1,248 (5.01%)	56.02%	3.86	00:04:21
% Change	100.12%	15.35%	130.85%	28.96%	-42.42%	-59.81%
4. United Kingdom						
Jan 1, 2016 - Dec 31, 2016	3,098 (4.96%)	88.90%	2,754 (5.78%)	73.40%	2.27	00:01:17
Dec 31, 2014 - Dec 31, 2015	1,297 (3.48%)	71.63%	929 (3.73%)	54.51%	4.90	00:03:03
% Change	138.86%	24.11%	196.45%	34.66%	-53.66%	-57.77%

5. Japan						
Jan 1, 2016 - Dec 31, 2016	2,617 (4.19%)	84.60%	2,214 (4.65%)	78.98%	2.01	00:01:27
Dec 31, 2014 - Dec 31, 2015	566 (1.52%)	54.42%	308 (1.24%)	57.07%	3.43	00:02:47
% Change	362.37%	55.47%	618.83%	38.40%	-41.29%	-47.55%
6. Spain						
Jan 1, 2016 - Dec 31, 2016	2,228 (3.57%)	35.10%	782 (1.64%)	41.79%	5.29	00:07:16
Dec 31, 2014 - Dec 31, 2015	1,386 (3.72%)	39.11%	542 (2.18%)	37.81%	6.70	00:07:51
% Change	60.75%	-10.25%	44.28%	10.53%	-21.01%	-7.41%
7. Bangladesh						
Jan 1, 2016 - Dec 31, 2016	1,696 (2.72%)	34.73%	589 (1.24%)	39.03%	6.35	00:22:51
Dec 31, 2014 - Dec 31, 2015	187 (0.50%)	68.98%	129 (0.52%)	54.01%	2.75	00:04:15
% Change	806.95%	-49.66%	356.59%	-27.73%	130.69%	437.51%
8. Pakistan						
Jan 1, 2016 - Dec 31, 2016	1,624 (2.60%)	62.99%	1,023 (2.15%)	54.06%	3.30	00:03:36
Dec 31, 2014 - Dec 31, 2015	1,434 (3.84%)	64.78%	929 (3.73%)	50.28%	3.86	00:04:10
% Change	13.25%	-2.76%	10.12%	7.53%	-14.62%	-13.73%
9. Canada						
Jan 1, 2016 - Dec 31, 2016	1,608 (2.58%)	82.34%	1,324 (2.78%)	68.84%	2.53	00:01:41
Dec 31, 2014 - Dec 31, 2015	975 (2.61%)	76.51%	746 (2.99%)	59.08%	4.17	00:02:55
% Change	64.92%	7.61%	77.48%	16.53%	-39.37%	-42.49%
10. France						
Jan 1, 2016 - Dec 31, 2016	1,353 (2.17%)	90.32%	1,222 (2.56%)	78.64%	1.67	00:00:47
Dec 31, 2014 - Dec 31, 2015	461 (1.24%)	63.99%	295 (1.18%)	48.81%	4.62	00:03:15
% Change	193.49%	41.14%	314.24%	61.12%	-63.96%	-76.13%

Annex 4: Financial Audit 2016

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Fax. 93 363 11 39

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Telf. 91 282 53 45

Plaça Cervantes, 4
(Entrada C/ Murcia, 41)
25002 **LLEIDA**
Telf. 973 28 32 91



INTERNATIONAL NETWORK FOR QUALITY ASSURANCE
AGENCIES IN HIGHER EDUCATION (INQAAHE)

Agreed-upon procedures regarding financial information

at 31st of December of 2014, 2015 and 2016

**AGREED-UPON PROCEDURES REGARDING FINANCIAL INFORMATION
OF INTERNATIONAL NETWORK FOR QUALITY ASSURANCE
AGENCIES IN HIGHER EDUCATION (INQAAHE)
OF THE EXERCISE FINISHED
AT 31ST OF DECEMBER OF 2014, 2015 AND 2016**

To the attention of the Board of Directors of the Entity **International Network for Quality Assurance Agencies in Higher Education (INQAAHE)**

I. Introduction

Following our engagement, we have proceeded to carry out a review of the financial statements, which comprise the Balance Sheet and the Income Statement, for the exercise ended December 31 of the years 2014, 2015 and 2016, in addition to the accompanying explanatory notes as of December 31, 2016.

The Board of Directors of the Entity is responsible for the preparation of the Entity's Financial Statements in accordance with generally accepted accounting principles and, at the same time, is responsible for the internal control that is considered necessary to enable the preparation of the accompanying explanatory notes to be free from material misstatement, whether due to fraud or error.

This Agreed-upon Procedures Report is issued for the exclusive use of the Board of Directors of the Entity **International Network for Quality Assurance Agencies in Higher Education (INQAAHE)**, and therefore, it should not be used for any other purpose without our prior written consent.

II. Objective and scope of work: Auditor's Responsibility

Our work has been performed in accordance with professional standards of general acceptance in Spain and, in particular, following the guide issued by the Spanish Chartered Accountants Association suitable to the commissions of the agreed-upon procedures regarding financial information. The procedures applied have the sole purpose of analysing the transactions carried out during the term of commission of **International Network for Quality Assurance Agencies in Higher Education (INQAAHE)**.

The scope of our work has been addressed exclusively to:

- Check the Balance Sheet for the years ended December 31, 2014, December 31, 2015 and December 31, 2016.
- Review the Income Statements for the three years mentioned above, verifying the integrity, reality and correct allocation of income and expenses.
- Validate the explanatory notes to the Balance Sheet for the year ended December 31, 2016.

A review of the Financial Statements involves the applications of procedures to obtain adequate and sufficient evidence about the amounts and information contained in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the accompanying explicatory notes. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and reasonable presentation by the Manager of Financial Statements, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. A review of the financial Statements also includes assessing the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the Financial Statements taken as a whole.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the Financial Statements and accompanying explanatory notes.

III. Opinion

In our opinion, the Financial Statement and accompanying explanatory notes express, in all material respects, a true and fair view of the equity and financial position of **International Network for Quality Assurance Agencies in Higher Education (INQAAHE)** at the end of each years 2014, 2015 and 2016, and its results in accordance with accounting principles generally accepted in Spain, and, in particular, with the accounting principles and criteria included therein.

Barcelona, 30th of January of 2017

Col·legi
de Censors Jurats
de Comptes
de Catalunya

PLETA AUDITORES, S.L.P.

Any 2017 Núm. 20/17/01878
IMPORT COL·LEGAL: 30,00 EUR

Informe sobre treballs diferents
a l'auditoria de comptes

pleta auditores, s.l.p.
ROAC N°S/0525



Signed: Josep Mª Soriano
Chartered auditor



INQAAHE Secretariat

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W: www.inqaahe.org