



ANNUAL REPORT 2017

April 2018



Foreword



Dear Friends and Colleagues,

2017 has been a year of new achievements and opportunities for INQAAHE reflected in the 2017 Activity Plan to meet the strategic objectives outlined in the INQAAHE Strategic Plan 2013-2017. The primary aim is to boost sustainability and relevance of the 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.

2017 was a year of serious engagement of the Network in understanding the needs of a diversity of systems, the trends, challenges and exploration of the avenues for vesting our capacity in promoting relevance of quality and quality assurance in general and our operations, in particular. The highlights evolved around the following:

- 🍇 Launch of the INQAAHE Global Study on External and Internal Quality Assurance of Higher Education.
- 🍇 Introduction of a revised Procedures Manual for the implementation of the INQAAHE Guidelines of Good Practice;
- 🍇 INQAAHE Funding Scheme 2017 to support research in quality and quality assurance as well as capacity building of our members;
- 🍇 INQAAHE impact, challenges and trends – a 2017 study aimed at promoting relevance and visibility of INQAAHE;
- 🍇 INQAAHE funded initiative on combatting corruption in cooperation with the QAA UK;
- 🍇 Launch of the activities related to the establishment and operationalization of the Global Quality Assurance Register;
- 🍇 Enhanced collaboration with regional networks, university associations and lead international organisations to advance the UN Sustainable Development Goals 2030, in particular Goal 4 on education;
- 🍇 Revision of the INQAAHE operational and structural model to promote its sustainability and relevance
- 🍇 INQAAHE Funding and Revenue Model (Financial diversification model and Finances operations manual).

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.

In 2017, the activities the Network engaged in were reflected in the Activity Plan 2017 ([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.

The INQAAHE Strategic Plan 2018-2022 was developed and adopted by the INQAAHE Board in December, 2017. The new Strategic Plan (SP) draws on the 2017 INQAAHE Impact Study, which includes an in-depth review of feedback garnered from INQAAHE members over the last five years and the vast experience of the Network accumulated throughout the years of its existence. It was developed with broad involvement of INQAAHE members to ensure that the outlined strategies and goals serve the diverse needs of our valued members and other stakeholders at large. The environmental scan and organisational assessment has helped the Committee to assess both the challenges and opportunities INQAAHE is likely to face over the next five years and set the context for the directions reflected in the SP. The Board of Directors will follow up on the implementation of the SP, report annually on the achievements and identified needs, and detail further implementation steps to ensure its continued relevance.

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.

2017 marked the second round of the INQAAHE funding scheme. In its pursuance of capacity building mission, INQAAHE offered two grants for research projects, seven scholarships for the Quality Assurance Programme and internships and three grants for capacity building. 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 were specifically addressed in the Operational Manual 2017 for the benefit of our members.

In general, 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

Follow-up of projects granted in the Call 2016-2017

- 🍷 Using Ex-Ante Accreditation to Assess the Implementation of the Spanish National Qualification Framework (MECES) – AQU CATALUNYA According to the agreement signed, AQU Catalunya has delivered the follow-up report on the project and its developments.
- 🍷 Strengthening the Internal Quality Assurance Framework for University Education in Kenya – CUE. Due to political issues in the country, the development of this project has been postponed to be completed in 2018.
- 🍷 Anti-Contract Cheating Training – QAA. Due to legal restrictions, the development of this project has been postponed to be completed in 2018.

Call 2017-2018

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 Call 2017-2018, a total of 7 proposals were received. Table 1 shows the proposals for which funding were awarded.

Table 1: Capacity building projects granted in the Call 2017-2018

ORGANISATION	COUNTRY	AUTHOR	TITLE
SEAMEO	Vietnam	Thu Do Thi Hoai	Capacity Building in Internal Quality Assurance for Higher Education Institutions in Vietnam
Agència de Qualitat de l'Ensenyament Superior d'Andorra, AQUA	Andorra	Marta Fonolleda	Making connections between the Institutional Evaluation and the Sustainable Development Goals (United Nations). Empowering stakeholders for quality enhancement
Higher Education Evaluation & Accreditation Council of Taiwan	Taiwan	Angela Yung Chi Hou	Comparisons of QA systems, Review standards and Procedures, and Transparency in Taiwan and Indonesia: Capacity Building for Mutual Recognition of Joint Programs

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 (see Table 4).

Funding for attending INQAAHE events

INQAAHE has allocated a budget of USD 25,000 to assist its members from least developed countries Low Income Countries, LIC/Low and Middle Income Countries, LMC) to attend INQAAHE conferences and forums. Table 2 shows the funding awarded to members to attend the 2017 Conference.

Table 2: Scholarships awarded 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 ANQAAHE)	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)

INQAAHE allocates two (2) scholarship funds (up to USD 5,000 each) for qualified applicants from developing countries to enroll in the Graduate Certificate in Quality Assurance.

In 2017 INQAAHE signed a contract with the Open University of Catalunya to offer the INQAAHE QAP in Spanish, while a new agreement is to be signed with the LH Martin Institute for Higher Education Leadership and




Management at the University of Melbourne for the dissemination of the programme. The arrangements with the University of Melbourne to deliver the program in English will be re-launched in 2018.

Table 3: Scholarships awarded for QAP at Open University of Catalunya

NAME	COUNTRY
Edisson Xavier Estrella Arcos	Ecuador
Dalilis Escobar Rivera	Cuba

WINDOW 2: RESEARCH AND INNOVATION

Follow-up of proposals granted in the Call 2016-2017

-  *Assessing Excellence in Programme’s Internationalisation – AQU CATALUNYA*
-  *New Modes for QA in Well-Developed Systems – HEEACT*
-  *The Impact of Faculty Peer-to-Peer Evaluation on External Quality Assurance: The Quality Matters Case – QUALTY MATTERS*

All three papers are currently under review by ‘Quality in Higher Education’ journal editors for publishing purposes.

Call 2017-2018

Since 2012, INQAAHE allocates (USD 2,500 each) for research proposals amongst its members (full, associate and affiliates). In the 2017-2018 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 4: Research and innovation proposals granted in the Call 2017-2018

ORGANISATION	COUNTRY	AUTHOR	TITLE
General Department of Education Testing and Accreditation	Vietnam	Nguyen Huu Cuong	Investigating joint programs in Vietnam: Operation and quality management seen from institutional practices
National Institution for Academic Degrees and Quality Enhancement of Higher Education	Japan	Takako Tanabe	Assessment of Learning Outcomes and Internal Quality Assurance Building in Higher Education in Japan and Taiwan: The Role of External Quality Assurance Agencies and Universities

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.

Table 5: Independent reviewers in the Calls 2017-2018



REVIEWER	ORGANISATION/COUNTRY
Andy Liew Teik Kooi	Wawasan Open University
Aurelija Valeikiene	SKVC, Lithuania
Haya Al Mannai	B BQA, Bahrain
Leah Matthews	DEAC, USA
Maria Jose Lemaitre	CINDA, Chile
Pammla Patrucka	University of Saskatchewan and Nelson Mandela Institute, Tanzania
Rafael Llavori	ANECA, Spain
Ronny Heintze	AQAS, Germany
Ruben Topchyan	ANQA, Armenia
Sam Scully	Ontario Quality Council
Sara Booth	Australia
Tariq Al sindi	BQA, Bahrain
Youhanson Eid	Egypt
Zbigniew Palka	CEENQA, Poland

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

WINDOW 3: INQAAHE BOARD INITIATIVES

Under the Window 3: INQAAHE Board initiatives, in 2017 the Board continued to work on the following major projects:

-  The Global Study of the external and internal quality assurance in higher education. The project was carried out in cooperation with the regional networks and regional university associations. The final report will be published in 2018. This is the first ever study on global trends in HE quality assurance and INQAAHE will be carrying out the Global Study every three years.
-  Establishment of a Global Register for Quality Assurance: within the frames of the project, the INQAAHE is conducting a feasibility study to understand the uses and opportunities for a Global Register of QAAs.



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.

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 2017, INQAAHE successfully organised its major biennial event hosted by the BQA, Bahrain and conducted preparatory activities for the biennial Forum 2018.

Apart from the biennial events, effort was spent on organising the International Conference on Quality Assurance under the Auspices of UNESCO, co-organised by INQAAHE/CoL/ICDE/CIQG/WB; International Conference on QA in Latin America and the Caribbean co-organized by CINDA, Chile.

BIENNIAL CONFERENCE 2017

INQAAHE held its biennial conference in Manama, Kingdom of Bahrain, from 27 February to 1 March 2017. Over 286 conferees from 57 countries gathered to explore, through plenary presentations, workshops and papers, the conference theme: "Between Collaboration and Competition: The Promises and Challenges for Quality Assurance in Higher Education"

Over 40 papers were presented during the course of four separate concurrent sessions over two days, by quality practitioners and academics from the Middle East, Asia-Pacific, Europe and the Americas. Contributions were grouped under the conference's four major themes: Quality assurance breaking down barriers for students and providers; Quality assurance for competitive advantage in the markets for national and international students; Are we closer to a global QA and qualifications framework? And The Quality Assurance agenda for the next 25 years.

BIENNIAL FORUM 2018

In 2017, the Forum 2018 Committee has been working on the agenda and the arrangements of the Biennial Forum 2018, to be held in Mauritius from 2nd to 4th May, hosted by the Mauritius Tertiary Education Commission (TEC). Theme of the Forum was set, "Quality is in the Eye of the Beholder: Relevance, Credibility and International



Visibility” and serious efforts invested by both the INQAAHE Forum Organizing Committee and the TEC Local Organizing Committee.

BID FOR HOSTING BIENNIAL CONFERENCE 2020

During the Biennial Conference 2017 in Manama, INQAAHE General Assembly voted for University Grant Commission Sri Lanka (UGC) to host the INQAAHE Biennial Conference 2019.



INTERNATIONAL CONFERENCE ON QUALITY ASSURANCE IN LATIN AMERICA AND THE CARIBBEAN

The INQAAHE in cooperation with CINDA (Centro Interuniversitario de Desarrollo), RIACES (La Red Iberoamericana para el Aseguramiento de la Calidad en la Educación Superior), Ministry of Education of Chile, and IESALC (the UNESCO regional office in Latin America and the Caribbean) launched activities aimed at organization of an international conference on quality assurance in tertiary education in Santiago, Chile, 8-10th of January, 2018.

The focus of the event is on the development of higher education for the 21st century - a time of reforms and structural change. Around the world, including Latin-American and the Caribbean region, governments and institutions advocate changes in higher education systems, to provide effective, inclusive, quality higher education. The [International Conference on Diversity, Quality and Improvement](#) aims to offer a trusted platform for tertiary education key stakeholders to reflect on the experiences and impact of the current practices while providing an excellent opportunity to consolidate and plan for the future, in partnership with the global partners, who brought in a wider view. It promotes knowledge-sharing and stimulating discussions for like-minded quality assurance enthusiasts. Experts from quality assurance, higher education institutions and policy makers, from Latin America, the Caribbean and other regions will be invited to share their views on the current challenges the global tertiary education system is confronting. The format of the event includes keynote and short presentations with breakout groups for participants to hold theme-focused discussions. The outcomes of the Conference will be published and presented at the Regional Conference for Higher Education, CRES 2018.

INTERNATIONAL CONFERENCE ON QUALITY ASSURANCE 2018: UNESCO/INQAAHE/ICDE/CoL/WB/CHEA/CIQG/

To promote the UN Sustainable Development Goals 2030 (Goal 4 on Education), in particular, INQAAHE has joined efforts with UNESCO and other leaders in quality assurance:

-  An event in the Middle East was 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].
-  Plans were made to organize the regional consultation meetings in other parts of the world.

GGP Alignment

Objective 2.3: Professionalisation of quality assurance

DEVELOPMENT OF THE GGP OPERATIONAL MANUAL

The Guidelines of Good Practice (GGP) constitute a part of the mission of INQAAHE and is intended to promote high standards of professional practice by QA agencies.

INQAAHE Guidelines of Good Practice were revised in 2016. Accordingly, in 2017 the INQAAHE GGP Committee developed the GGP Procedures Manual to be released in 2018.

ALIGNED AGENCIES

Two cases of GGP alignment were successfully conducted in 2017. Validity of alignment is for 5 years:



-  **Comisión Nacional de Acreditación (CNA) Chile.** Site visit took place from 23-25 May 2017. The panel members were Diana Ramírez Carvajal (Chair), Rafael Gutiérrez Niebla (Academic) and Martin Foerster (Secretary). Final decision on the alignment was made on 7 November 2017.
-  **Consejo Nacional National Accreditation (CNA) Colombia.** Site visit took to take place from 22-24 March 2017. The panel members were Guy Haug (Chair), Arturo Somoza (Academic) and Carme Edo (Secretary). Final decision on alignment was made on 23 August 2017.

Table 6: List of current Aligned Agencies

AGENCY	COUNTRY	DATE	END OF VALIDITY
Comisión Nacional de Acreditación (CNA Chile)	Chile	7 November 2017	7 November 2022
Consejo Nacional de Acreditación (CNA)	República de Colombia	23 August 2017	23 August 2022
Commission d'Évaluation de l'Enseignement Collégial (CEEC), Québec	Canada	25 November 2016	25 November 2021
Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ)	Hong Kong	9 October 2015	9 October 2020
Education & Training Quality Authority (BQA)	Bahrain	6 July 2015	6 July 2020
Consejo Nacional de Educación (CNED)	Chile	6 July 2015	6 July 2020
De Nederlands-Vlaamse Accreditatieorganisatie (NVAO)	The Netherlands	13 February 2015	13 February 2020
Malaysian Qualifications Agency (MQA)	Malaysia	26 September 2014	26 September 2019
Quality Assurance Agency for Higher Education (QAA)	United Kingdom	18 June 2014	18 June 2019
European Association for Public Administration Accreditation (EPAA)	The Netherlands	13 March 2014	13 March 2019

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:	Profesionalisation of quality assurance

WORKING GROUPS

Two Working Groups were established in 2017:

- 🌐 A Working Group on the review of the QAP Programme, which included INQAAHE Board members and a representative from the University of Melbourne.
- 🌐 A Working Group on the feasibility study for a new operational and structural model for INQAAHE. The WG was tasked to explore the potential models that would ensure sustainable operations of INQAAHE as well as propose new potential income channels for the Network.

INQAAHE FINANCIAL DIVERSIFICATION MODEL AND FUNDING MODEL

The Board discussed and approved the document [Diversification of INQAAHE Funding model](#), where new activities for increasing INQAAHE's funding are detailed.

REVISION OF THE CONSTITUTION

The Board discussed and approved revisions to the July 2013 version of the INQAAHE Constitution. The draft of the revised constitution was approved by the GA in 2017 during the GA meeting, with additional comments and feedback to be incorporated. The Board adopted a methodology based on which the revision was planned to take place, which among other steps also emphasized an external review/audit of the draft constitution by legal representatives prior to its final approval by the GA and operationalization.

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



Anthony McClaran - Director



Carol Bobby – Director



Franz Gertze - Director



Tashmin Khamis - Director

INQAAHE Membership and Growth

Objective 2.2: Further growth of the Network

In 2017 the INQAAHE welcomed the following new members:

Table 5: Newly-joined members

NAME	MEMBERSHIP	COUNTRY
Agencia Nacional de Evaluación y Acreditación de la Educación Superior (ANEAES)	Full Member	Paraguay
Distance Education Accrediting Commission	Full	USA
ABET	Full	USA
Quality Assurance Agency for Higher Education of Andorra	Full	Andorra
Hamdard University	Associate	Pakistan
Pakistan Institute of Fashion and Design	Associate	Pakistan
Abhilasha Singh	Affiliate	United Arab Emirates
Jinnah University for Women	Associate	Pakistan
Institute of Business Administration	Associate	Pakistan
Institute of Management Studies	Associate	Zambia
University of Wah	Associate	Pakistan
Khwaja Fareed University of Engineering & Information Technology	Associate	Pakistan
Accreditation Council for Entrepreneurial and Engaged Universities	Full	Netherlands
Department of Higher Education, Research, Science and Technology	Full	Papua New Guinea
Midlands State University	Associate	Zimbabwe
Eurasian Centre for Accreditation and Quality Assurance in Higher Education and Health Care	Full	Kazakhstan
Aragon Agency for Quality Assurance and Strategic Foresight	Full	Spain
Hazara University Mansehra	Associate	Pakistan
Francophone University of International Development	Associate	Cameroon
The Millennium University College	Associate	Pakistan
Grace Gordon	Affiliate	Jamaica
Rehab Mohammad Masoud Ahmad	Affiliate	Egypt
Independent Accreditation and Education Quality Assessment Agency, ARQA	Full	Kazakhstan
Sultan Qaboos University	Associate	Oman
Accreditation Council for Administrative, Accounting and related sciences CACECA	Full Member	Mexico
Diana Al Jahromi	Affiliate	Bahrain



Habib Al Souleiman	Affiliate	Switzerland
Mauritius Institute of Education MIE	Associate	Mauritius
Peoples' Friendship University of Russia RUDN	Associate	Russian Federation

CANCELATIONS

As a result of an annual check carried out by the Secretariat, 29 members were removed from the INQAAHE register. 9 members requested cancellation, 1 member ceased operations and the rest did not pay membership fee (for more than two years).

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 2017, the Secretariat has 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

ACCOUNTS 2017

The report is based on realised figures for the period ending 31 December 2017. The total income for the year 2017 amounts to USD91,967.

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 2017. 29 institutions whose subscriptions had not been paid were removed from the register and cancelled, nine (9) of these institutions requested their membership to be cancelled and one (1) institution ceased operations.

P2 Income from events. INQAAHE received a higher income of USD55,785 than the forecasted amount of USD50,000 in the 2017 budget from registration fees and surplus from the 2017 Conference in Bahrain.

P3 Income from grants. No income from grants were received in 2017.

P4 GGP Reviews. The income came from GGP review of C.N.A. Colombia and C.N.A. Chile.

P5 Project-related costs. The expenses of USD62,939 were slightly higher than USD60,563 based on the year 2016 as there was a higher funding on research activities and support to attend the annual conference but no new project initiatives. The budget was allocated to four (4) different projects as follows:

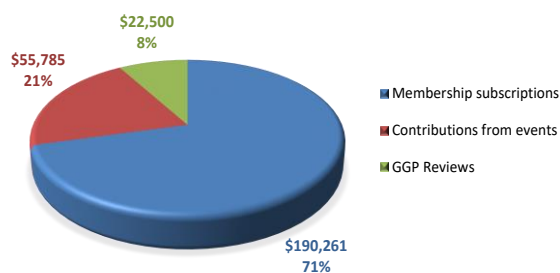
-  QA Graduate Program (QAP)
-  Assessing agency alignment (GGP)
-  Financial support to attend conference/forum
-  Research activities

P6 Organisational costs. The total expenses of USD112,752 were virtually the same as in 2016 (USD111,453) mainly because of the reduction of expenses for board members, the decrease of Secretariat's travel expenses and audit services. There has been, however, an increase in the provision of depreciation and on sundry expenses.

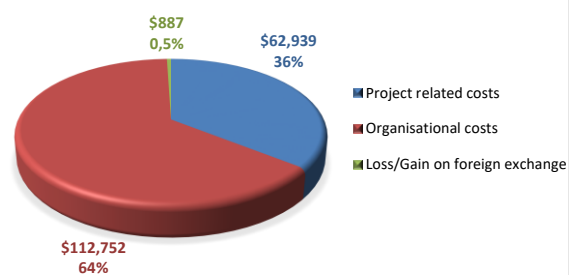
INQAAHE Top-line Growth 2017

	\$ (USD)
Total assets	575,312
Total liabilities	4,135
NET ASSETS (LIABILITIES)	571,178
Opening balance equity	479,210
Retained earnings	-
Current year earnings	91,967
EQUITY	571,178

INQAAHE INCOME 2017

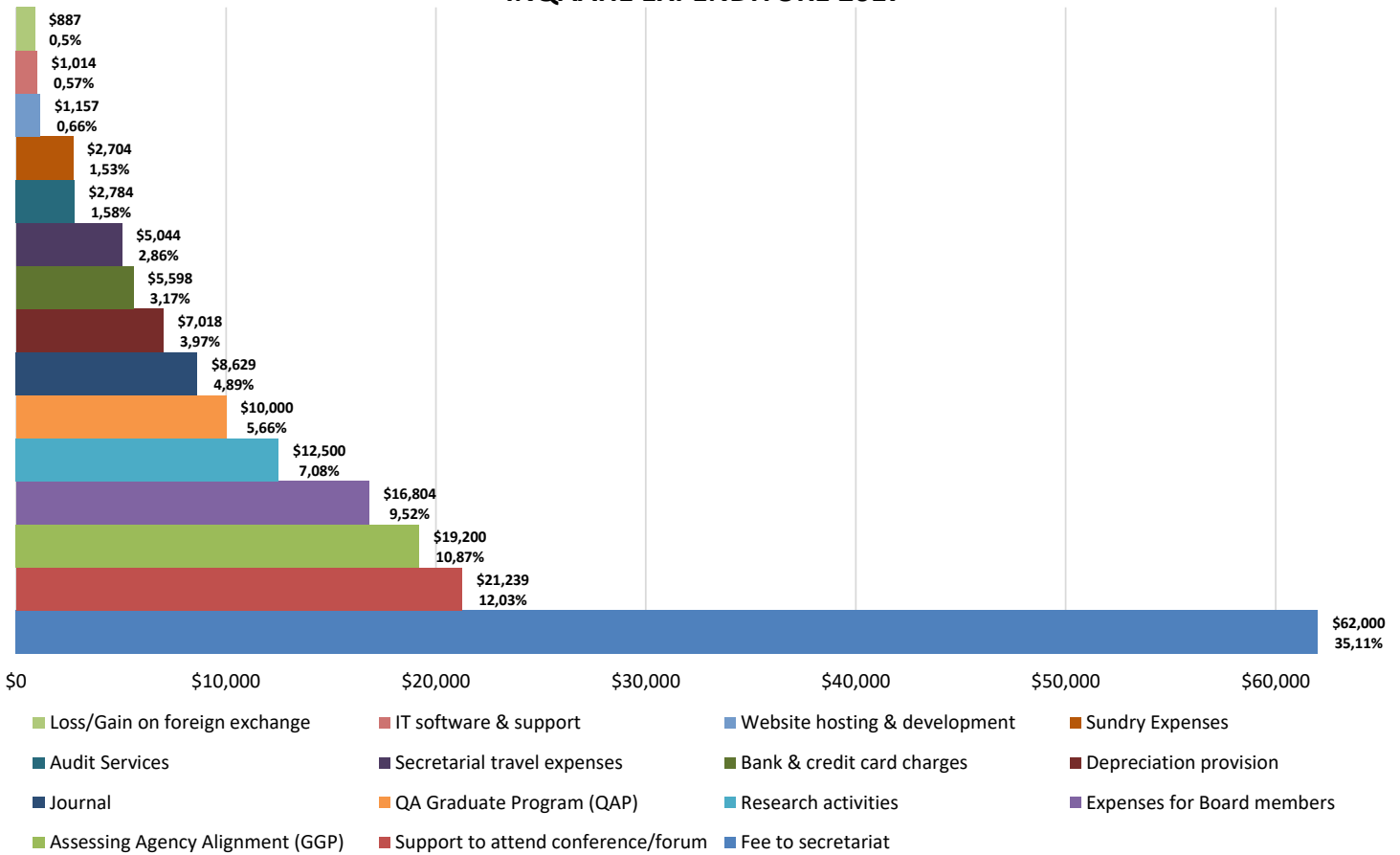


INQAAHE EXPENDITURE 2017



Cash flow. Total cash and cash equivalent for the year was USD506,410 and the net cash received from operating activities was USD506,410 compared to USD437,884 in 2016.

INQAAHE EXPENDITURE 2017



REVISED 2018 BUDGET



The first version of the 2018 Budget is based on the revised 2017 Budget. The revised version of the 2018 Budget forecasts the same volume of income, a small increase in costs (organizational ones) and a reduction on the loss on foreign exchange that makes the whole net result slightly better than last year.

- P1-P4 Income.** Membership subscription fee is USD185,000 (P1), with an increase of USD1,000 in the provision for non-payment, and USD15,000 income from one (1) GGP reviews forecasted for 2018 (P4).
- P5 Project-related costs.** No changes.
- P6 Organisational costs.** USD1,000 decrease in journals, USD1,000 increase in IT software and a new allocation of USD9,500 for the provision of asset depreciation.
- P7 Loss/Gain on foreign exchange.** There is a USD7,000 difference compared to last year.
- Equity overview.** The revised budget for 2018 amounts to an estimated loss of USD49,000.



DRAFT 2019 BUDGET

This proposed version of the 2019 Budget is based on the final version of 2018 Budget. It is meant as a document to discuss during the GA. These are the main differences between the revised version of 2018 Budget and the draft for 2019 Budget:

-  Reduced project-related costs due to a great reduction on QA Graduate Program expenses.
-  Estimated surplus of USD4,000.

Concluding Remarks

The 2017 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 2017 was re-confirmed. Further, in 2017, major efforts were invested to better understand the trends, needs and gaps, which found their reflection in the new INQAAHE Strategic Plan 2018-2022 adopted in December 2017.

In implementing the Activity Plan 2017, the INQAAHE Board moved to involve a broader representation of its valued members and strategic partners 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 agenda. 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 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 measures taken in 2016 to improve transparency and accountability continued in 2017. Ongoing work on reinforcing internal QA mechanisms will continue through the IQAC Committee and more efficient operations. Funding remains a challenge and, a Working Group was established to study and propose a new model for INQAAHE re-structuring and operationalization as well as for diversification of INQAAHE income.

In summary, the rapid changes 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 years, and beyond.

Annex 1: Activity Plan 2017

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	
		GGP alignment procedures manual	RC	OBJ 2.3
		Development of INQAAHE Strategic Plan 2018-2022	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 21perationali	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: Global Sstudy on EQAA and IQA of higher education.	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	

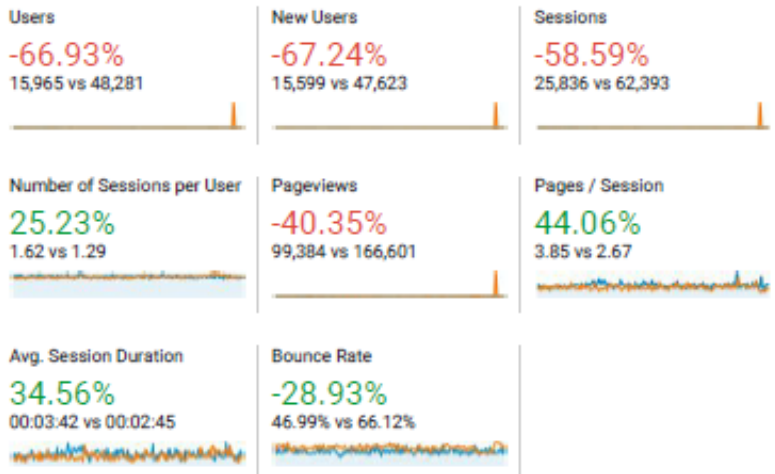
WORKING GROUP	FUNCTIONS	MEMBERS (BOARD)	MEMBERS (INVITED)
MARJORIE PEACE LENN CENTRE	Development of the Centre 25perationalization plan and strategy Establishment of INQAAHE database	Carol Bobby (Chair) Susanna Karakhanyan Tashmin Khamis Franz Gertze	
QAP Review	Review the content of the INQAAHE QAP programme	Anthony McClaran (Chair) Carol Bobby	University of Melbourne
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
2018 FORUM PROGRAMME	Preparatory activities for the 2018 Forum in Mauritius hosted by TEC	Eddy Chong (Chair) Tashmin Khamis Jagannath Patil Maiki Udam	Vivek
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	
INQAAHE NEW STRUCTURE	Feasibility study on the INQAAHE new structure and operationalization	Carol Bobby (Chair) Anthony McClaran Franz Gertze	

Annex 3: Website Statistics 2017

AUDIENCE OVERVIEW

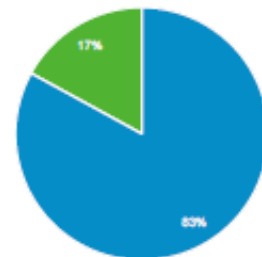
Jan 1, 2017 - Dec 31, 2017: ● Users

Jan 2, 2016 - Dec 31, 2016: ● Users

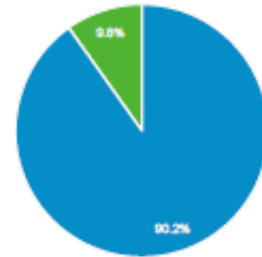


■ New Visitor ■ Returning Visitor

Jan 1, 2017 - Dec 31, 2017



Jan 2, 2016 - Dec 31, 2016



BEHAVIOUR OVERVIEW

Jan 1, 2017 - Dec 31, 2017: ● Pageviews

Jan 2, 2016 - Dec 31, 2016: ● Pageviews

40,000

20,000

April 2017 July 2017 October 2017

Pageviews

-40.35%

99,384 vs 166,601

Unique Pageviews

-40.00%

73,823 vs 123,041

Avg. Time on Page

-21.37%

00:01:17 vs 00:01:38

Bounce Rate

-28.93%

46.99% vs 66.12%

% Exit

-30.85%

25.87% vs 37.41%

Page	Pageviews	% Pageviews
1. /		
Jan 1, 2017 - Dec 31, 2017	20,486	20.61%
Jan 2, 2016 - Dec 31, 2016	25,518	15.32%
% Change	-19.72%	34.58%
2. /full-members-list		
Jan 1, 2017 - Dec 31, 2017	4,517	4.54%
Jan 2, 2016 - Dec 31, 2016	643	0.39%
% Change	602.49%	1,077.61%
3. /become-member		
Jan 1, 2017 - Dec 31, 2017	2,927	2.95%
Jan 2, 2016 - Dec 31, 2016	593	0.36%
% Change	393.59%	727.43%




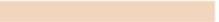



















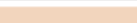




ENGAGEMENT OVERVIEW

Sessions

-58.59%
25,836 vs 62,393

Pageviews

-40.35%
99,384 vs 166,601

Session Duration	Sessions	Pageviews
0-10 seconds		
Jan 1, 2017 - Dec 31, 2017	13,380 	14,450 
Jan 2, 2016 - Dec 31, 2016	43,364 	45,848 
11-30 seconds		
Jan 1, 2017 - Dec 31, 2017	1,783 	4,504 
Jan 2, 2016 - Dec 31, 2016	3,109 	7,493 
31-60 seconds		
Jan 1, 2017 - Dec 31, 2017	1,666 	5,682 
Jan 2, 2016 - Dec 31, 2016	2,485 	7,555 
61-180 seconds		
Jan 1, 2017 - Dec 31, 2017	3,191 	16,461 
Jan 2, 2016 - Dec 31, 2016	4,386 	18,838 
181-600 seconds		
Jan 1, 2017 - Dec 31, 2017	2,966 	23,026 
Jan 2, 2016 - Dec 31, 2016	4,558 	28,872 
601-1800 seconds		
Jan 1, 2017 - Dec 31, 2017	2,186 	21,508 
Jan 2, 2016 - Dec 31, 2016	3,297 	29,918 
1801+ seconds		
Jan 1, 2017 - Dec 31, 2017	664 	13,753 
Jan 2, 2016 - Dec 31, 2016	1,194 	28,077 

DEVICES OVERVIEW

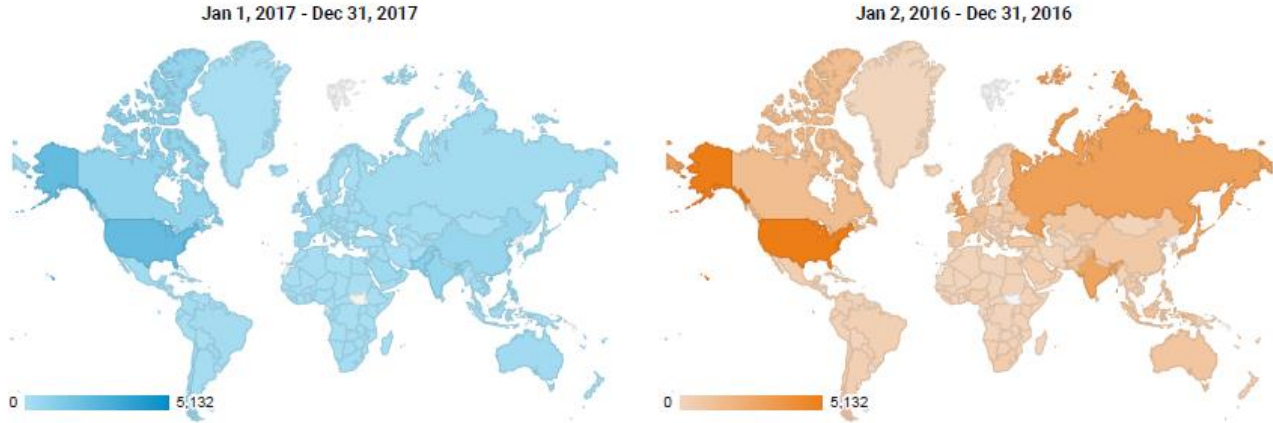
Jan 1, 2017 - Dec 31, 2017: ● Users

Jan 2, 2016 - Dec 31, 2016: ● Users



Mobile Device Info	Acquisition			Behavior			Conversions		
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	82.38% ↓ 2,945 vs 15,719	82.96% ↓ 2,847 vs 15,712	77.55% ↓ 4,248 vs 15,920	21.11% ↑ 62.29% vs 78.96%	56.98% ↑ 2.48 vs 1.58	115.91% ↑ 00:01:58 vs 00:00:54	0.00% 0.00% vs 0.00%	0.00% 0 vs 0	0.00% \$0.00 vs \$0.00
1. Apple iPhone									
Jan 1, 2017 - Dec 31, 2017	898 (30.30%)	885 (31.09%)	1,171 (27.57%)	68.66%	1.87	00:01:16	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	5,087 (30.36%)	5,083 (30.42%)	5,496 (29.05%)	83.64%	1.34	00:00:35	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-82.35%	-82.59%	-78.69%	-17.91%	40.05%	113.13%	0.00%	0.00%	0.00%
2. (not set)									
Jan 1, 2017 - Dec 31, 2017	197 (6.65%)	192 (5.74%)	258 (5.07%)	64.73%	2.12	00:02:13	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	1,304 (7.78%)	1,292 (7.73%)	1,617 (8.55%)	73.16%	1.78	00:01:14	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-84.89%	-85.14%	-84.04%	-11.52%	19.33%	78.76%	0.00%	0.00%	0.00%
3. Apple iPad									
Jan 1, 2017 - Dec 31, 2017	194 (6.55%)	186 (5.53%)	295 (5.94%)	50.51%	3.30	00:02:29	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	1,783 (10.64%)	1,772 (10.60%)	2,093 (11.06%)	75.25%	1.77	00:01:13	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-89.12%	-89.50%	-85.91%	-32.88%	86.78%	105.35%	0.00%	0.00%	0.00%
4. Samsung SM-G935F Galaxy S7 Edge									
Jan 1, 2017 - Dec 31, 2017	52 (1.75%)	52 (1.83%)	101 (2.38%)	44.55%	3.68	00:01:54	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	76 (0.45%)	75 (0.45%)	80 (0.42%)	72.50%	2.12	00:00:46	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-31.58%	-30.67%	26.25%	-38.55%	73.33%	148.35%	0.00%	0.00%	0.00%

LOCATION OVERVIEW



Country	Acquisition			Behavior			Conversions		
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	66.93% ▼ 15,965 vs 48,281	67.24% ▼ 15,599 vs 47,623	58.59% ▼ 25,836 vs 62,393	28.93% ▲ 46.99% vs 66.12%	44.06% ▲ 3.85 vs 2.67	34.56% ▲ 00:03:42 vs 00:02:45	0.00% 0.00% vs 0.00%	0.00% 0 vs 0	0.00% \$0.00 vs \$0.00
1. United States									
Jan 1, 2017 - Dec 31, 2017	2,161 (13.38%)	2,124 (13.62%)	2,632 (10.19%)	67.71%	2.64	00:02:14	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	5,132 (10.63%)	5,077 (10.66%)	5,780 (9.26%)	74.46%	2.08	00:01:23	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-57.89%	-58.16%	-54.46%	-9.08%	26.75%	60.76%	0.00%	0.00%	0.00%
2. Pakistan									
Jan 1, 2017 - Dec 31, 2017	921 (5.70%)	886 (5.68%)	1,829 (7.06%)	38.60%	4.40	00:05:10	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	1,036 (2.15%)	1,022 (2.15%)	1,620 (2.60%)	54.07%	3.30	00:03:36	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-11.10%	-13.31%	12.90%	-28.62%	33.28%	43.69%	0.00%	0.00%	0.00%
3. Canada									
Jan 1, 2017 - Dec 31, 2017	662 (4.10%)	650 (4.17%)	876 (3.39%)	56.74%	3.91	00:02:48	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	1,335 (2.77%)	1,324 (2.78%)	1,608 (2.58%)	68.84%	2.53	00:01:41	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-50.41%	-50.91%	-45.52%	-17.59%	54.86%	66.50%	0.00%	0.00%	0.00%
4. India									
Jan 1, 2017 - Dec 31, 2017	654 (4.05%)	645 (4.13%)	1,030 (3.99%)	45.73%	5.29	00:04:15	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	2,890 (5.99%)	2,878 (6.04%)	3,269 (5.24%)	72.22%	2.23	00:01:45	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-77.37%	-77.59%	-68.49%	-36.69%	137.63%	143.59%	0.00%	0.00%	0.00%
5. China									
Jan 1, 2017 - Dec 31, 2017	573 (3.55%)	559 (3.58%)	699 (2.71%)	71.82%	2.49	00:02:34	0.00%	0 (0.00%)	\$0.00 (0.00%)
Jan 2, 2016 - Dec 31, 2016	707 (1.46%)	700 (1.47%)	946 (1.52%)	71.56%	2.73	00:03:31	0.00%	0 (0.00%)	\$0.00 (0.00%)
% Change	-18.95%	-20.14%	-26.11%	0.35%	-8.76%	-27.02%	0.00%	0.00%	0.00%



INQAAHE Secretariat

C. dels Vergós 36-42, 08017 Barcelona, Spain

E: secretariat@inqaahe.org

W: www.inqaahe.org