



COUNCIL ON HIGHER EDUCATION

Council on Higher Education Proposal to host the INQAAHE Conference 2025

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Council on Higher Education

Proposal to host the INQAAHE Conference in 2025

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1. The Council on Higher Education as host agency

1.1 Nature of the organisation.

The South African Council on Higher Education (CHE), is an independent statutory body established as provided for by Section 4 of the Higher Education Act (Act No. 101 of 1997, as amended). It also functions as the Quality Council for Higher Education in terms of the National Qualifications Framework Act (Act No 67 of 2008, as amended). It is a Schedule 3A national public entity in terms of the Public Finance Management Act (Act No. 1 of 1999).

Following the promulgation of the Higher Education Act 101 of 1997, which provided for the establishment of the CHE, the CHE was formally established in May 1998. This year (2023) thus marks the 25th anniversary of the CHE.

Mandates derived from the Higher Education Act (Act No.101 of 1997, as amended) include the following:

- advise the Minister responsible for higher education and training on any aspect of higher education at the request of the Minister or on its own initiative;
- arrange and co-ordinate conferences;
- promote quality assurance in higher education, audit the quality assurance mechanisms of higher education institutions, and accredit programmes of higher education;
- publish information regarding developments in higher education, including reports on the state of higher education, on a regular basis; and
- promote the access of students to higher education institutions.

Some of the mandates relevant to the purpose of this proposal, drawn from the National Qualifications Framework Act, include the following:

- develop and manage its Higher Education Qualifications Sub-framework (HEQSF), and make recommendations thereon to the Minister;
- advise the Minister on matters relating to its sub-framework;
- develop and implement a suite of policies and criteria, to facilitate the implementation of the HEQSF and the NQF, and protect their integrity; and
- develop and implement policy for quality assurance and ensure the integrity and credibility of quality assurance.

The CHE, as an independent statutory body, is required to fulfil its legislated mandates in an independent, objective manner, always in the interest of higher education in South Africa. It is a state entity, and whilst independent, it must contribute to the task of giving effect to common constitutional and policy goals in higher



education, including to contribute to the building of an accessible, equitable, transformed high-quality higher education system in South Africa.

The CHE is governed by a Council, established as a body of “wise people” who would have a deep knowledge and vast experience of higher education, and wisdom in relation to providing advice and analysis in terms of the needs and challenges to be overcome in building a transformed higher education system in South Africa.

Council exercises governance oversight on the organisation, and the day-to-day running of the organisation is the responsibility of its management and staff.

1.2 Motivation for hosting the conference.

As indicated above, one of the legislated mandates of the CHE is to arrange and coordinate conferences on higher education matters. Hosting the INQAAHE conference in 2025 will contribute to the execution of this mandate, and to all the mandates that relate to the CHE’s quality assurance role in higher education.

The CHE is implementing a new Quality Assurance Framework from 2024, and a conference of this nature and stature will serve to build greater awareness on quality assurance, serve as a benchmark to interrogate the new directions that we are embarking on and create impetus for the new approach. Part of our focus is on underpinning quality assurance more strongly with scholarship and to build a cohort of quality assurance professionals that are both practitioners and scholars. This is also an important focus for the Southern African Quality Assurance Network (SAQAN) which has as one of its strategic goals: Enhance quality assurance practitioners’ knowledge and expertise in Quality Assurance. The CHE is a member of SAQAN and is represented on its Executive Committee. SAQAN signed a MoU with INQAAHE in June 2022, with the intention to enhance collaboration between the two organisations to promote quality assurance in higher education in the southern region of the continent.

The 1997 INQAAHE Conference, under the theme “Quality without Frontiers”, was held in South Africa and it provided the backdrop for the establishment of the CHE the following year. The 1997 INQAAHE conference played a strong role in highlighting the growing emphasis on quality assurance in higher education in the country and assisted the CHE in establishing itself as the Quality Council for higher education in South Africa. Twenty-five years later, as the CHE embarks on a new vision for quality assurance, it is opportune that the 2025 Conference could also provide the backdrop for the next phase in quality assurance in South African higher education.

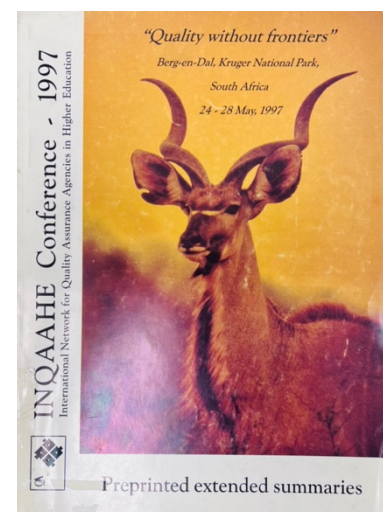


Photo 1 - INQAAHE Conference 1997



The Conference will also enable the strengthening of relationships and networks between country, regional and continental quality assurance agencies and role-players, and between these and INQAAHE as the international association.

The hosting of the Conference in Southern Africa will give impetus to collaborations on quality assurance being led by SAQAN, including the regional initiative to establish a *SAQAN Journal of Quality Assurance in Higher Education*. This journal will be launched in 2024, and it could be possible that presenters of some of the papers presented at the INQAAHE 2025 conference could be invited to submit manuscripts for publication in an edition of the new Journal. The CHE is leading the establishment of the Journal on behalf of SAQAN.

1.3 Experience in hosting conferences and participation at INQAAHE conferences and fora

In keeping with its legislated mandate in this regard, the CHE regularly organises and hosts conferences. It strives to organise at least one major conference each year. Details of the last 5 conferences that were organised are provided in the table below.

Year of Conference	Title of Conference	Nature of Conference	Number of participants
2016/17	Quality Promotion and Capacity Development in Southern Africa – Concepts, Perspectives and Practices’	An in-person only conference hosted by the Council on Higher Education on behalf of the Southern African Quality Assurance Network (SAQAN) and held at the CSIR International Convention Centre in Pretoria, South Africa, over three days. It comprised: <ul style="list-style-type: none"> • 4 plenary sessions with 6 main speakers • 1 panel discussion session • 5 parallel paper presentation sessions in 2 breakaway venues each venue with 5 papers per session, thus a total of 50 papers • Conference banquet • General Assembly of SAQAN A field excursion for participants was also organised.	120 participants from 12 countries including South Africa. The other countries which contributed delegates were Botswana, Ghana, Kenya, Lesotho, Malawi, Mauritius, Namibia, Nigeria, Swaziland, Uganda and Zimbabwe.
2017/18	Capacity Building for Internal and External Quality Assurance in Higher Education in the Southern African Region	An in-person conference and workshop organised by the Council on Higher Education with funding from the German Academic Exchange Services (DAAD) held over two days (conference on the first day and workshop on the second day) at Burgers Park Hotel in Pretoria, South Africa.	112 participants from the 11 Southern African Development Community (SADC) countries.
2018/19	No Conference was held in 2018/19		



2019/20	Promoting Academic integrity in Higher Education	<p>An in-person only conference organised by the Council on Higher Education and held at the CSIR International Convention Centre in Pretoria, South Africa, over two days. It comprised:</p> <ul style="list-style-type: none"> • 4 plenary sessions with 6 main speakers • 5 parallel paper presentation sessions in 2 breakaway venues each venue with 5 papers per session, thus a total of 50 papers • Conference banquet <p>A field excursion for participants was also organised.</p>	206 participants
2020/21	Enhancing Academic Success through the Involvement of Students in Quality Assurance and Promotion	<p>An in-person only conference organised by the Council on Higher Education and held at the CSIR International Convention Centre in Pretoria, South Africa, over two days. It comprised:</p> <ul style="list-style-type: none"> • 3 plenary sessions with 6 main speakers • 1 panel discussion session • 5 parallel paper presentation sessions in 3 breakaway venues each venue with 5 papers per session, thus a total of 65 papers • Parallel special interest session, in 3 breakaway venues catering for 3 different special interest themes • Conference banquet <p>A field excursion for participants was also organised.</p>	347 participants
2021/22	Higher Education Conference 2021: The Engaged University	<p>This large hybrid conference was organised in partnership with Universities South Africa (USAf) and it provided the opportunity to explore ways in which the 26 public universities are engaging with local, national and global society and the economy. In addition to South African delegates, international speakers and delegates participated.</p>	146 speakers, respondents and session chairs 1 998 delegates Over two thousand (2000) virtual delegates
2022/23	Higher Education Conference 2022: Access and Success in Postgraduate Studies (1-3 March 2023)	<p>This conference was hosted by the CHE and it served to explore the range of issues that impacted on access to, and success in postgraduate studies. There was good regional participation in the conference, including a keynote speaker drawn from the region, and several paper presentations from colleagues in the region.</p> <p>A field excursion for participants was also organised.</p>	224 participants



		Information on this conference, including the conference programme can be found at: https://qualitypromotion.wixsite.com/che-higher-education	
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In addition to the conferences listed above, a wide range of seminars/webinars and colloquia have also been held.

If the CHE is approved to host the 2025 INQAAHE conference in South Africa, the INQAAHE conference will replace the CHE annual conference.

The CHE has been a full member of INQAAHE for a number of years, and recently has been focused on becoming more actively involved. Its staff have regularly attended events organised by INQAAHE. Most recently, the Chief Executive Officer (CEO) attended the INQAAHE 13th Biennial Forum 2022 in Mexico City and together with the Director for Institutional Audits, will be attending and presenting a session at the upcoming INQAAHE conference in Kazakhstan later this year. The CEO is also a member of the executive committee of the Southern African Quality Assurance Network (SAQAN – also a member of INQAAHE) and the CHE has been participating in the planning of recent SAQAN-INQAAHE collaborative events.

1.4 Partners in hosting the conference.

South African Tourism is the official national marketing agency of the South African government, with the goal of promoting tourism in South Africa. The South African National Convention Bureau (SANCB) is a business unit of South African Tourism. The SANCB administers the Bid Support Programme (BSP) which serves to improve the competitiveness and value proposition when South African entities are bidding to host international and regional meetings, incentives, conferences and exhibitions.

The SANCB has undertaken, through the BSP, to support the CHE in the bid process and in executing aspects of the planning and delivery of the conference if the bid is successful. The SANCB support letter is attached as **Annexure 1**. A further proposal that will be discussed with the SANCB if this proposal is successful, is support for the hosting of a national event in 2024, that will serve as a lead-up event to the 2025 international conference. It is envisaged that the theme of the national conference will be *The State of Quality in Higher Education* and it will serve as an event to engage with a major study that the CHE is currently undertaking on the same theme.

The Southern African Quality Assurance Network (SAQAN) has also supported the CHE's bid to host the conference. The support letter is attached as **Annexure 2**. If the bid is successful, SAQAN will be engaged with a view to identifying concrete ways in which it can be involved in the conference planning.



One or two publishing houses will be invited to exhibit at the conference, with a fee or in-kind contribution to the conference.

The CHE will also pursue further partnerships that can contribute to implementing aspects of the 2025 conference once it is known whether its proposal is successful.

2. South Africa as host country.

South Africa is a young democracy. After the overthrow of apartheid, an oppressive political system that created a tiered and highly unequal society based on race, the first democratic government came into power in 1994, under the leadership of President Nelson Mandela. The country is still working to overcome the legacy left behind by the apartheid dispensation and is also grappling with a range of contemporary developmental issues that must be addressed as we build a mature state. Progress is slow but sure.

2.1 Accessibility.

South Africa has several international airports, the three main ones being the OR Tambo International Airport in Johannesburg, the Cape Town International Airport in Cape Town and the King Shaka International Airport in Durban. It is not difficult to get to South Africa, and over 20 international airlines fly to South Africa. Some of the major airlines flying into South Africa from various cities in the world are shown in the table below.

From	To	And to	Airline
Accra	Johannesburg		South African Airways
Addis Ababa	Johannesburg	Cape Town	Ethiopian Airlines
Amsterdam	Johannesburg	Cape Town	KLM Royal Dutch
Atlanta	Johannesburg	Cape Town	Delta
Beijing	Johannesburg		Air China
Blantyre	Johannesburg		Malawian Airlines
Brussels	Johannesburg	Cape Town	Air Belgium
Cairo	Johannesburg		EgyptAir
Doha	Johannesburg	Cape Town/Durban	Qatar Airways
Dubai	Johannesburg	Cape Town/ Durban	Emirates
Entebbe	Johannesburg		Uganda Airlines
Frankfurt	Johannesburg		Lufthansa
Harare	Johannesburg		Air Zimbabwe
Hong Kong	Johannesburg		Cathay Pacific
Istanbul	Johannesburg		Turkish Airlines



Kigali	Johannesburg		RwandaAir
Lisbon	Johannesburg		Tap Air
Livingstone	Cape Town		
London Heathrow	Johannesburg	Cape Town	British Airways
London Heathrow	Johannesburg	Cape Town	Virgin Atlantic
Maputo	Johannesburg		LAM Airlines
Munich	Cape Town		
Nairobi	Johannesburg		Kenya Airlines
Newark	Johannesburg	Cape Town	United Airlines
Paris	Johannesburg		Air France
Port Louis	Johannesburg		Air Mauritius
Singapore Changi Airport	Johannesburg		Singapore Airlines
Sydney	Johannesburg		Qantas
Victoria	Johannesburg		Air Seychelles
Zurich	Johannesburg		Swiss Air

2.2 Visa Requirements.

A wide range of countries are exempt from visa requirements to travel to South Africa. A full list can be obtained from:

<http://www.dha.gov.za/index.php/immigration-services/exempt-countries>

For countries that require visas, fees are inexpensive, and visas are not difficult to obtain. South Africa has a diplomatic presence in many countries and cities across the world where assistance to obtain a visa can be obtained, if needed. Those who need visas can contact their local South African consular offices – a list of all the offices and websites can be obtained from <https://www.dirco.gov.za/south-african-representation-abroad/>.

The Council on Higher Education has a strong relationship with the South African Department of Higher Education and Training (DHET) and will partner with the International Relations directorate of the DHET, which has direct contact with missions and embassies abroad, in order to mitigate any visa challenges.

2.3 South Africa as a leisure destination.

South Africa is a very attractive leisure destination for visitors and has attractions to suite diverse tastes ranging from beaches, nature reserves, resorts, historical sites, archaeological sites and ecological sites. There



are over 20 National Game Parks and 44 internationally recognised Blue Flag beaches along the extensive 3200km-long coastline.

Information on South Africa's top 10 tourist attractions can be found here: <https://www.southafrica.net/gl/en/travel/article/south-africa-s-top-10-incredible-attractions>. Ten sites in South Africa (<https://whc.unesco.org/en/statesparties/za>) have been proclaimed World Heritage Sites by UNESCO, namely:

- Robben Island, most famous for the incarceration of political prisoners, including Nelson Mandela, the first democratically elected President of South Africa, who was imprisoned for 18 of his 27 years in jail.
- The iSimangaliso Wetland Park, formerly called the Greater St Lucia Wetland Park, has both one of the largest estuary systems in Africa and the continent's southernmost coral reefs.
- The Cradle of Humankind which includes the hominid fossil sites at Swartkrans, Sterkfontein and Kromdraai.
- The Ukhahlamba-Drakensberg Park, which has outstanding natural beauty, Africa's highest mountain range south of Kilimanjaro, and the largest and most concentrated series of rock art paintings in Africa.
- The Mapungubwe Heritage Site - a "place of the stone of wisdom", was South Africa's first kingdom and developed into the subcontinent's largest realm, lasting for 400 years before it was abandoned in the 14th century. Its highly sophisticated people traded gold and ivory with China, India and Egypt.
- The Cape Floral Kingdom which makes up only 0.04% of the world's land area, yet contains an astonishing 3% of its plant species, making it one of the richest areas for plants in the world and one of the globe's 18 biodiversity hotspots. A number of protected areas fall within the Floral Kingdom including Table Mountain.
- The Richtersveld Cultural and Botanical Landscape is a site that sustains the semi-nomadic pastoral livelihood of the Nama people, reflecting seasonal patterns that may have persisted for as much as two millennia in southern Africa.
- The Barberton Makhonjwa Mountains is one of the world's oldest geological structures. The property represents the best-preserved succession of volcanic and sedimentary rock dating back 3.6 to 3.25 billion years and forms a diverse repository of information on surface conditions, meteorite impacts, volcanism, continent-building processes and the environment of early life.
- The Vredefort Dome is a representative part of a larger meteorite impact structure, or astrobleme. Dating back 2,023 million years, it is the oldest astrobleme yet found on Earth. With a radius of 190 km, it is also the largest and the most deeply eroded. Vredefort Dome bears witness to the world's greatest known single energy release event, which had devastating global effects including, according to some scientists, major evolutionary changes.
- The †Khomani Cultural Landscape is located at the border with Botswana and Namibia in the northern part of the country, coinciding with the Kalahari Gemsbok National Park (KGNP). The large expanse of sand contains evidence of human occupation from the Stone Age to the present and is associated with



the culture of the formerly nomadic ǀKhomani San people and the strategies that allowed them to adapt to harsh desert conditions. They developed a specific ethnobotanical knowledge, cultural practices and a worldview related to the geographical features of their environment. The ǀKhomani Cultural Landscape bears testimony to the way of life that prevailed in the region and shaped the site over thousands of years.

There are many national parks and nature reserves including the world-famous Kruger National Park, one of Africa’s largest game reserves which stretches over 19 485 square kilometres of land, bigger than some countries. Its high density of wild animals includes the Big 5: lions, leopards, rhinos, elephants and buffalos. Hundreds of other mammals make their home here, as do diverse bird species such as vultures, eagles and storks. Mountains, bush plains and tropical forests are all part of the landscape.

South Africa occupies the most southern tip of Africa and has a long coastline stretching more than 3 000 km from the desert border with Namibia on the Atlantic coast southwards around the tip of Africa and then north to the border of subtropical Mozambique on the Indian Ocean. The multiple beaches, located in tourist centres like Cape Town and Durban, and in more remote locations offer a wide range of surf and sand experiences from the very rustic to the highly sophisticated.

South African wines are world famous, and the longest wine route in the world is in Stellenbosch, easily accessible from Cape Town.

South Africa is also a recognised gateway into Africa, and the attractions and destinations of Namibia, Botswana, Kenya, Swaziland, Mozambique, Zimbabwe, are easily accessible by road or air from South Africa.

2.4 Affordability.

Due to the favourable exchange rate for international travellers, travel, accommodation and meal costs are highly affordable.

As examples, some flight costs are shown in the table below:

Cheapest Economy Return flight*	Cost (ZAR)**	Cost (USD)**
Paris-Johannesburg	10,289.00	678.20
New York - Johannesburg	17,419.00	961.31
Dubai-Johannesburg	9,459.00	522.01
Sao Paulo - Johannesburg	22,039.00	1,216.28
Perth - Johannesburg	37,089.00	2,046.85

*Information sourced from <https://travelstart.co.za> on 28 February 2023 for departure flight on 5 April 2023 and return flight on 12 April 2023..



**Exchange rate of 1 USD to R18.12 applied.

Accommodation costs at selected hotels in Johannesburg are shown below.

Accommodation – bed and breakfast* per night	Star rating	Cost (ZAR)**	Cost (USD)**
Four Seasons Hotel, The Westcliffe, Johannesburg	5-star	14,805.00	817.05
Johannesburg Marriott Hotel Melrose Arch	4-star	3,176.00	175.26
Protea Hotel by Marriott Johannesburg Wanderers	3-star	1,553.00	85.71

*Information sourced for one night stay, check in on 5 April 2023 and check out on 6 April 2023.

**Exchange rate of 1 USD to 18.12 applied.

A dinner at a good restaurant will cost in the region of R500-R700 (28 USD – 39 USD).

3. Proposed dates and high-level programme.

3.1 Proposed dates for the conference.

The proposed dates for the conference are 24-27 February 2025. The reasons for the February date are:

- The CHE is subject to the Public Finance Management Act in South Africa which requires a financial year end of 31 March. It would make the financial management easier if the conference finances do not straddle financial years.
- The annual national CHE conference is usually held in February and is a known date within the Southern African higher education context.
- The weather in South Africa is generally pleasant at this time of the year. Climate-wise, it is a pleasant time in the country, and marks the end of summer and beginning of autumn. The average daily temperature during the period is 28 degrees Celsius.
- It is a period classified as out-of-season in relation to accommodation and tourist activity bookings and is therefore cheaper.
- These are also the preferred dates proposed by INQAAHE.



3.2 Proposed high level programme.

The proposed high-level programme for the conference is as follows:

Date	Time	Activity
Sunday 23 February 2025	13h00:17h00	Delegate registration
Monday 24 February 2025	08h00:17h00	Delegate registration
	09h00:12h00	4 parallel pre-conference workshops
	12h00:13h00	Lunch for workshop participants
	13h00:16h00	4 parallel pre-conference workshops
	16h30:17h30	Regional QA networks meeting
	18h00:19h30	Reception
Tuesday 25 February 2025	07h00:12h00	Delegate registration
	08h30:10h30	Conference sessions
	10h30:11h00	Tea/Coffee and Poster Presentations
	11h00:13h00	Conference sessions
	13h00:14h00	Lunch
	14h00:15h30	Conference sessions
	15h30:16h00	Tea/Coffee
	16h00:17h30	Conference sessions
	19h00	Gala Dinner
Wednesday 26 February 2025	08h30:10h30	Conference sessions
	10h30:11h00	Tea/Coffee and Poster Presentations
	11h00:13h00	Conference sessions
	13h00:14h00	Lunch
	14h00:15h30	Conference sessions
	15h30:16h00	Tea/Coffee
	16h00:17h30	Conference sessions
	17h30 – 18h30	General Assembly
	18h30	Game drive and bush dinner (optional)
Thursday 27 February 2025	08h00	Conference Social Day: A wide range of entertainment and leisure options for delegates to participate in (see 4.3 below).



The plans that follow below are based on an estimated number of 300 delegates attending the conference, and on the basis that the conference will be a hybrid conference, taking place physically and online.

4. Proposed location and venue.

4.1 Location.

The conference will be held in North-West Province, one of the 9 provinces in South Africa.

North-West Province is in close proximity to the OR Tambo International Airport, which is in Gauteng Province, and specifically in Johannesburg, the largest city in the country. The airport is a regional hub for continental travel and there are frequent direct and indirect flights by major airlines from and to cities throughout Europe, North America, the East, Australasia and the Continent to South Africa. As examples, there are direct flights from Frankfurt, Munich, London, Madrid, Amsterdam, Frankfurt, Zurich, Sao Paulo, New York, Washington, Atlanta, Sydney, Perth, Hong Kong, Singapore, Turkey, Israel, Dubai, Abu Dhabi, Doha, Cairo, Mauritius, Namibia, Botswana, Kenya, Ethiopia, Nigeria, Ghana, Egypt and many other African countries.

4.2 Conference venue.

The conference is proposed to be held at the Sun City Convention Centre, located within the Sun City resort complex.

The Sun City Resort complex is the premier holiday resort in South Africa.

<https://www.suninternational.com/sun-city/>

The Sun City Convention Centre boasts 27 upgraded conference rooms, three convention centres and two auditoriums, and is easily capable of meeting the requirements of the INQAAHE conference, including the requirements for plenary venue and a suitable number of breakaway rooms in close proximity to the plenary venue.

<https://www.suninternational.com/sun-city/conferencing/convention-centre/>

4.3 Amenities and entertainment.

Delegates will have access to wide a range of dining and entertainment outlets in the complex. Dining options include several high-end restaurants, multiple fast-food outlets, and bars/lounges.



<https://www.suninternational.com/sun-city/restaurants/>

Entertainment options in the complex are many and varied and include live shows, theatre, casino, nightclubs, a water park, a golf course, adventure activities, shopping and much more.

The Sun City Resort is in a region well-known for its nature reserves, and on its doorstep is the Pilanesberg National Park where safari tours can be organised with the possibility of experiencing the Big 5 – Lion, African Elephant, Cape Buffalo, Rhinoceros and Leopard.

There are a range of options that delegates can book to participate in on the last day of the conference dedicated to social and cultural events including game drives, bush walks, ballooning and others.

<https://www.suninternational.com/sun-city/activities/>

Accompanying persons who accompany delegates to the INQAAHE Conference will therefore have a multitude of activities in the immediate vicinity to choose from, and there will be no need to arrange special activities.

4.4 Accommodation options.

There are several hotels located in the complex which offer a wide range of accommodation options including 3-star to 5-star hotel rooms and suites, family units and self-catering units. Transport in the complex between the accommodation options and the conference venue is provided. It will be possible for all delegates to secure accommodation in the complex, should they choose to do so.

<https://www.suninternational.com/sun-city/accommodation/>

The actual costs for accommodation in 2025 are not yet available and a quotation based on 2025 price estimates, subject to change, for a standard twin room with shower on a per person, bed and breakfast basis in the 3-star Sun City Cabanas Hotel is R2,333.00 (129 USD).

There are also many accommodation options in facilities located in close proximity to the Sun City complex.

4.5 Transportation of delegates between the venue and the airport.

The Sun City resort complex can be reached by direct flight from the OR Tambo Airport to the Pilanesberg Airport conveniently located 10km outside Sun City. Delegates who wish to exercise this option should build it into their travel plans. This is a limited option as there is only one flight per day to and from the Pilanesberg Airport.



By road, Sun City is two hours travel time from the OR Tambo Airport.

Whilst individual transport is an option (car hire, taxis), coaches will be organised for delegates on the day before the conference starts and on the day after the conference ends.

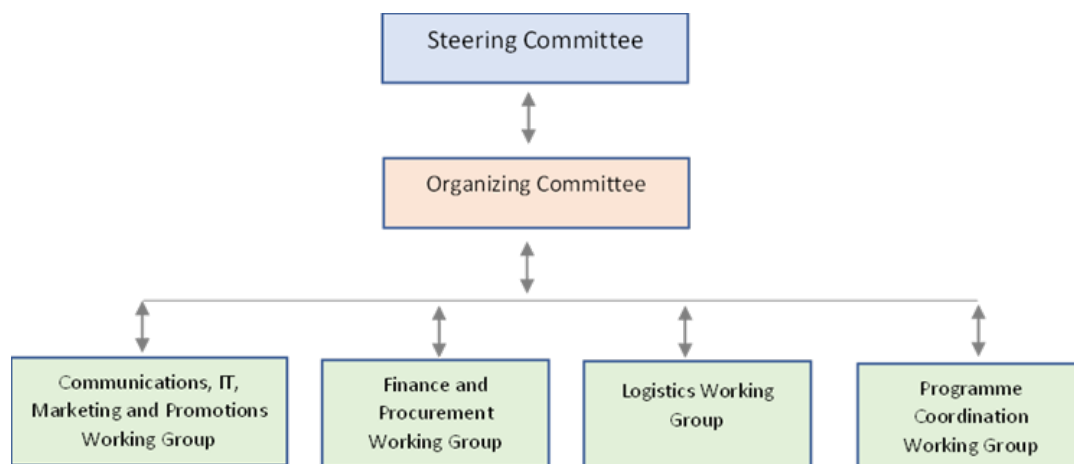
5. Administration and Coordination.

The Council on Higher Education currently has 55 staff members, and it is envisaged that most staff members will play a role in some way to support the organisation of the conference. However, a specific management structure will be put in place comprising of a conference Organising Committee with a number of Working Groups, overseen by a Steering Committee. The structure is depicted and described below.

5.1 Management Structure and Human Resources.

The Steering Committee will comprise of the Chief Executive Officer as chairperson, and all the Directors of the CHE. It will be the decision-making body for all the decisions that need to be made at organisational level, it will play an oversight role, including a financial oversight role to ensure that the planning for the conference is on track, and that it is successfully executed. It will approve reports to the CHE board and to INQAAHE.

The Organising Committee will be chaired by a CHE Director, appointed to play the role of Conference Director. Four Working Groups will be set up. The Conference Director will oversee and manage the Working Groups and will report to the Steering Committee. The Conference Director will be supported by a dedicated Administrator. The Conference Director will serve as the liaison person for interactions with INQAAHE and will be the CHE representative on the INQAAHE Programme Committee.





The organising committee and working groups will include staff of the CHE, as well as representatives of the organisations that partner with the CHE in planning and executing the event.

The Communications, IT, Marketing and Promotions Working Group will take responsibility for the finalisation of branding for the event, creation and management of the conference website, for electronic registrations through the website, for electronic advertising, for communication with sponsors and for IT technical support during the conference.

The Finance and Procurement Working Group will be responsible for managing the budget for the event, for procuring services needed for the event, for paying suppliers, for collecting registration fees for the event, for monitoring income and expenditure, for the provision of regular income and expenditure reports and for the preparation of a final audited financial statement for the event.

The Logistics Working Group will be responsible for all communications with conference registrants and presenters, including travel, accommodation and visa support, planning and overseeing the venue arrangements, including for the board meetings, pre-conference workshops, the conference sessions, cocktail reception and the conference dinner, and social programme arrangements.

The Programme Coordination Working Group will be responsible for compiling the final conference programme, collecting abstracts and biographies and developing the programme booklet, and for securing the conference bags and packaging them with the required resources.

A project plan will be put in place, and this will enable the planning for the conference and the execution of the conference to be undertaken using a project management modality.

The members of the organising committee and the working groups will also provide the necessary support at the conference, whilst it is underway.

6. Marketing and Promotion.

6.1 Conference website.

A dedicated conference website is essential for the success of the conference. The website will serve as an advocacy and communication platform and will also have the capacity to manage registrations and the payment of registration fees. A conference website will be professionally developed to ensure that it can work effectively as a communication, marketing and administrative support tool.



6.2 General promotion.

A range of promotional material will be developed to promote and publicise the conference, including flyers, posters, and banners, and email signature banners that can be attached to all outgoing mail. A brochure will be developed to be available in e-copy and hard copy, and hard copies will be distributed at events in which potential conference delegates participate, including at the INQAAHE Forum in 2024.

Besides promotion of the event through the website, the CHE will also communicate through its social media platforms including Facebook, LinkedIn, and Twitter.

Advocacy and promotional materials will also be distributed through the CHE networks, and through the networks of partner organisations such as SAQAN and INQAAHE. Using the above combination of conference promotion approaches and materials will create a cohesive and effective marketing campaign which will generate interest and attract attendees.

6.3 Onsite materials.

Delegates will be provided with a conference bag which will contain the conference booklet with the programme, abstracts, and presenter biographies contained within it. The conference booklet will also be made available electronically to all delegates. The bag will contain other useful information about the venue, its facilities and its attractions and directions on how to access these. Delegates will also receive name tags which includes their name, organisation/institution and designation, and this will help attendees identify each other, including for networking purposes.

6.4 Post-conference promotion.

The opening session and keynote sessions will be filmed and uploaded to the website.

A conference report will be compiled and distributed. A conference video with snapshots of key moments during the conference will be compiled and distributed to all delegates and uploaded to the website. Photographs will be taken throughout the event, and these will also be uploaded to the website. Daily conference reports will be disseminated via the various platforms. A digital conference evaluation form will be sent to all the participants to get feedback from all the attendees about their experiences, and this will be helpful for planning future conferences.



7. Conference budget.

7.1 Conference budget assumptions and guidelines.

The following guidelines informed the development of the draft conference budget:

- The budget is compiled largely on a cost-recovery basis.
- Separate fees will be charged for conference registration.
- Delegates from INQAAHE-affiliated organisations will pay a reduced conference registration fee.
- Delegates from countries on the UNESCO Least Developed Countries (LDC) list will pay a reduced conference registration fee.

(<https://www.un.org/development/desa/dpad/least-developed-country-category/lDCs-at-a-glance.html>)

- A reduced conference registration fee will be paid when there are 3 or more delegates from the same organisation.
- Delegates who attend the conference online will pay a reduced conference registration fee.
- Cocktail Reception and Conference Dinner participation costs are covered in the conference registration fees. Delegates will pay an additional fee for accompanying persons attending these events.
- A Game Drive and Bush Dinner will be arranged as an option. Delegates who choose to participate will pay a separate fee. For budgeting purposes, it is estimated that at least 100 delegates will choose to participate in this activity.
- Delegates will pay separately for transport by coach between the airport and the conference venue. For budgeting purposes, it is assumed that at least 200 delegates will require coach transport between the airport and the conference venue.
- Leisure activities, tours and excursions will be available through host venue arrangements. The range of possibilities will be available on the conference website and delegates and accompanying persons will be able to book and pay directly through the systems that the host venue has in place.
- Travel and accommodation costs for 2 keynote speakers as well as small gifts for the speakers are budgeted for.
- The payment to INQAAHE of 70 USD per delegate is treated as an expense in the budget.
- It is noted that 50% any surplus after all conference expenses will be paid over to INQAAHE.
- An exchange rate of **1 USD = 18.12 ZAR** (24 April 2023) is applied.

7.2 Conference budget income items.

7.2.1 Conference registration fees.

The conference registration fees are proposed to be as follows:



Category	Member (per person)	Non – member (per person)
Regular in-person attendance	600 USD	650 USD
Regular in-person (3 or more)	550 USD	600 USD
Regular online attendance	250 USD	300 USD
Regular online (3 or more)	200 USD	250 USD
LDC in-person attendance	450 USD	400 USD
LDC in-person (3 or more)	400 USD	450 USD
LDC online attendance	150 USD	200 USD
LDC online (3 or more)	100 USD	150 USD

The numbers of delegates in each category above will only be known once registration happens. Thus, for budgeting purposes, and based on above category amounts, the following amounts are used:

- 300 physical attendees paying an average registration fee of 550 USD, amounting to an income of 165,000,00 USD.
- 100 online attendees paying an average registration fee of \$150 USD, amounting to an income of 15,000.00 USD.

The income generated from conference registration fees thus potentially amounts to **180,000.00 USD (ZAR 3,261,600,00)**.

7.2.2 Transportation for travel between the airport and the conference venue.

The road travel time between the airport and the conference venue is 2 hours. Delegates can choose the travel between the airport and the conference venue by coach. It is assumed that at least 200 delegates will choose to travel by coach. The cost per delegate for the return trip is 140 USD. Thus, the potential income derived from coach transport fees is **28,000.00 USD (R507,360.00)**.

7.2.3 Participation in a Game Drive and Bush Dinner

Delegates can choose to participate in this organised activity. It involves small group game drives followed by a barbeque dinner in the Botsalanong Boma. There is no limit on the number of participants and the cost of participation per participant is ZAR 1,830.00 (100 USD). Assuming that at least 100 delegates will choose to participate, this amounts to **ZAR 183,000.00 (10, 099.34 USD)**.

7.2.3 Sponsorship.



The South African National Convention Bureau has committed an amount of **R632,000.00 (34 994.46 USD)** for bid support, delegate boosting, on-site event support and site inspection flight support.

7.3 Conference budget expenditure items.

7.3.1 Venue costs.

Item	Amount (ZAR)
Conference package inclusive of: Plenary venue, 5 breakaway room venues, 1 boardroom, exhibition space, beverages, lunch and two teas per day (300 delegates)	760,656.00
Audio-visual including hybrid conference facility	380,000.00
Cocktail Reception inclusive of cocktail menu and beverage menu (300 delegates)	255,000.00
Gala Dinner inclusive of plated menu and soft beverages (300 delegates)	334,500.00
Game Drive and Bush Dinner (100 delegates)	183,000.00
Total in ZAR	1,913,156.00

Total in USD	105, 582.56
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7.3.2 Keynote speaker costs.

Item	Amount (ZAR)
Return economy flights for 2 keynote speakers (estimated at R40,000 each)	80,000.00
5 nights 3* accommodation for 2 keynote speakers on a bed and breakfast basis estimated at R2333 per person per night.	23,330.00
Daily subsistence costs of R400 for 5 days for 2 keynote speakers (incidentals and dinner)	4,000.00
Gifts for 2 keynote speakers at R2,000 each	4,000.00
Total in ZAR	111,330.00

Total in USD	6,144.04
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7.3.3 Organising Committee Conference Attendance costs.

Item	Amount (ZAR)
Return travel costs for 15 committee members (316km at R5,00 a km)	23,700.00



Daily subsistence costs of R400 for 6 days for 15 committee members (incidentals and dinner)	36,000.00
6 nights 3* accommodation for 15 committee members on a bed and breakfast basis estimated at R2,333 per person per night	23,330.00
Total in ZAR	83,030.00

Total in USD	4,582.23
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7.3.4 Site inspection costs.

Item	Amount (ZAR)
Return economy flights for 2 INQAAHE representatives (estimated at R40 000 each)	80,000.00
2 nights 3* accommodation for 2 representatives on a bed and breakfast basis estimated at R2,333 per person per night.	9,332.00
Daily subsistence costs of R400 for 2 days for 2 representatives (incidentals and dinner)	1,600.00
Total in ZAR	90,932.00

Total in USD	5,018.32
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7.3.5 Coach hire.

4 coaches each seating 50 passengers will be hired for a return trip between the airport and the conference venue at a cost of **R110,000.00**.

Total in USD	6,070.64
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7.3.6 Conference miscellaneous costs.

Item	Amount (ZAR)
Conference bags, containing name tag lanyards and other promotional/branded and information items	350,000.00
Preparation and publication of conference booklet	100,000.00
Light refreshments for 14 people for 2 Board meetings	5,000.00
Report writer and xx scribes	100,000.00
Photographer / Videographer	100,000.00
Website	350,000.00



Conference dinner entertainment and MC	150,000.00
Registration fee to INQAAHE (250 delegates at 70 USD/1,270 ZAR per delegate)	381,000.00
Total in ZAR	1,536,000,00

Total in USD	84,768.21
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7.4 Conference budget.

The income and expenditure items described in 7.2 and 7.3 above have been consolidated into the conference budget presented below.

CONFERENCE BUDGET

INCOME			EXPENDITURE		
Item	Amount (ZAR)	Amount (USD)	Item	Amount (ZAR)	Amount (USD)
Registration fees	3,261,600.00	180,000.00	Venue costs	1,913,156.00	105,582.56
Coach transportation fees	507,360.00	28,000.00	Keynote speaker costs	111,330.00	6,144.04
Game drive and bush dinner fees	183,000.00	10,099.34	Organising committee costs	83,030.00	4,582.23
Sponsorships			Site inspection costs	90,932.00	5,018.32
South African National Convention Bureau	632,000.00	34,878.59	Coach hire	110,000.00	6,070.64
			Miscellaneous costs	1,536,000.00	84,768.21
TOTAL	4,583,960.00	252,977.92	TOTAL	3,844,448.00	212,166.00

8. Pre-conference workshops budget.

8.1 Pre-conference Workshops budget guidelines and assumptions.

The following guidelines informed the development of the pre-conference workshops budget:

- The budget is compiled largely on a cost-recovery basis.



- Separate fees will be charged for the pre-conference workshop registration.
- Delegates from INQAAHE-affiliated organisations will pay reduced pre-conference workshop fees.
- Delegates from countries on the UNESCO Least Developed Countries (LDC) list will pay reduced pre-conference workshop fees.

<https://www.un.org/development/desa/dpad/least-developed-country-category/lDCs-at-a-glance.html>

- A reduced pre-conference workshop registration fee will be paid when there are 3 or more delegates from the same organisation.
- The pre-conference workshops will not be available online.
- The pre-conference workshop fees will include teas and lunch.
- Travel and accommodation costs for 4 workshop presenters as well as small gifts for the speakers and presenters are budgeted for.
- Any surplus after all expenses for the workshops have been settled are paid over to INQAAHE.
- An exchange rate of **1 USD = 18.12 ZAR** (24 April 2023) is applied.

8.2 Pre-Conference Workshops budget income items.

8.2.1 Pre-Conference workshop registration fees.

The pre-conference workshop registration fees are proposed to be as follows:

Category	Member (per person)		Non – member (per person)	
	One workshop	Two workshops	One workshop	Two workshops
1 regular delegate	200 USD	300 USD	250 USD	350 USD
3 or more regular delegates from the same organisation	150 USD	250 USD	200 USD	300 USD
LDC in-person attendance for 1 delegate	150 USD	250 USD	200 USD	300 USD
LDC in-person attendance for 3 or more delegates from the same organisation	100 USD	150 USD	150 USD	100 USD

The numbers of delegates in each category above will only be known once registration happens, thus an amount of 150 USD will be used for budget purposes.

Four workshops will be offered, in two time slots. Whilst the maximum delegates set for each workshop is 40, it is assumed that each workshop will draw participation of at least 30 delegates. Thus 280 delegates are estimated to participate in the workshops.



The income generated from workshop registration fees thus potentially amounts to **42,000.00 USD (761,040.00 ZAR)**.

8.3 Pre-Conference Workshops budget expenditure items.

8.3.1 Venue costs.

Item	Amount (ZAR)
Conference day package inclusive of 4 workshop venues, beverages, lunch and two teas (200 delegates)	220,110.00
Total in ZAR	220,110.00

Total in USD	12,147.35
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8.3.2 Workshop presenter costs

Item	Amount (ZAR)
Return economy flights for workshop presenters (estimated at R40 000 each)	160,000.00
5 nights 3* accommodation for 4 workshop presenters on a bed and breakfast basis estimated at R2 333 per person per night.	46,660.00
Daily subsistence costs of R400 for 5 days for 4 workshop presenters (incidentals and dinner)	8,000.00
Gifts for 4 workshop presenters at R2000 each	8,000.00
Total in ZAR	222,660.00

Total in USD	12,288.08
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8.4 Pre-conference Workshops budget

The income and expenditure items described in 8.2 and 8.3 above have been consolidated into the pre-conference workshops budget presented below.



PRE-CONFERENCE WORKSHOPS BUDGET

INCOME			EXPENDITURE		
Item	Amount (ZAR)	Amount (USD)	Item	Amount (ZAR)	Amount (USD)
Registration fees	761,040.00	42,000.00	Venue costs	220,110.00	12,147.35
			Workshop presenter costs	222,660.00	12,288.08
TOTAL	761,040.00	42,000.00	TOTAL	442,770.00	24,435.43

9. Conclusion.

The Council on Higher Education, South Africa is both privileged and pleased to submit this proposal to host the INQAAHE Conference in 2025.

We strongly believe that the organisation has the capacity to successfully host a conference of this nature and stature.

Should this proposal be successful, we look forward to welcoming the delegates to our beautiful country, and we emphasise that we will do our utmost to ensure that the academic experience is a rewarding one, and that the social experience will leave memories that will last a lifetime.



The CHE team.



Photo 2: Back row (left to right) Dr Thulaganyo Mothusi and Mr Eric Netshidzati. Middle row (left to right) Dr Britta Zawada, Dr Whitfield Green. Front row (left to right) Dr Rose Masha, Dr Makhapha Makhafola, Ms Olivia Mokgatle and Dr Amani Saidi.



Annexure 1: Letter of Support from the South African National Convention Bureau



NATIONAL CONVENTION BUREAU

11 April 2023

Dr Whitfield Green
International Quality Assurance Agencies in Higher Education & Council of Higher Education
1 Persequor technopark
1 Quintin Brand St, Persequor
Pretoria, 0020

Dear Dr Green

RE: SUPPORT FOR THE HOSTING OF THE INTERNATIONAL QUALITY ASSURANCE AGENCIES IN HIGHER EDUCATION CONFERENCE (INQHAAE) TO BE HOSTED IN SOUTH AFRICA IN 2025.

As you are aware, South Africa is country with a fascinating cultural mix, a rich history and is home to some of the world's iconic cities and landmarks and of course unique and authentic experiences and in addition, South Africa has an advanced economy and quality world-class infrastructure. Our country offers a wide variety of excellent transport options and boasts innovative logistics, communication and financial services.

Further to this we can confirm that South Africa meets every requirement to enable you to host a successful event including the fact we have quality-assured accommodation and facilities that are accredited and graded by the Tourism Grading Council of South Africa to comply with international standards. South Africa takes service excellence very seriously.

As the South Africa National Convention Bureau (SANCB), we are delighted to inform you that we will support the bid to host the International Quality Assurance Agencies in Higher Education Conference (INQHAAE) in South Africa in the year 2025. To ensure that you deliver on the hosting of a successful event, we will contribute the following support:

Item	Amount
Bid Support	R 310 000.00
Delegate Boosting	R 140 000.00
On-site Event Support	R 112 000.00
Site Inspection Flight Support	R 70 000.00
Total	R 632 000.00 (Vat Inclusive)

It is important to note that the SANCB and International Quality Assurance Agencies in Higher Education or their officially appointed local Professional Conference Organiser (PCO), would need to sign a Memorandum of Agreement (MOA) with terms and conditions prior to facilitation of any payments.

This is with the exception of site inspection flight support which needs to be facilitated and paid before the MOA is signed and, in most cases, before the event is even won.

We look forward to welcoming you and your delegates of the International Quality Assurance Agencies in Higher Education Conference (INQHAAE) Conference to South Africa in 2025.

Sincerely,

Zinhle Nzama
Acting Chief Convention Bureau Officer



Annexure 2: Letter of Support from the Southern African Quality Assurance Network



NATIONAL COUNCIL FOR HIGHER EDUCATION
P.O. Box 90890
KLEIN WINDHOEK, NAMIBIA
Tel: +264 61 307012
Email: info@saqan.org
Website: www.saqan.org

The INQAAHE Board
INQAAHE
Enric Granados 33
08007 Barcelona
SPAIN

21st April, 2023

Dear Chair and Members of the INQAAHE Board

Re: SAQAN support for the CHE bid to host the INQAAHE 2025 conference

The Southern African Quality Assurance Network (SAQAN) is a non-profit voluntary member-based organisation of National Higher Education Quality Assurance Bodies and higher education institutions from Southern Africa. The main aims of SAQAN are to promote quality in higher education, foster harmonisation of quality assurance systems in the region and beyond; and facilitate international recognition of higher education qualifications from Southern Africa to enhance mobility of staff and students.

The South African Council on Higher Education (CHE) is an active member of SAQAN and is represented on its Executive Committee. SAQAN has a Memorandum of Understanding in place with INQAAHE which affords SAQAN the status of partner network of INQAAHE. The CHE is also a full member of INQAAHE. One of SAQAN's strategic goals is to *Enhance quality assurance practitioners' knowledge and expertise in Quality Assurance*, and we believe that the Conference provides an excellent opportunity for contributing to the achievement of this goal.

It therefore gives me great pleasure, on behalf of SAQAN, to support the bid of the CHE to host the INQAAHE Conference 2025 in South Africa. We look forward to welcoming the delegates to our region, which has much to offer in terms of our rich cultural and natural heritage.

Yours sincerely

Professor Stephen Simukanga
President: SAQAN