



INQAAHE

Annual Report

2023

© International Network for Quality Assurance Agencies in Higher Education

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08007 Barcelona

February 2024

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Functioning and Organization

Aims to make INQAAHE efficient.

Ensure the operational and financial stability of INQAAHE...

...by strengthening its organizational structure.

Operations: statutory and organizational changes

During 2023, the Board discussed and moved forward the plans to change the representative of the Network's delegation in Spain, to better reflect the internal changes the Network is experiencing with the incorporation of a Chief Executive Officer. These plans included the draft, approval and signing by the Board of Directors of powers of attorney for Fabrice Hénard, their official validation and translation through a notary public and their subsequent filing to the Spanish authorities. As of December 2023, Fabrice Hénard was officially approved by the Spanish Register of Associations. With this verification, INQAAHE can further establish the Chief Executive Officer's operating authority in Spain, namely, having control over INQAAHE's bank accounts, contracts with providers and staff.

Parallely, in order to ensure the good standing of the association in New Zealand, where INQAAHE is also legally based, a tax advisor in this country was formally approached for this purpose. During Q4 a first round of discussions regarding the Network's status were held. The expectation is to further explore this topic at length in the following months.

Also, in 2023 INQAAHE prepared for an audit conducted at the end of the year. Results are expected by Q1 2024.

Options to establish a delegation of INQAAHE in France (the country of origin and residence of INQAAHE's Chief Executive Officer) are being explored, to better accommodate the position of the CEO showcasing that the Network is truly international – administratively speaking as well.

Implementation of the new Organizational Structure

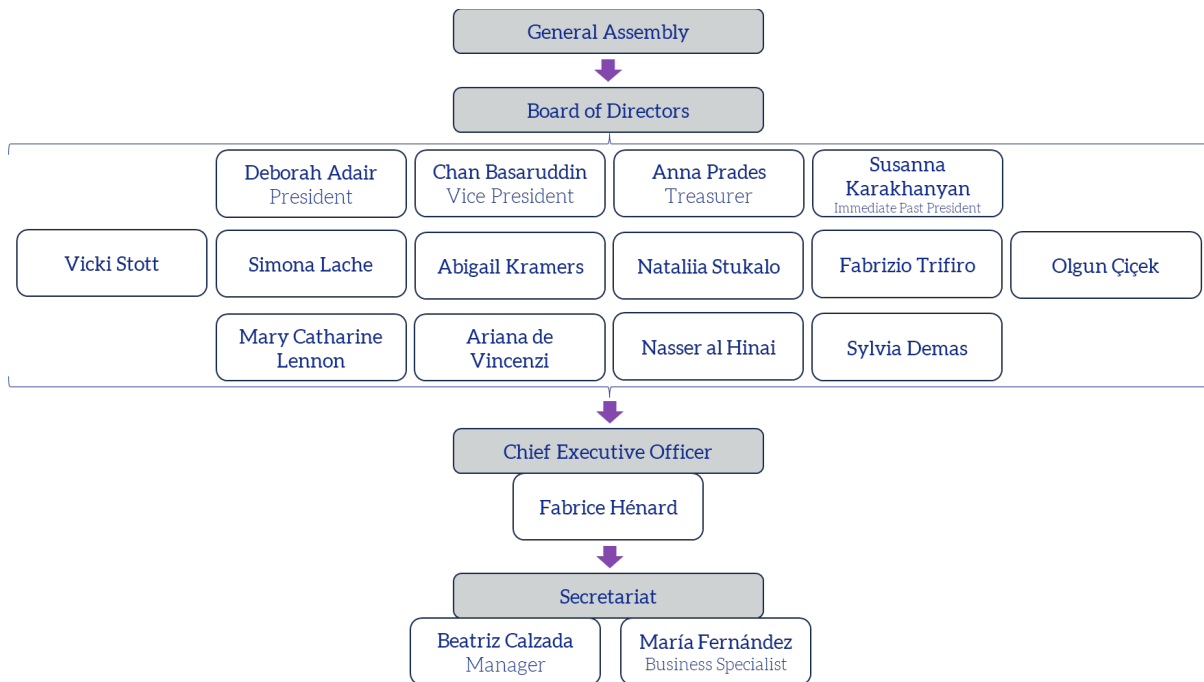
On January 2, 2023, **Mr. Fabrice Hénard** joined INQAAHE as Chief Executive Officer. With this position filled in, now three full time staff members/workers are part of INQAAHE Secretariat. His introductory address to the membership is available on the Network's website. [> Read the introductory address.](#)

You can also watch his welcome message on YouTube. [> Watch video.](#)

In 2023, INQAAHE internal structure adapted to the changes underwent in 2022 and 2023, with the hiring of two staff members/workers in 2022 and the incorporation of the Chief Executive Officer, respectively. The current organizational chart is as shown below:

Functioning and Organization

Graphic 1. INQAAHE organizational chart as of December 31, 2023



As part of his induction to the Board of Directors, Fabrice Hénard had individual meetings with each Board Director in the first semester of 2023.

To better know the needs and reality of the INQAAHE Secretariat, Fabrice Hénard visited INQAAHE's headquarters in Spain on several occasions during 2023. These in-person meetings complemented daily virtual meetings the team had throughout the year and reinforced the discuss and collaborating efforts on specific content.

Governance of INQAAHE

General Assembly Meeting

At the end of May, INQAAHE members were invited to the only General Assembly meeting (GAM) of 2023, under the frame of the INQAAHE Conference 2023 held in Astana (Kazakhstan). There, the Board along with the Chief Executive Officer presented the Annual Report 2022 and Financial Statements for that year as well as budgets and projections for upcoming years, and minutes of all General Assembly meetings held in 2022 for their approval. Some of this documentation needed to be externally reported once approved.

During the GAM, the Board also presented documentation relevant to the activities of the Network such as the new Strategic Plan for the years 2023-2027, a proposal to update current membership fees and the different proposals received by member agencies to host INQAAHE Conference 2025.

Voting on the pivotal documentation for the Network was done electronically in June with 39% participation rate. Based on the results, [available on INQAAHE's website](#), the General Assembly approved the following:

- INQAAHE Annual Report 2022
- INQAAHE Financial Statements 2022
- INQAAHE Budgets
- Minutes of General Assembly Meetings held in 2022
- Strategic Plan 2023-2027
- A change on the membership fees for the following years

Functioning and Organization

- To have Japan University Accreditation Association (JUAA) host INQAAHE Conference 2025 in Tokyo (Japan)

Board, Committee and Work Group meetings

Board Elections

In early February, as a follow-up on the Constitution clause that requires that the Network implements a staggered approach to the terms of the Board of Directors, a call for the next round of nominations from members was announced. Nominations from around the globe to stand for election for a three-year term (starting during INQAAHE Conference 2023 and concluding during INQAAHE Forum 2026) were sought between February and March. The candidate pool of 15 nominations covered both membership type, gender and geographical outreach requirement, in line with the INQAAHE key principles. The General Assembly was requested to select up to **two candidates** to represent the vacant positions. Voting was done online in March, closed with 47% participation rate, with results announced later that month. [> Read more on the results.](#)

[These results](#) showed a **tie** between two candidates for the second position. This tie was broken through an [internal vote](#) of the Board. The Board agreed that T. Chan Basaruddin would serve as an elected Board Member (filling in the second position) and Mary Catharine Lennon would continue in the Board as a co-opted member. [> Read more about this decision.](#)

The Board still had three more positions available for **co-option**. Nominations specially from Africa, Arab States and Latin America and the Caribbean, for geographical coverage, were welcomed until mid-April. Voting was done internally, by the Board, taking into consideration all nominations received. Ariana de Vincenzi (Argentina), Nasser al Hinai (Sultanate of Oman) and Sylvia Demas (Namibia) were welcomed to the Board. [> Read more on the results.](#)

The [current composition of the INQAAHE Board of Directors](#) is available on the INQAAHE website.

A new round of elections will be open in early 2024.

During 2023, chairs of INQAAHE's different [Committees](#) and [Working Groups](#), reported the activities of each team quarterly. Here is a summary of the highlights of the year:

Executive Committee (EC) report

Throughout the year, the EC supported the onboarding and establishment of the new CEO, along with all the changes and improvements to taskings, tools, policies, and practices to continue to professionalization of the Secretariat under this new position. To foster induction and provide guidance to the CEO in carrying out his functions, the President of INQAAHE met with Fabrice Hénard on a weekly basis. The committee addressed the needs of an expanded Secretariat staff and new CEO, including ongoing efforts related to administrative matters for the organization such as operational and banking authority in response to legal requirements in Spain, that is provide direction and approvals for internal operational changes for the Secretariat. In addition, this committee also worked to amend the CEO's contract to more appropriately address the administration of employment taxes through the terms of the contract.

Parallely, the EC supported the final preparations, financial and administrative, for the INQAAHE Conference 2023 in Astana (Kazakhstan) and worked with the Secretariat staff to onboard newly elected and co-opted Board Directors to achieve a globally representative Board. As the Secretariat worked on new operational policies, the EC reviewed and provided guidance on proposed operational policies for the Board, as well as revised mandates for committees. During the end of the year, the EC along with the CEO drafted and proposed the timeline for the upcoming Board elections, which will take place in early 2024. This outline was approved by the Board of Directors before the end of Q4.

Functioning and Organization

Communications and Outreach Committee report

The Communications and Outreach Committee worked on implementing INQAAHE's Communication Strategy with the objectives and values outlined in the INQAAHE 2023-2027 Strategic Plan.

For the 2023-2024 period, four working objectives were established: enhancing the perception of membership value and communication effectiveness; humanizing the brand; fostering member loyalty by addressing their specific needs and increasing INQAAHE's presence in digital media and press. To achieve these objectives, a set of activities was defined, several of which have already made significant progress: update of the brand manual, highlighting INQAAHE's colour palette, the shapes that make up its logo, and giving a more modern and elegant image to its communication resources; design of the narrative manual (INQAAHE's storytelling focused on the book of its 30 years of existence and the new Strategic Plan 2023-2027); modification of the narrative structure and graphic design of the Newsletter and Quarterly Communiqué to cover the pillars of INQAAHE's Strategic Plan; redesign of INQAAHE's website (an intuitive, modern, and technologically advanced 4.0 website with an interactive interface) with expectations to launch it before mid-2024, and the development of testimonial videos on the successful experiences of members consolidated with INQAAHE's support. Significant progress on the structure of the new website and its mapping was made during the last quarter of the year, launching the final version of the website in May 2024.

Also, to improve internal reporting of initiatives and activities among Board Directors, the committee developed a communication piece, the *monthly digest*, which started its implementation in the last quarter of the year.

Membership Committee report

As part of its routine activities, reviewed all the new membership applications received during the year. More details on new added members this year is available on section *Membership* of this report.

Through this committee's initiative, the membership criteria were revised, updated, and approved by the Board given the need of having tangible criteria to accept or reject applications come from dubious organisations, which might compromise the reputation of INQAAHE's values. Membership criteria are key to ensure the inclusiveness of INQAAHE and maintain the integrity of its membership. The new criteria entered into force on October 1, 2023, and are publicly available on [INQAAHE's website](#). Membership applications submitted after this date follow the new criteria for evaluation.

The committee passed a new initiative to review and simplify the current Board Director Agreement to Serve. The aim was to have a more explicit agreement that better balances the duties and rights of Board Directors.

In 2023 a *welcome package* was finalised and agreed to provide to new members as an introduction to INQAAHE, its governance, strategic priorities and activities, and the key benefits and responsibilities associated with its newly acquired membership.

MPL Center Committee report

The MPL Center Committee has been working during the year on the organization of INQAAHE Talks: five sessions, one of them with two editions. More information regarding these sessions is available on section *Capacity Building* of this report.

This committee reviewed the MPL Concept Paper, which aims to clarify the objectives and functional modalities of the MPL in the future, both in terms of research and capacity building/services to members, and that will support the goals of the INQAAHE Board. Preliminary priorities were identified for actions to be undertaken from 2023 onwards even though the strategy (which will revolve around two pillars: research and capacity building) is still being refined and updates will be provided to members when available.

Functioning and Organization

This committee was entrusted in 2023 with the management and monitoring of the Funding Scheme. In this regard, the committee redrafted the Capacity Building and Research and Innovation calls, and also monitored the evaluation of all proposals by a team of external members.

Recognition Committee report

The main task of the committee throughout the year was to review the process of GGP applications and propose the alignment of reviewed member agencies to the Board for approval.

July 1 witnessed the official move from the GGPs to ISGs, as INQAAHE launched the new standards and guidelines in 2022 with the first semester of 2023 as transition period, marking the date starting from which INQAAHE will be conducting ISG procedures only. INQAAHE delivered virtual trainings to QA bodies interested in the ISGs increasing the number of agencies in the pipeline for the procedure. The committee worked with the CEO to launch the new ISG fees that include different options considering the updated standards. These fees are available on the [dedicated ISG page on INQAAHE's website](#). Fees were published along the first version of the [ISG Procedures Manual](#).

One of the new initiatives launched by this Committee, as per the INQAAHE Strategic Plan 2023-2027, was the development of a methodology for the establishment and operationalization of an Independent Decision-Making Body (IDMB) for the INQAAHE ISG review procedures. The new IDMB is planned to bring in expertise of key stakeholders and thought leaders in Tertiary Education globally. The methodology proposed includes but is not limited to a comprehensive stakeholder consultation prior to finalization and submission to the INQAAHE Board for approval in June 2024.

The committee also received CVs of academics interested in joining the pool of external reviewers and asked the Secretariat to develop criteria for the future and to expand and update the existing pool. Parallel to this, and to ensure external reviewers are familiar with the new ISGs, custom-made trainings/induction sessions were designed and planned for delivery in January 2024. Seasoned external reviewers with vast experience in reviewing EQAPs internationally, and conducting the GGP reviews, were selected for the induction sessions.

2023 Conference Working Group report

During the first half of the year, the Conference Working Group continued its preparations for the INQAAHE Conference 2023 and met on a weekly basis, inviting the host representatives when necessary, to refine the agenda, manage visa related queries, general logistics, and any other aspect of the event that needed clarification. This working group was dissolved once the revenue of the event was transferred by the host and the event was therefore declared closed.

Global Survey Working Group report

The second INQAAHE Global Study, launched at the end of 2022, actively moved forward during 2023. The seven regional groups (Africa, Arab States, Asia-Pacific, Eastern Europe, Latin America and the Caribbean, North America, and Western Europe) were completed and the list of authors for the regional chapters was identified. From April onwards, the second Global Study team ensured productive and constructive contributions of regional teams through regular meetings and smooth flow of necessary information and knowledge among members.

The online questionnaires for both groups, External Quality Assurance Providers (EQAPs) and Internal Quality Assurance (IQA) of Tertiary Education Institutions (TEIs), were finalized and translated into French, Arabic, Chinese - traditional and simplified, Spanish, Russian, and Portuguese. During summer the platform for administration of the surveys was set up and both questionnaires were officially launched in October with a participation period open until mid-December in the EQAPs case. In parallel, the seven groups launched the study, literature review and document analysis.

Functioning and Organization

2024 Forum Working Group report

This working group began its operations during the second half of the year. The tentative agenda of the event was drafted, keynoters and workshop facilitators were shortlisted, a call for proposals to facilitate sessions was launched in November, and the official website was declared ready for publication by the end of the year (all information regarding the Forum is alternatively available on the [official Forum's website](#)). In terms of the relationship between INQAAHE and the host, the agreement that establishes each party's obligations was shared and discussed, as well as the Forum budget.

... by improving and revising policies.

The **Financial Policy** has been revised, including the responsibilities of the CEO, as well as the procedure for those members with outstanding membership fees and the waiver policy for members facing temporary crisis.

Mandates of each committee and working group are being developed, containing essential information, such as the composition, working methods, function, and responsibilities.

A draft version of the **Anti-Harassment Policy** was presented to the Executive Committee. It is currently under revision.

... by diversifying the Network's funding and revenue model

During 2023, the new Chief Executive Officer redeveloped the funding and revenue model of the Network. Plans to present it to the Board are expected during 2024.

Membership

INQAAHE is a worldwide association with approximately 300 active members in the theory and practice of quality assurance in higher education.

Following the latest amendments to the Constitution and the introduction of a new membership category (ISG Aligned members), a revision of the membership criteria and processes has been undertaken. The [new membership criteria and process](#) wants to ensure quality, accountability, and responsibilities of the applicants and current members in order to keep instilling trust and credibility among the wider HE community. These new criteria were implemented from summer of 2023 onwards.

Currently, INQAAHE offers four categories of membership:

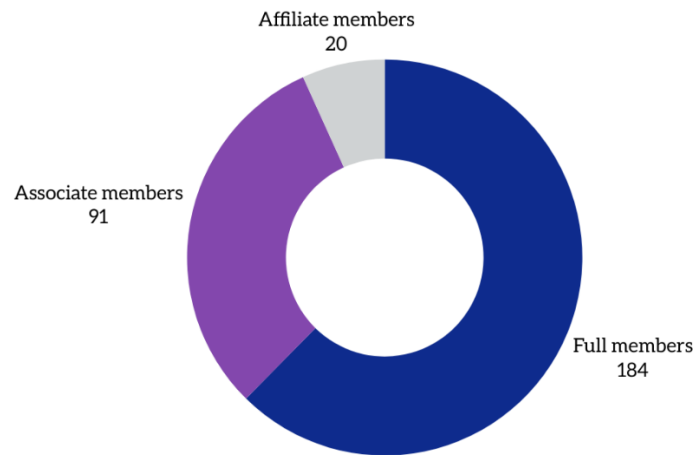
- **GGP ALIGNED MEMBERS** are organizations responsible for assuring the quality of post-secondary provisions – institutions and programs, such as accreditation, audit, or other bodies responsible for the external evaluation of institutions and/or programs, which have successfully undergone the INQAAHE GGP Alignment procedure and whose alignment is current.
- **FULL MEMBERS** are organizations responsible for assuring the quality of post-secondary provisions – institutions and programs, such as accreditation, audit, or other bodies responsible for the external evaluation of institutions and/or programs.
- **ASSOCIATE MEMBERS** are tertiary education institutions or organizations with a major interest in evaluation, accreditation, and quality assurance in higher education, but without the responsibility for assuring the quality of institutions or education programs.
- **AFFILIATE MEMBERS** are individuals with a major interest in evaluation, accreditation and quality assurance in higher education and a proven track record of involvement in tertiary education quality assurance.

Functioning and Organization

During 2023, INQAAHE welcomed 27 new members. As a result of an annual check carried out by the Secretariat, 33 members were removed from the INQAAHE register. 12 of them requested their membership to be discontinued. 22 members were removed due to long outstanding annual fees.

After this annual revision carried out by the Secretariat, the total number of members of the Network (Full, Associate and Affiliate) amounted to 295. QA networks and partners are excluded from this calculation.

Graphic 2. INQAAHE members as of 31 December 2023



Map 1. Distribution of INQAAHE members as of December 31, 2023

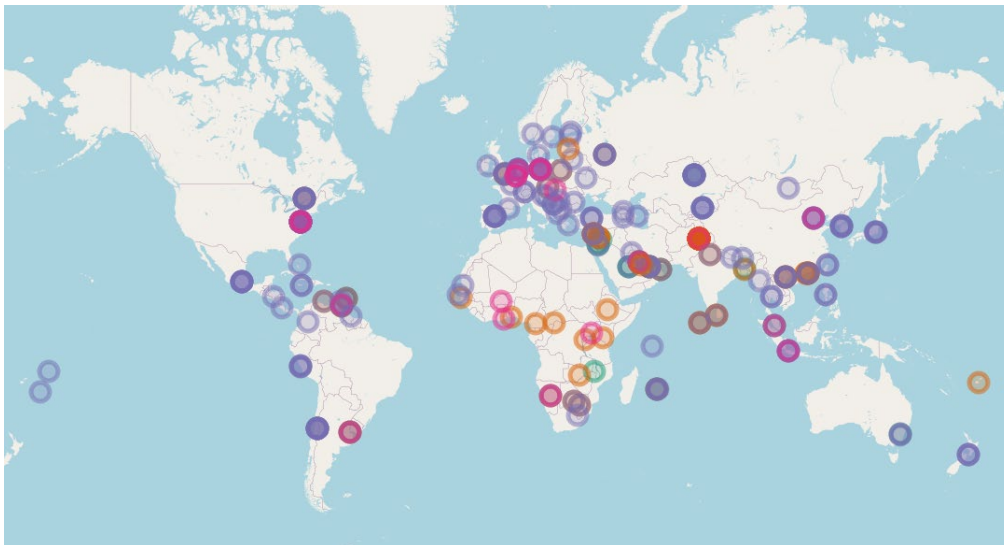


Table 1: New members in 2023 per world region

ORGANISATION	CATEGORY	COUNTRY	WORLD REGION
COLLEGIUM HUMANUM - Warsaw Management University	Associate	Poland	Eastern Europe
Shah Abdul Latif University (SALU)	Full	Pakistan	Asia-Pacific
Abeer Alharbi	Affiliate	Saudi Arabia	Arab States

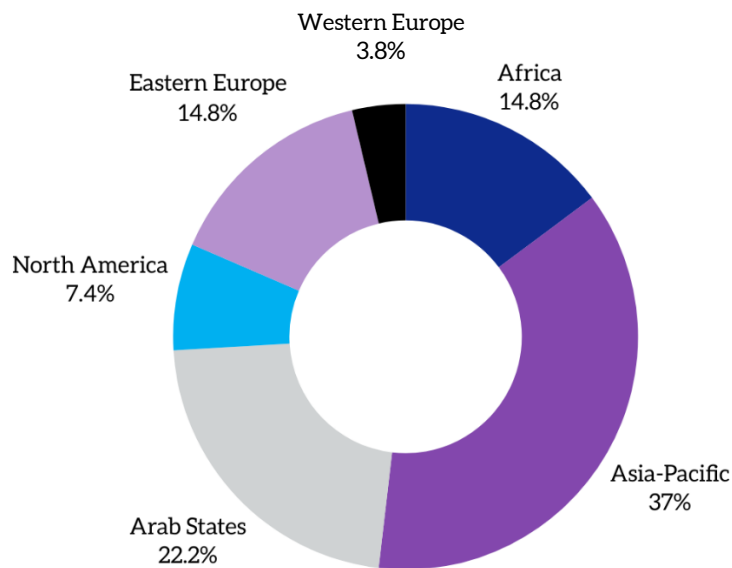
Functioning and Organization

GIFT University	Associate	Pakistan	Asia-Pacific
National Entity for Accreditation and Quality Assurance in Higher Education (NEAQA)	Full	Serbia	Eastern Europe
European Council of Leading Business Schools (ECLBS)	Full	Latvia	Eastern Europe
Pak-Austria Fachhochschule Institute of Applied Sciences and Technology	Associate	Pakistan	Asia-Pacific
Mexican Council for the Accreditation of Medical Education (COMAEM)	Full	Mexico	North America
Mauritanian Authority for Quality Assurance in Higher Education (AMAQES)	Full	Mauritania	Africa
The National Committee for Qualifications and Academic Accreditation (NCQAA)	Associate	Qatar	Arab States
Kesmonds International University (KIU)	Associate	Cameroon	Africa
Independent Institute for Accreditation, Rating and Certification (IARC)	Full	Kyrgyz Republic	Asia-Pacific
Khwaja Fareed University of Engineering & Information Technology	Associate	Pakistan	Asia-Pacific
Rabie'e Al Rashdi	Affiliate	Oman	Arab States
Arab Open University (AOU)	Associate	Lebanon	Arab States
LEPL National Center for Educational Quality Enhancement (NCEQE)	Full	Georgia	Eastern Europe
Bahcesehir Cyprus University	Associate	Cyprus	Western Europe
Institute of Accreditation for Economics, Management, Business and Accounting Programs (LAMEMBA)	Full	Indonesia	Asia-Pacific
Dubai Police Academy	Associate	United Arab Emirates	Arab States
Indonesian Accreditation Agency for Higher Education in Health (IAAHEH)	Full	Indonesia	Asia-Pacific
Livingstone International University of Tourism Excellence & Business Management (LIUTEBM)	Associate	Zambia	Africa
Nghe An university of Economics	Full	Vietnam	Asia-Pacific

Functioning and Organization

Accreditation Council for Education (LAMDIK/ACE)	Full	Indonesia	Asia-Pacific
IBADAT International University Islamabad (IIUI)	Associate	Pakistan	Asia-Pacific
American International Accreditation Association of Schools and Colleges (AIAASC)	Full	United States	North America
Thokozani Bvumbwe	Affiliate	Malawi	Africa
Nibal Sabri	Affiliate	Palestine	Arab States

Graphic 3. New members in 2023 per world region



Exchange and cooperation

Aims to organize and promote interaction and cooperation among members and with other regional QA networks and regional or global partners.

Events, workshops, and webinars

INQAAHE Conference 2023 hosted by the Independent Agency for Quality Assurance in Education (IQAA)

INQAAHE Conference 2023, entitled *Roadmap to Enabling Quality in Tertiary Education 2030*, proudly hosted by the [Independent Agency for Quality Assurance in Education \(IQAA\)](#), took place on 29 May - 1 June 2023 in Astana, Kazakhstan.



More than 200 participants from 58 countries, from Grenada to Samoa through Lesotho and Bhutan, attended the event which was delivered in a hybrid mode.

During the first day, INQAAHE was delighted to count on the following pre-Conference workshops:

1. *Flexible Learning Pathways (FLP) in Higher Education - What Challenges and What Solutions for External Quality Assurance (EQA) Agencies?*, facilitated by Dr. Michaela Martin
2. *INQAAHE's International Standards and Guidelines for Quality Assurance in Tertiary Education (ISG)*, facilitated by Dr. Susanna Karakhanyan and Dr. David Woodhouse;
3. *Developing a Training Program for Evaluators and Team Leaders*, facilitated by Dr. Michael K. J. Milligan; and
4. *Quality Assurance for Digital Learning Environments: Strengthening QA Systems in Higher Education at Regional, National, and Institutional Levels to Ensure Academic Quality and Student Success*, facilitated by Dr. Yaping Gao, Dr. Deb Adair, and Mr. Bowen TAN.

The Conference sessions were organized into four different sub-themes:

1. Fostering quality of flexible learning pathways;
2. Digitalization of teaching and learning without compromising quality;
3. Quality assurance of cross-border education, and
4. Core values and quality of higher education.

Exchange and Cooperation

On May 29, INQAAHE organized a meeting with the Regional Networks to strengthen mutual efforts and experiences in their common sphere. INQAAHE believes in joining forces for the benefit of the QA community, so the Regional Networks Meeting aimed to shape such engagements in the future. The meeting, held on-site and remotely, was structured around a series of discussions facilitated by INQAAHE and based on the interventions of the on-site and remote networks. Moreover, several posters' presentations took place during coffee breaks.

During the Conference, all participants benefited from a wide social programme, facilitated by the Conference host and sponsors [KazMunayGas](#), the [Education & Training Evaluation Commission \(ETEC\)](#), [Astana Development](#), and [Kazakh Tourism](#). This programme included activities such as the Gala dinner, tour of the Nur Alem Museum of the Future Energy at the Sphere (AIFC), visit of universities (Nazarbayev University/M. Narikbayev KAZGUU University), visit to the Astana Opera and, finally, a city tour.

The compilation of all papers presented during INQAAHE Conference 2023 is available [on INQAAHE's website](#).

Recordings of all pre-Conference workshops and sessions are available on the dedicated INQAAHE [YouTube playlist](#).

Planning for [INQAAHE Forum 2024](#), to be hosted by the Romanian Agency for Quality Assurance in Higher Education (ARACIS) (ARACIS)

During the 2022 General Assembly Meeting in June, the INQAAHE members voted for Forum 2024 to take place in Bucharest (Romania), hosted by the [Romanian Agency for Quality Assurance in Higher Education \(ARACIS\)](#).

2024 INQAAHE Forum will be held in Bucharest, Romania, between **10-12 June 2024** with the theme being *Transforming Society: Social Responsibility through Quality Assurance of Tertiary Education*, which will be explored through the following sub-topics:

1. Fostering Civic Engagement;
2. Bridging the Gap to Quality Education for All;
3. Designing Curricula for Societal Impact; and
4. Fostering Opportunities for All Ages.



The venue will be the University POLITEHNICA of Bucharest (UPB) and the host will count with the support of the Romanian Ministry of Education.

The Forum will open-up a range of opportunities for participants to delve deeper into these themes and issues through pre-Forum workshops, Interactive-Forum Sessions, a Regional Networks Meeting and Networking opportunities. The [Call for Proposals](#) was launched in November with a deadline for submissions extended until the end of January 2024.

More information about the Forum 2024 is available [on the official event's website](#). A promotional video on the Forum is also available on YouTube. [> Watch video](#).

Selection of host for INQAAHE Conference 2025

The INQAAHE Board sought expressions of interest from member agencies to host INQAAHE Conference 2025 in October of 2022. Preferences for hosting this event were given to East and Southeast Asia; South America and the Caribbean; North America; and Francophone Africa.

Exchange and Cooperation

During the 2023 General Assembly Meeting held in Astana (Kazakhstan) under the frame of INQAAHE Conference 2023, proposals to host this event were formally presented by the different applicants. INQAAHE members later on electronically voted for Conference 2025 to take place in **Tokyo (Japan)**, hosted by the [Japan University Accreditation Association \(JUAA\)](#). The proposed venue is the Akasaka Intercity Conference Center. The [Japan National Tourism Organization \(JNTO\)](#) and the [Ministry of Education, Culture, Sports, Science and Technology \(MEXT\)](#) will be sponsoring the event. > [Read more](#).

Bid for INQAAHE Forum 2026

In November, the INQAAHE Board launched the call to host INQAAHE Forum 2026, seeking expressions of interest from member agencies. Preferences for hosting this event are given to the Pacific, South America and the Caribbean, Arab States, North America, and Africa regions. Letters of intent and preliminary proposals can be submitted until **January 31, 2024**. Further information and details are available in the [official call to host INQAAHE Forum 2026](#).

INQAAHE Talks

The INQAAHE TALKS is an ongoing series of webinars focusing on global and regional issues presented by local and international experts providing insight and foresight on QA matters. Through this free series, INQAAHE aims to connect the membership with the broader international higher education community to discuss today's pressing issues. More information regarding these sessions is available on section *Capacity Building* of this report.

During 2023 INQAAHE strengthened its relationship with regional partners in the form of Memoranda of Understanding. Specific MoUs were signed with [Red de Asociaciones Latinoamericanas y Caribeñas de Universidades Privadas \(REALCUP\)](#) and [Red Iberoamericana para el Aseguramiento de la Calidad en la Educación Superior \(RIACES\)](#), both located in the Latin America and Caribbean region. Agreements with more networks are currently in the pipeline.

To enhance the visibility of INQAAHE, Board Directors and the CEO participated in different in-person and online events throughout the year:

Table 2: Event participation through 2023

EVENT	ORGANISATION	MODALITY	WORLD REGION	BOARD DIRECTOR(S) AND ROLE(S)
Kansai University IIGE International Forum 2023	Kansai University's Institute for Innovative Global Education (IIGE), Japan	Online	Asia-Pacific	Susanna Karakhanyan, Speaker
CHEA/CIOG Annual Conference 2023	Council for Higher Education Accreditation (CHEA), United States	In-person	North America	Deborah Adair, Susanna Karakhanyan, and Fabrice Hénard, Speakers.

Exchange and Cooperation

				Session on INQAAHE's ISGs.
NCHE 11th Public Lecture	National Council for Higher Education's (NCHE), Namibia	In-person	Africa	Susanna Karakhanyan, Lecturer. Lecture on <i>Enhancing Higher Education System Performance and Efficiency Through Minimum Standards</i> .
CEENQA's sixteenth bi-monthly meeting	Central and Eastern European Network of Quality Assurance Agencies in Higher Education (CEENQA), Germany	Online	Central and Eastern Europe	Fabrice Hénard, Presenter. Presentation of the ISG as well as the reviews of EQAAs that INQAAHE will organize shortly.
Meeting with the Executive Secretary of ANAQ-SUP and the President of RAFANAQ	Autorité Nationale d'Assurance Qualité de l'enseignement Supérieur (ANAQ-SUP); Réseau Africain Francophone des Agences Nationales d'Assurance Qualité (RAFANAQ), Senegal	In-person	Africa	Deborah Adair, Visitor. Meeting to discuss the prospects for cooperation between all organizations.
4 th Exchange Day on the Evaluation of Higher Education Programmes	HEC Montréal , Canada	Online	North America	Fabrice Hénard, Speaker. Presentation on <i>The impact and implications of quality assurance for employability</i> .
Visit to National Authority for Quality Assurance and Accreditation of Education (NAQAEE)	National Authority for Quality Assurance and Accreditation of Education (NAQAEE), Egypt	In-person	Africa	Fabrice Hénard, Visitor. Meeting to discuss the need to embark on a journey of enhanced cooperation.
Webinar with the director of the	AMAQUEN Foundation, Morocco	Online	Africa	Fabrice Hénard, co-facilitator.

Exchange and Cooperation

AMAQUEN Foundation				<p>The discussions focused on INQAAHE's possible contributions to advancing quality assurance in Morocco, the broader Maghreb region, and sub-Saharan Africa.</p>
<p>International Conference on Quality Assurance in Dakar</p>	<p>Agence Universitaire de la Francophonie (AUF), UNESCO, the National Quality Assurance Authority for Higher Education, Research and Innovation (ANAQ-Sup), and Réseau Africain Francophone des Agences Nationales d'Assurance Qualité (RAFANAQ), Senegal</p>	<p>Onsite</p>	<p>Africa</p>	<p>Fabrice Hénard, Speaker.</p> <p>The CEO engaged in a thought-provoking conversation with fellow experts about the critical challenges facing QA and the need to operationalize the UNESCO regional conventions on the recognition of qualifications.</p>
<p>AfriQAN Quality Assurance Network Conference 2023</p>	<p>Southern African Quality Assurance Network (SAQAN)</p>	<p>Onsite</p>	<p>Africa</p>	<p>Sylvia Demas, speaker.</p> <p>Her presentation enhanced the participants' understanding of the II Global Study survey and generated discussions on how the study can be better coordinated in the African region.</p>
<p>UN Climate Change Conference (UNFCCC COP28)</p>	<p>UNESCO IESALC, United Nations Office for South-South Cooperation (UNOSSC), and the University of Helsinki, in collaboration with Education Above All, The International Network for Quality Assurance Agencies in Higher Education (INQAAHE), Una Generacion, Global</p>	<p>Onsite</p>	<p>Arab States</p>	<p>Susanna Karakhanyan, panelist.</p> <p>INQAAHE's Immediate Past President participated in the second panel discussion on <i>Focus on Higher Education Institutions and Youth</i>.</p>

Exchange and Cooperation

	Student Forum, and the UNESCO SDG4 Youth & Student Network			
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The Chief Executive Officer established contact with the Higher Education section of UNESCO in their headquarters, in Paris (France). Contact was also made with UNESCO IESALC through its director. In fact, this section of UNESCO joined the II Global Study team in 2023 along with the International Association of Universities.

To promote interaction and cooperation among members the CEO engaged in different events.

Table 3: Meetings with partners, members and QA stakeholders through 2023

EVENT	ORGANISATION	MODALITY	WORLD REGION	BOARD DIRECTOR(S) AND ROLE(S)
Meeting for potential partnerships	Education and Training Evaluation Commission (ETEC), Saudi Arabia	Online	Arab States	Fabrice Hénard
Meeting: applying for INQAAHE Membership and interested in ISG	National Committee for Qualifications and Academic Accreditation (NCQAA), Qatar	Online	Arab states	Fabrice Hénard Susanna Karakhanyan
Meeting with APQN President, for upcoming partnerships and INQAAHE Talks	Asia-Pacific Quality Network (APQN)	Online	Asia-Pacific	Fabrice Hénard
Meeting with the Global Student Forum, for possible partnerships	Global Student Forum (GSF)	Online	Global	Fabrice Hénard
Meeting with ACTT's chair, also CANQATE's President, on potential cooperation on ISG alignments.	Accreditation Council of Trinidad and Tobago (ACTT), Trinidad and Tobago Caribbean Area Network for Quality Assurance in	Online	Latin America and the Caribbean	Fabrice Hénard

Exchange and Cooperation

	Tertiary Education (CANQATE)			
Meeting with UNESCO IESALC, for possible partnerships on micro-credentials.	UNESCO International Institute for Higher Education in Latin America and the Caribbean (IESALC)	Online	Latin America and the Caribbean	Fabrice Hénard
Meeting with IAU on potential cooperation in internal quality assurance and future involvement on INQAAHE Talks	International Association of Universities (IAU)	Online	Global	Fabrice Hénard
Meeting with this company to discuss on being potential funders for upcoming INQAAHE events and activities	uPlanner	Online	Global	Fabrice Hénard
Meeting with SINAES to discuss on the possible cooperation on the agency on workshops and INQAAHE Talks, and their interest on being ISG aligned	Sistema Nacional de Acreditación de la Educación Superior (SINAES), Costa Rica	Online	Latin America and the Caribbean	Fabrice Hénard
Meeting with the Groningen Declaration Network for potential cooperation on quality assurance of digital credentials	Groningen Declaration Network (GDN)	Online	Global	Fabrice Hénard

As usual, INQAAHE allocated part of its budget to assist members from least developed countries to attend INQAAHE Conferences and Fora. A [call for funding](#) was launched for members wishing to apply for financial support from INQAAHE to attend the Biennial Conference 2023. Four INQAAHE members were granted 2,500 USD to attend the event in Astana in person.

Capacity building

Aims to improve the capacity of members to perform their tasks according to continuous quality principles.

Marjorie Peace Lenn Center

The Marjorie Peace Lenn Center serves as INQAAHE's center for learning and research. Through its partnership with MaxKnowledge, it provides training curriculum for quality assurance professionals and university staff in a self-paced, on-line learning format. INQAAHE's learning center also offers training courses for QA professionals in an on-line learning format, among other resources. The curriculum is available to INQAAHE members, for free or a small fee, depending on the course at inqaahelearn.org.

In 2022 the initiative to host a webinar series designed to provide international perspectives on regional issues and broader discussions on global issues was materialized through the INQAAHE Talks sessions.

INQAAHE Talks sessions

After its second year, the [INQAAHE TALKS](#) were established as the periodic online appointment for experts and interested professionals in QA matters.

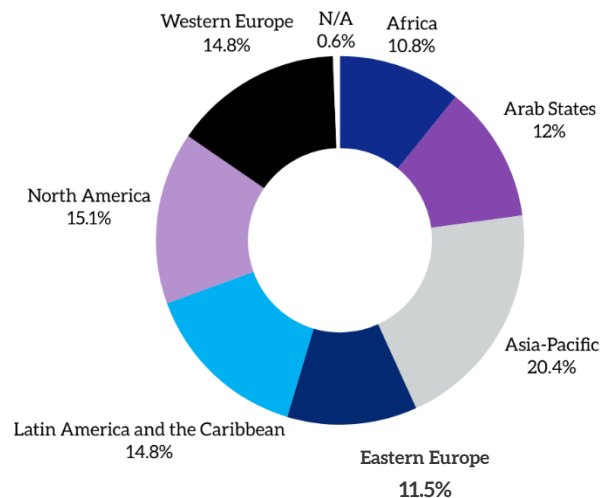


During 2023, the following **INQAAHE Talks** were broadcasted:

1. **ISG: A Global Perspective and Benefits**, on January 24, and led by tertiary education global experts who reflected on the changing paradigm of tertiary education and the role of the INQAAHE new International Standards and Guidelines for Tertiary Education Quality Assurance (ISGs). More information on this session is available on [INQAAHE's website](#).

324 participants joined this session, most of them from Asia-Pacific.

Graphic 4. Registered participants per region, session 1



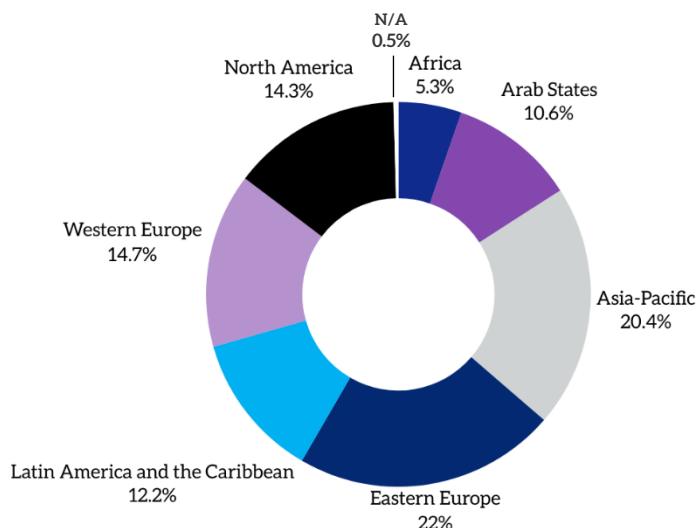
You can watch the recording of this session [here](#).

Capacity Building

- 2. Academic Integrity: Safeguarding Trust in Higher Education**, on March 29. This INQAAHE Talk explored today's growing challenges to Academic Integrity from different perspectives and contributed to raise awareness about different forms that threats to academic integrity can take, and the responses available to the international education community. More information on this session is available on [INQAAHE's website](#).

245 people registered for this session, the majority of them coming from Eastern Europe and Asia-Pacific regions.

Graphic 5. Registered participants per region, session 2



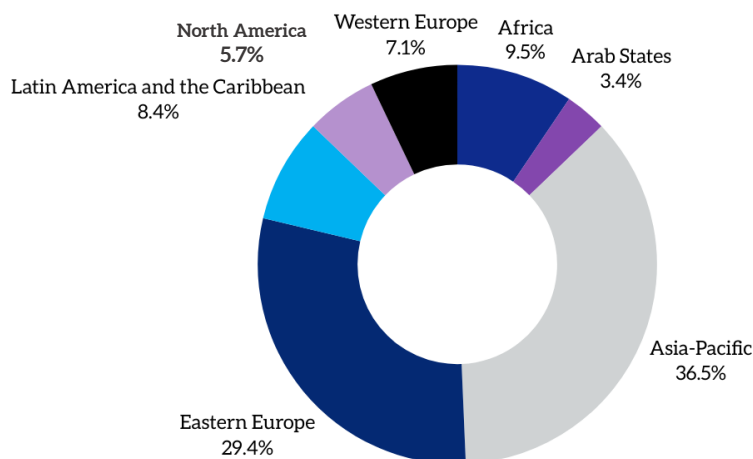
The recording of this session is available [here](#).

- 3. Building a Global Culture of Quality: the Role of Students in QA**, on May 8, in partnership with the [Global Student Forum \(GSF\)](#). The session provided a theoretical and practical discussion of student engagement activities in both internal and external quality assurance. More information on this session is available on [INQAAHE's website](#).



296 participants attended this session, with a significant participation from representatives of the Asia-Pacific region.

Graphic 6. Registered participants per region, session 3



The recording of this session is available on [INQAAHE's YouTube channel](#).

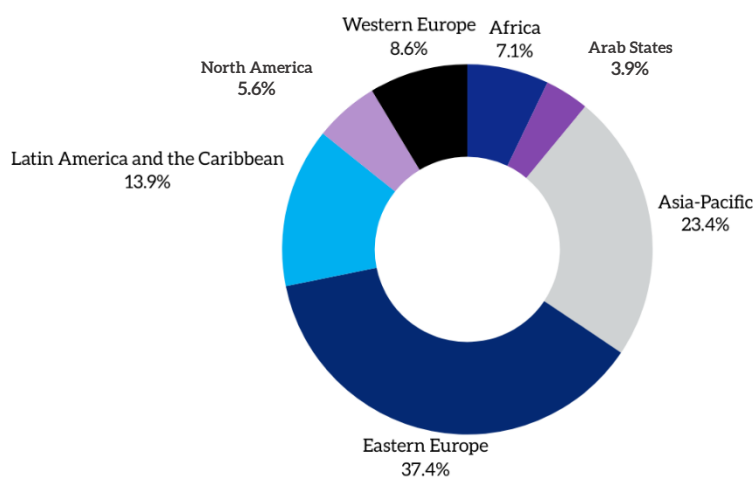
Capacity Building

- Navigating the Future of Learning: Recognizing Micro-Credentials**, on September 28 and October 6. This INQAAHE Talks sought to foster a dialogue among QA practitioners from diverse regions (Hong Kong-China, Japan, the European Higher Education Area and Ontario-Canada) and to shed light on the efforts of tertiary education institutions, policymakers, and QA organizations, who are diligently working to craft frameworks and guidelines that enhance the recognition and uphold the quality of micro-credentials.

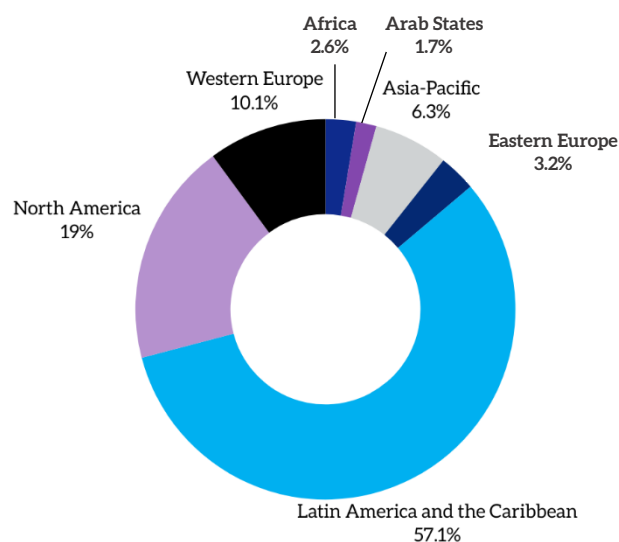
Because of the interest on this topic and to accommodate colleagues from different world regions, an additional edition of this session was scheduled in the fourth quarter of 2023, with simultaneous interpretation in English and Spanish. More information on both editions of this session is available [here](#) (1st edition) and [here](#) (2nd edition).

In total, 684 people registered for both sessions (337 and 347, respectively). The first edition was highly attended by Eastern European representatives while Latin American and the Caribbean representatives mainly attended the second one.

Graphic 7. Registered participants per region, session 4 (first edition)



Graphic 8. Registered participants per region, session 4 (second edition)

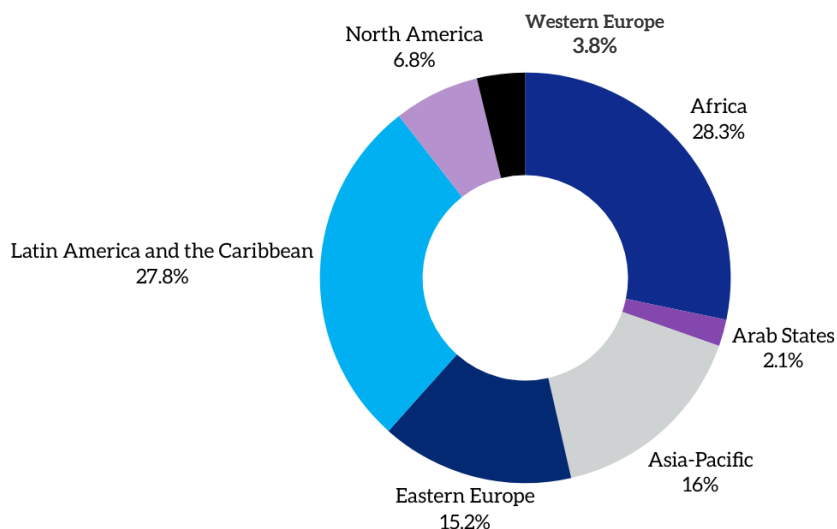


The recording of the first edition of this session is available [here](#). The second edition is available [here](#).

- Unlocking the potential of Quality Assurance in Tertiary Education to trigger Employability**, on November 30. This INQAAHE Talks discussed on how both Internal and External Quality Assurance can serve as powerful tools in bridging the gap between tertiary education and the workforce. More information on this session is available on [INQAAHE's website](#). 237 participants registered for this session.

Capacity Building

Graphic 9. Registered participants per region, session 5

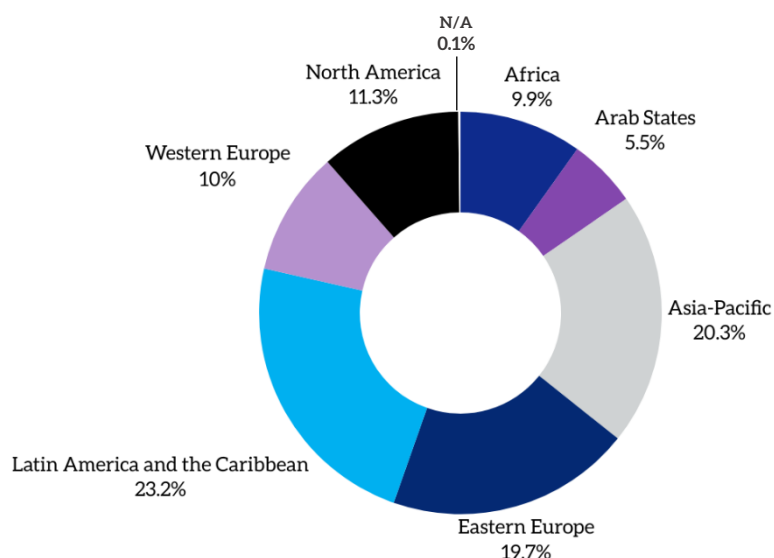


The recording of this session is available on [INQAAHE's YouTube channel](#).

Recordings of all Talks are available on [INQAAHE's YouTube dedicated playlist](#).

After examining the attendees to each INQAAHE Talk, these are the total figures:

Graphic 10. Total registered participants per region, all sessions



In general, representatives from the Latin America and the Caribbean region, closely followed by Asia-Pacific and Eastern Europe representatives, registered for these sessions the most.

INQAAHE Funding Scheme

As part of the INQAAHE's Strategic Plan 2023-2027 objectives (bolstering research in the realm of quality assurance and fostering the development of membership capacity), and to better serve members and ensure INQAAHE adds value to the operations and functions of its membership, the Board offers the INQAAHE Funding Scheme.

This program was updated in 2023, and the current edition reflects these changes. The 2023-2024 call for proposals was launched in October to support projects to foster the capacity building and enhance the quality assurance activities of its members, and research in the field of quality assurance.

Capacity Building

The [INQAAHE Funding Scheme](#) (IFS) envisions provision of small grants to INQAAHE members on a competitive basis to promote implementation of innovation and enhancement projects of quality assurance systems worldwide. In 2023, the INQAAHE Funding Scheme was announced under the following two windows with a total allocation of USD \$12,500.

Window 1: initiatives to open proposals submitted by the INQAAHE Board of Directors for promoting quality assurance at the global level in general and visibility and enhancement of INQAAHE in line with its strategic priorities. No budget is currently allocated for this window.

Window 2: to address major issues related to capacity building of INQAAHE members.

- **Capacity building:** INQAAHE allocated 10,000 USD to subsidy projects or initiatives that support the capacity building and enhancement of quality assurance activities of Network's members.

Table 4: Capacity building projects launched in 2023

ORGANISATION	COUNTRY	TOPIC	CALL	STATUS
Center for Education Accreditation, Vietnam National University, Hanoi (VNU-CEA)	Vietnam	Center for Education Accreditation, Vietnam National University, Hanoi	2022-2023	In progress

Window 3: to address innovation and research related activities in line with the INQAAHE strategic priorities.

- **Research and Innovation:** INQAAHE allocated 2,500 USD to support projects or initiatives that will reinforce research in the field of quality assurance of members of the Network.

Table 5: Research and innovation projects launched in 2023

ORGANISATION	COUNTRY	TOPIC	CALL	STATUS
The Romanian Agency for Quality Assurance in Higher Education (ARACIS)	Romania	Academic Ethical and Integrity Conduct Supported by QAAs	2022-2023	In progress

Online Access to the Journal Quality in Higher Education

INQAAHE partners with Taylor & Francis to provide its members with access to the lead journal in higher education quality assurance – *Quality in Higher Education*. INQAAHE members used to receive hard copies of the [Journal Quality in Higher Education](#) three times per year for more than 10 years. Starting in 2021, INQAAHE negotiated **online access** to the journal for its members. The members need a Taylor & Francis Online account to access the journal.

Specific consultancy

In 2023, INQAAHE started a review project commissioned by the Qatar Ministry of Higher Education to assess the quality standards, operational procedures and organization of the NCQAA (in charge of National Qualifications Framework and Accreditation), established in 2022. The review includes analysis of tertiary education policies, NQF, NQCAA resources, remote and on-site interviews conducted in December of 2023, and mapping of existing mechanisms using ISGs. The project is entitled *Review of New QA Modalities in Qatar* and is expected to be completed before mid-2024.

ISG Reviews and Recognition

Provides reference points (ISG, GGP) and organizes external reviews, database for external reviewers and Global EQAP Register. ISG Reviews furthermore aim to signal trustworthiness of EQAP.

Guidelines of Good Practice: Manifestation of quality

The professional practices that INQAAHE believes should be embedded in all quality agencies are set out in its [Guidelines of Good Practice in Quality Assurance](#) 2016 (commonly referred to as GGP). The purpose of the GGP is to promote good practice for internal and/or external quality assurance. The GGP include six sections:

- Section I: The structure of the External Quality Assurance Agency (EQAA)
- Section II: Accountability of the EQAA
- Section III: The EQAA’s framework for the external review of quality in higher education institutions
- Section IV: The EQAA and its relationship to the public
- Section V: Decision making
- Section VI: The QA of cross border higher education

During 2023, the following agencies were aligned with the GGPs:

Table 6: GGP Alignment Procedures in 2023

QA Body	Acronym	Country	Region	PATHWAY	PERIOD OF ALIGNMENT
National Accreditation Council	CNA	Colombia	Latin America and the Caribbean	Review	12 January 2023 - 2028
Agency for Quality Assurance in the Catalan University System	AQU Catalunya	Spain	Western Europe	Recognition	12 January 2023 - 12 December 2027
National Commission for Evaluation and Accreditation	CONEAU	Argentina	Latin America and the Caribbean	Review	10 March 2023 - 2028
Japan University Accreditation Association	JUAA	Japan	Asia-Pacific	Review	10 March 2023 - 2028
Aragon Agency for Quality Assurance and Strategic Foresight	ACPUA	Spain	Western Europe	Recognition	10 March 2023 - 2026

ISG Reviews and Recognition

Hong Kong Council for Accreditation of Academic and Vocational Qualifications	HKCAAVQ	Japan	Asia-Pacific	Recognition	25 July 2023 - 2026
National Accreditation Commission	CNA	Chile	Latin America and the Caribbean	Review	7 December 2023 -2028
Commission for Academic Accreditation	CAA	United Arab Emirates	Arab States	Review	Follow-up
The Office for National Education Standards and Quality Assessment	ONESQA	Thailand	Asia-Pacific	Review	In progress

Moving from GGP to ISG

Launched in 2022, the INQAAHE's [International Standards and Guidelines for Quality Assurance in Tertiary Education \(ISGs\)](#)

have been on the rise as around nine quality assurance providers/accreditors from diverse regions globally expressed interest in alignment with them. Apart from alignment with the

baseline standards, the interest around modules of standards regarding Short-Learning Programs/Microcredentials, Cross-border Quality Assurance and Cross-Border Education, and Quality Assurance of Online Education are gaining popularity. In 2023, more quality assurance bodies and accreditors applied for initial orientation meetings to get deeper insights into the specifics of the new ISGs. INQAAHE formally met with and supported member and non-member agencies from Latin America and the Caribbean and North America. Parallely, INQAAHE planned a series of trainings for its pool of external reviewers as the first ISG procedures launch in second half of 2023.



To promote mutual recognition of external review outcomes, INQAAHE refined its ISGs recognition procedure (i.e., the Recognition of Prior Review pathway) and all of its foreseen pathways and explored the most optimal avenues for conducting joint review procedures with other external reviewers of quality assurance providers.

Towards diversification, relevance, transformation, and recognition

By transitioning to the ISGs, INQAAHE enters the next level of its services to the global QA community by extending its recognition reviews of external QA providers/accreditors to QA bodies outside its membership. With this aim, INQAAHE offers three pathways for recognition of EQA bodies/accreditors:

- **ISG Recognition:** Full review by INQAAHE external reviewer panel.
- **Recognition of Prior Review:** Alignment with ISGs based on an external review conducted by another reputable organization.
- **Joint Recognition Review:** Review conducted by INQAAHE with a reputable organization.

ISG Reviews and Recognition

In addition to the baseline standards, the ISGs provide three elective modules of standards tailored to an EQAP's profile and mandate seeking external assessments in the areas of i) Cross-border education and cross border QA, ii) short learning programmes /micro-credentials, and iii) online/blended provisions.

The 2022 version of the ISGs is designed with a modular approach to enable appropriate recognition of diverse tertiary education endeavours and QA provisions based on their specific profiles including consideration of the enhancement continuum of EQAPs. Thus, the ISGs evolve around three major sections:

Section 1: *Baseline standards* relate to all quality assurance providers and accreditors regardless of their specific field of operations.

Section 2: Sets of *thematic standards* cater to specific profiles of EQAPs, enabling due recognition of the increasing diversity of tertiary education and QA providers.

- **Module 1:** Cross-border quality assurance and quality assurance of cross-border education;
- **Module 2:** Quality assurance of short learning programmes;
- **Module 3:** Quality assurance of distance education (online and blended).

Section 3: *Guiding principles* promote continuous enhancement of EQAPs.

In 2023 the [Procedures Manual](#) of the ISG were published, detailing the overall procedure of these alignments. The final version of the ISG is publicly available on [INQAAHE's website](#) which also include the standards and guidelines.

During 2023, initial conversations on the initiative and methodology to establish and operationalize an Independent Decision-Making Body (IDMB) were undertaken. This body is planned to bring in expertise from key stakeholders and global thought leaders in TE. The methodology proposes includes, but is not limited to, a comprehensive stakeholder consultation prior to its finalization and submission to the INQAAHE Board for approval.

Conversations on a Global Quality Assurance Register (GQAR) were also discussed, as part of an initiative mentioned in the 2023-2027 Strategic Plan. The purpose of the GQAR is to offer a global platform for credible, and registered, quality assurance providers, which will serve as a transparent tool for all higher education stakeholders at large and will also serve to promote recognition of QA outcomes.

Contribution to the Body of Knowledge

Aims to promote research and evidence-based analysis on quality assurance. It provides opportunities for members to engage in scholarly work for the benefit of the community as a whole and to meet their own needs.

II Global Study

Launched by UNESCO as a series of cyclical scoping studies on external quality assurance, INQAAHE inherited this decade long tradition in 2018 by turning it into its **flagship project** – *Global Trends in Tertiary Education Quality Assurance: Internal and External QA*. INQAAHE has committed to deliver the Global Trends on a **cyclical basis** and by closely collaborating with regional QA networks, university associations and lead tertiary education experts. Currently, around 57 experts representing both external QA and TEIs are engaged in producing the regional chapters, which will feed into the chapter on cross-regional trends.



INQAAHE
II Global Trends in Tertiary
Education Quality Assurance

The I Global Study, [published in 2020 by BrillSense](#), proved to set firm grounds for understanding trends, challenges, identifying opportunities, hence building an empirical historical base for quality assurance in tertiary education globally and benefiting education communities. The II Global Study, launched in 2022, is planned to be published as a book in 2025 – an **open source** to ensure wider and deeper benefits. The success of the Global Study has proven to benefit the global community of tertiary education policymakers, international organizations (e.g., UNESCO), tertiary education leaders, quality assurance professionals, students and faculty and tertiary education community at large. One of the key benefits is the resultant recommendations of the study, that feed into prospective investments for each region.

The first phase of the II Global Study revolved around literature review and document analysis and was launched in all seven regions – Africa, Arab States, Asia-Pacific, Eastern Europe, Latin America and Caribbean, North America, and Western Europe, led by each regional leader. A survey addressed both to **external quality assurance providers (EQAPs)** and internal quality assurance (IQA) of **tertiary education institutions (TEIs)** was launched in October 2023 and started the data collection phase of the current edition of the Study. The survey was **multilingual**, allowing each respondent to pick their preferred language from English, French, Spanish, Arabic, Russian, Chinese (traditional and simplified) and Portuguese, to ensure broader and wider outreach. Periodic meetings with regional leaders and also all participants of the study were scheduled during the year to closely monitor these initiatives.

The II Global Study will continue its different phases (data analysis, and stakeholder consultation to name a couple) during 2024.

An explanatory video on the Global Study is available on INQAAHE's YouTube channel. [> Watch video.](#)

Financial Statements

General Information

These financial statements include all transactions and balances for the financial year 2023, from January 1 until December 31, following the accrual accounting method.

Following with the obligations that emerged in 2022 after INQAAHE established a delegation of the Network in Spain, in 2023 two different accounting systems were used: one for INQAAHE New Zealand (in USD) and another for INQAAHE Spain (in EUR). For reporting purposes and to be as transparent as possible with the real situation of INQAAHE at an accounting level, figures of both accounting systems have been merged and are commented in this report.

Statement of Financial Position

As of December 31, 2023:

	2023	2022	2021
Bank Accounts	\$706,397	\$758,770	\$612,799
Accounts Receivable	\$31,327	\$42,968	\$99,265
Other Current Assets	\$19	\$25	\$48
Fixed Assets	\$1,668	\$2,338	\$749
ASSETS	\$739,412	\$804,101	\$712,860
Accounts Payable	\$25,752	\$27,569	\$8,257
Spanish Personnel commitments	\$6,374	\$5,980	-
Grant Agreement commitments	\$29,500	\$23,500	\$16,500
LIABILITIES	\$61,626	\$57,049	\$24,757
Net Assets	\$843,316	\$688,196	\$682,134
Retained Earnings	(\$98,878)	(\$92)	(\$93)
Net Revenue	(\$66,652)	\$58,948	\$6,062
EQUITY	\$677,786	\$747,052	\$688,104
LIABILITIES AND EQUITY	\$739,412	\$804,101	\$712,860

INQAAHE' Statement of Financial Position is broken down into three main categories: Assets, Liabilities and Equity.

- **Assets:** which include the different bank accounts INQAAHE has in Spain, Accounts Receivables, and Current and Fixed Assets.
- **Liabilities:** which include Accounts Payable, commitments related to INQAAHE Spain staff, and Other Current Liabilities (directly linked to the Funding Scheme grants).
- **Equity:** based on the difference between liabilities and assets of the Network.

The detailed Financial Position of the Network is as follows:

Financial Statements

	2023	2022	2021
ASSETS			
Current Assets			
Bank Accounts			
Cash on hand - USD	-	-	\$520
Checking - EUR	\$13,032	\$53,804	\$3,945
Checking - USD	\$693,311	\$704,934	\$608,333
Related entities	\$55	\$32	-
Total Bank Accounts	\$706,397	\$758,770	\$612,799
Accounts Receivable			
Accounts Receivable (A/R)	\$54,593	\$52,154	\$178,358
Less Doubtful Accounts	(\$23,266)	(\$9,186)	(\$79,093)
Total Accounts Receivable (A/R)	\$31,327	\$42,968	\$99,265
Total Accounts Receivable	\$31,327	\$42,968	\$99,265
Other Current Assets			
Due from Agency	\$19	\$25	\$48
Total Other Current Assets	\$19	\$25	\$48
Total Current Assets	\$737,743	\$801,762	\$712,111
Fixed Assets			
Accumulated Depreciation	(\$1,800)	(\$1,067)	(\$598)
Accumulated Depreciation (IA)	(\$21,072)	(\$21,072)	(\$20,829)
Computer Hardware	\$3,468	\$3,406	\$1,104
Computer Software	\$21,072	\$21,072	\$21,071
Investment Accounts			
Investment in INQAAHE Spain	-	-	-
Total Investment Accounts	-	-	-
Total Fixed Assets	\$1,668	\$2,338	\$749
TOTAL ASSETS	\$739,412	\$804,101	\$712,860
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable (A/P)	\$25,752	\$27,569	\$8,257
Total Accounts Payable	\$25,752	\$27,569	\$8,257
Other Current Liabilities			
Spanish Personnel commitments	\$6,374	\$5,980	-
Total Spanish Personnel commitments	\$6,374	\$5,980	-
Grant Agreement Commitments			
Capacity Building Grants	\$22,000	\$6,000	\$4,000
Research and Innovation Grants	\$7,500	\$17,500	\$12,500
Total Grant Agreement Commitments	\$29,500	\$23,500	\$16,500
Total Other Current Liabilities	\$29,500	\$23,500	\$16,500
Total Current Liabilities	\$61,626	\$57,049	\$24,757
Total Liabilities	\$61,626	\$57,049	\$24,757
Equity			
Net Assets	\$843,316	\$688,196	\$682,134
Retained Earnings	(\$98,878)	(\$92)	(\$93)
Net Revenue	(\$66,652)	\$58,948	\$6,062
Total Equity	\$677,786	\$747,052	\$688,104
TOTAL LIABILITIES AND EQUITY	\$739,412	\$804,101	\$712,860

Financial Statements

Statement of Activity

From January to December 2023:

	2023	2022	2021
Membership fees	\$234,648	\$266,816	\$254,031
GGP and ISG Alignments	\$52,250	\$50,250	\$38,250
Grants and Consultations	\$15,600	\$42,990	\$29,663
Events	\$15,758	\$15,187	\$28,165
Sponsorships	-	\$14,000	\$300
Other Revenue	\$1,113	\$75	\$52
TOTAL REVENUE	\$319,369	\$389,318	\$350,461
Employee Compensation and Benefits	\$211,425	\$73,699	-
Funding Scheme Grant Expenses - Commitments	\$13,000	\$17,846	\$14,654
Professional Fees	\$52,098	\$82,427	\$144,619
Office/General Administrative Expenditures	\$22,633	\$19,070	\$6,935
Event related Expenditures	\$7,500	\$10	\$13,170
Board & Committee related Expenditures	\$17,393	\$13,472	\$9,292
Travel and Entertainment - General	\$1,865	-	-
Other Expenses	\$60,105	\$123,845	\$155,675
TOTAL EXPENDITURES	\$386,020	\$330,370	\$344,345
Net Operating Revenue	(\$66,652)	\$58,948	\$6,116
Other Expenditures	-	-	(\$54)
RESULT	(\$66,652)	\$58,948	\$6,062

INQAAHE' Statement of Activity is broken down into two main categories: Revenue and Expenditures.

- **Revenue:** which includes the different sources of revenue for the Network: Membership fees mainly, GGP Alignment procedures, fees received from Grants and Consultations, income generated by INQAAHE Events, Sponsorships and Other.
- **Expenditures:** which include Expenses related to employees, INQAAHE Funding Scheme grants and scholarships, Fees from External Professionals that support the general operations of the Network, Office and Event related expenditures, expenses directly linked to INQAAHE's Board and Travel, and Other which includes expenses related to bad debt, bank charges, mainly.

The detailed Activity of the Network is as follows:

Financial Statements

	2023	2022	2021
REVENUE			
Membership fees	\$225,918	\$179,624	\$242,937
LIC/LDC annual membership fee	\$4,230	\$3,799	\$5,094
Regularised fees	-	\$79,093	-
Review fees	\$4,500	\$4,300	\$6,000
Total Membership fees	\$234,648	\$266,816	\$254,031
Alignments			
GGP Recognition	\$3,000	\$9,000	-
GGP Review	\$33,750	\$41,250	\$38,250
ISG Recognition pathway	\$15,500	-	-
Total Alignments	\$52,250	\$50,250	\$38,250
Grants and Consultations	\$15,600	\$42,990	\$29,663
Events			
Annual Conference/Forum	\$14,117	\$13,447	\$12,068
Other events	-	-	\$14,800
Training, courses, webinars	\$1,641	\$1,740	\$1,297
Total Events	\$15,758	\$15,187	\$28,165
Sponsorships			
Events (Annual Conference/Forum)	-	\$14,000	-
Newsletter	-	-	\$300
Total Sponsorships	-	\$14,000	\$300
Other Revenue	\$730	-	-
Financial Income	\$342	\$75	\$20
Publications	\$40	-	\$33
Total Other Revenue	\$1,113	\$75	\$52
TOTAL REVENUE	\$319,369	\$389,318	\$350,461
EXPENDITURES			
Employee Compensation and Benefits			
Salaries	\$211,425	\$73,699	-
Total Employee Compensation and Benefits	\$211,425	\$73,699	-
Funding Scheme Grant Expenses - Commitments			
Capacity Building	\$18,000	\$10,000	\$10,000
QA Programme	-	\$2,846	\$2,154
Research and Innovation	(\$5,000)	\$5,000	\$2,500
Total Funding Scheme Grant Expenses - Commitments	\$13,000	\$17,846	\$14,654
Professional Fees			
Accounting Services	\$750	\$675	\$2,025
AQU Catalunya staff support	\$11,516	\$3,600	-
Assessing Agency Alignment (GGP)	\$15,000	\$24,500	\$28,000
Audit related	\$8,155	-	-
Grants and consultations	-	-	\$36,730
IT programming and support	-	\$627	-
Journal "Quality in Higher Education"	\$6,223	\$5,405	\$8,172
Legal & Professional Services	\$5,483	\$4,569	\$2,737
Other Professional Expenses	\$1,135	\$494	\$4,955
Project related Fees	-	\$33,300	-
Secretariat costs (including travel)	\$3,838	\$9,257	\$62,000
Total Professional Fees	\$52,098	\$82,427	\$144,619
Office/General Administrative Expenditures			
Facility (through AQU)	\$18,236	\$16,542	-
Office Supplies & Software	\$4,195	\$2,137	\$5,033
Postage and Delivery	-	-	\$231
Other Business Expenses	-	\$181	-
Printing	\$202	\$210	\$1,480
Web Design and Hosting	-	-	\$191
Total Office/General Administrative Expenditures	\$22,633	\$19,070	\$6,935
	2023	2022	2021
Event related Expenditures			
Event related Travel & Meals	-	-	\$5,376

Financial Statements

Event scholarships	\$7,500	-	-
Promotional material	-	\$10	\$889
Speaker Fees	-	-	\$1,687
Tech requirements (hybrid delivery)	-	-	\$5,218
Total Event related Expenditures	\$7,500	\$10	\$13,170
Board & Committee related Expenditures			
Board Reimbursements	-	\$972	-
Board Travel expenses	\$17,393	\$12,500	\$9,292
Total Board & Committee related Expenditures	\$17,393	\$13,472	\$9,292
Travel and Entertainment - General			
Travel	\$1,865	-	-
Total Travel and Entertainment - General	\$1,865	-	-
Other Expenses			
Bad Debts	\$48,489	\$110,603	\$148,364
Bank Charges & Fees	\$14,262	\$12,530	\$5,496
Depreciation/Amortization	\$727	\$712	\$762
Gain/Loss on foreign exchange	(\$3,373)	-	\$1,054
Total Other Expenses	\$60,105	\$123,845	\$155,675
TOTAL EXPENDITURES	\$386,020	\$330,370	\$344,345
Net Operating Revenue	(\$66,652)	\$58,948	\$6,116
Other Expenditures			
Reconciliation Discrepancies	-	-	\$54
Total Other Expenditures	-	-	\$54
Net Other Revenue	-	-	(\$54)
RESULT	(\$66,652)	\$58,948	\$6,062

Notes to the Financial Statements

Result – Net Loss/Surplus for Reporting Period

The consolidated result for the year 2023, considering the profit of INQAAHE New Zealand (63,372 USD) and the loss of INQAAHE Spain (130,024 USD), amounts to **66,652 USD** negative.

Liabilities, in general, increased significantly if compared to 2022 mainly because of the increase in salaries. Revenue, on the contrary, decreased from last year: the most significant decline comes from projects developed during the year.

Equity

The period ends with a negative result and an equity of **677,786 USD**.

Bank Accounts

Compared to 2022, INQAAHE's overall bank accounts have decreased by 7%. Still, the Network is in a good financial situation.

As a reminder, INQAAHE operates in USD and the Secretariat currently manages two different bank accounts, both established in Spain: one of them in US dollars (main one) and another one in Euros (secondary). To differentiate New Zealander and Spanish activities and bank movements, INQAAHE New Zealand operates in USD and INQAAHE Spain does so in EUR. For consolidation purposes, EUR results have been converted to USD following the official exchange rate of the Bank of Spain as published in the Spanish State Official Newsletter ([Boletín Oficial del Estado, BOE](#)).

Account Receivables

Receivables amounted to **31,327 USD**, 27% less than in 2022 and 68% less than in 2021. This continuous reduction is due to the on-going work done by the Secretariat to collect outstanding membership fees. The estimate of what is expected to be collected in 2024 has increased to better reflect the status of these pending payments.

Fixed Assets and Depreciation

The depreciation of fixed assets is calculated using the straight-line method over their estimated useful lives of the assets concerned, based on the actual decline in value caused by wear and tear, being the period of time four years after the assets are brought into operation. The amount allocated for depreciation was registered on December 31, 2023.

Liabilities

In 2023, liabilities, **61,626 USD**, were divided between Funding Scheme grants (Capacity Building and Research and Innovation provisioned for the following year, 29,500 USD), Accounts Payable (25,752 USD), and Spanish Personnel Commitments which refer to economic obligations to the Spanish Authorities because of the staff employed to run the delegation (6,374 USD).

Total Revenue

INQAAHE sources of income are currently classified into six categories: membership fees (annual and review fees), alignments (both GGP and ISG), grants and consultations (external projects), Network events (including training courses and webinars as well as income perceived from the annual forum or conference), sponsorships (of INQAAHE events and the quarterly newsletter) and other (mainly related to the favourable balance of international bank transfers).

The total 2023 revenue amounts to **319,369 USD**, 18% lower than the revenue perceived in the previous year. Even though income from alignments, events and international bank transfers has increased, the main source of revenue for the Network, membership fees, has decreased along with any income from grants. Also, in 2023, there has been no income from sponsorships.

Membership Fees

Compared to 2022, in 2023 income from membership fees decreased by 12% as fewer members were billed due to the constant depuration of the Network's database. The reported total membership fees of **234,648 USD** includes annual membership fees (along with fees from LDC/LIC countries) for the reporting year, as well as review fees (charged to potential members that apply for an INQAAHE membership).

Below is the detail of INQAAHE annual membership fees depending on the type of country - as a reminder, membership fees remain unchanged since 2012:

Regular 2023 Membership fee = 690.65 USD

LDC/LIC countries (as per [The World Bank](#) and [UN](#)) 2023 Membership fee = 345.33 USD

Review fees = 100 USD

Grants and Consultations

In 2023, INQAAHE initiated a review project on the QA modalities of Qatar. During the year, the first instalment of the grant was collected which is reflected in the figures, **15,600 USD**. Currently the project is ongoing, so the remaining part of the grant is expected to be collected during the first half of 2024.

Contributions from Events

INQAAHE events include both the annual Forum or Conference, as well as any in-demand training or course provided by INQAAHE experts or publicly available on [INQAAHE's Online Training Center](#).

Financial Statements

Revenue from INQAAHE Conference 2023 amounted to 14,117 USD, higher than the one collected for INQAAHE Forum 2022. Income from courses amounted to 1,641 USD. In total, in 2023 income from events, **15,758 USD**, was 5% higher than in 2022.

GGP and ISG Alignments

Income collected from GGP and ISG alignments in 2023, **52,250 USD**, originated from five different member agencies seeking alignment, three of them through the GGP Review pathway and one through the GGP Recognition one. INQAAHE issued the first ISG Recognition pathway invoice in 2023.

Total Expenditures

INQAAHE sources of expenses are currently classified into eight categories: employee compensation and benefits (salaries), Funding Scheme grants (commitments to transfer grants associated with this funding programme), professional fees (companies and experts that help us with our initiatives and activities), office/administrative (general expenses related to the daily activity of the Network), event related (which includes any expense directly derived from holding events), Board/Committee related (which details any amount transferred to Board Directors for their involvement in the Network, basically related to their participation in INQAAHE annual events and their corresponding Board Meetings, as specified in our Financial Policy), travel related (a specific line to keep track of CEO-related traveling), and other (including accounting related expenses such as depreciation, bad debts and bank charges among others).

2023's general expenditures add up to **386,020 USD**, 17% more than the total expenditures accounted for in 2022. Employee Compensation and Benefits (salaries, 211,425 USD), Other Expenses (mainly bad debts, 48,489 USD) and Professional Fees (mainly derived from the GGP and ISG alignments, 15,000 USD) are the highest expenditure categories. This general increase is mainly due to the significant increase in salaries.

Employee Compensation and Benefits

The hiring of the new Chief Executive Officer in 2023 added to the two staff members hired in 2022, increased the salary expenses to **211,425 USD**. This represents half, 55%, of all the expenditures of the Network for 2023.

Funding Scheme Grants

A total of **13,000 USD** was accounted for during 2023. This amount corresponds to the obligation to transfer a full Capacity Building grant of 10,000 USD (the one corresponding to the 2022-2023 edition), and one unaccounted Capacity Building grant of 8,000 USD corresponding to the 2016-2017 edition. As for Research and Innovation obligations, the amount corresponds to the addition of an obligation of 2,500 USD corresponding to the 2022-2023 edition, the completion of one of the projects, and the removal from our books from withdrawn projects (two, from the 2019-2020 and 2021-2022 editions).

AQU Catalunya Staff Support

AQU Catalunya, host of INQAAHE Secretariat from 2014 until January 2022, renewed its agreement with INQAAHE in which the agency supports the Network with the establishment of the delegation in Spain. This support comes in the form of tasks that need to be outsourced such as IT, accounting, or legal services. This line compiles these tasks that in 2023 added to **11,516 USD**, significantly higher than in 2022.

Financial Statements

Secretariat Costs (including travel)

This line only reflects expenses related to traveling arrangements for INQAAHE staff. In 2023, these expenses (**3,838 USD**) had to do with staff attendance and participation in the INQAAHE Conference 2023 in Astana, Kazakhstan.

Journal

As a benefit to our members, INQAAHE provides annual online access to the [Quality in Higher Education Journal](#). The cost of the Journal varies from year to year, depending on the number of INQAAHE members who are granted access to it and the exact currency exchange between GBP and USD (invoices are issued in British Pounds). For 2023, the expense was of **6,223 USD**.

Expenses from Board Directors and Committees

The expenses executed in 2023 consist of the compensation of twelve Board Directors for their attendance to INQAAHE Conference 2023 held in Astana. This adds up to **17,393 USD**. As per [INQAAHE's Financial Policy](#), when an INQAAHE Board Director attends, in its entirety, the meetings of the INQAAHE Board of Directors held before and after INQAAHE events, the members' agencies are provided with 1,000 USD to be used toward partial reimbursement of travel-related costs to attend the meeting. In addition, each Board Director in attendance will receive a 500 USD personal honorarium.

Bank Charges

Banking expenses executed in 2023 were **14,262 USD**, 14% higher than in 2022. These costs include wire transfers, currency exchange rates and POS fees, mainly. They vary depending on the amount paid and/or received and the conditions of every bank that operates with INQAAHE's. These charges are historically high since the Network merely operates with international institutions.

Connect with INQAAHE

Bulletin

The [Bulletin](#) functions as INQAAHE's newsletter. The purpose is not only to inform about latest developments of the Network, like new members, calls, results, etc., but also share information from members among them. Most of the content of the bulletin consists of contributions from members about their own activities.

Quarterly Communiqué

This [quarterly Communiqué](#) is only about the operation of INQAAHE, the activities carried out by the different working groups in the Board in a deeper, technical way; the upcoming projects, etc. The purpose of this communication is to provide an added measure of transparency and accountability to the membership.

Based on a Communication Committee initiative, in Q3 2023, both publications underwent a design update to better align its content with the [Strategic Plan 2023-2027](#) pillars and goals.

Social Media

[FACEBOOK](#) 

[LINKEDIN](#) 

[TWITTER](#) 

[YOUTUBE](#) 

ANNEXES

Members

Table 7: INQAAHE members in 2023

ORGANISATION/INDIVIDUAL	MEMBERSHIP	COUNTRY/REGION
ABET	GGP Aligned	United States
Academic Quality Agency for New Zealand Universities	GGP Aligned	New Zealand
Agency for Quality Assurance in the Catalan University System	GGP Aligned	Spain
Agency for the Quality of the Basque University System	GGP Aligned	Spain
Aragon Agency for Quality Assurance and Strategic Foresight	GGP Aligned	Spain
Commission d'Évaluation de l'Enseignement Collégial	GGP Aligned	Canada
Commission for Academic Accreditation	GGP Aligned	United Arab Emirates
Consejo Nacional de Educación	GGP Aligned	Chile
Higher Education Evaluation and Accreditation Council of Taiwan	GGP Aligned	Chinese Taipei
Hong Kong Council for Accreditation of Academic and Vocational Qualifications	GGP Aligned	HongKong, China
Japan University Accreditation Association	GGP Aligned	Japan
National Accreditation Commission	GGP Aligned	Chile
National Accreditation Council	GGP Aligned	Colombia
National Agency for Accreditation of Higher Education	GGP Aligned	Paraguay
National Commission for Evaluation and Accreditation	GGP Aligned	Argentina
Ontario College Quality Assurance Service	GGP Aligned	Canada
Sistema Nacional de Acreditación de la Educación Superior	GGP Aligned	Costa Rica
The Quality Assurance Agency for Higher Education	GGP Aligned	United Kingdom

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Abu Dhabi Department of Education and Knowledge	Full	United Arab Emirates
Accreditation Agency for Study Programs in Health and Social Sciences	Full	Germany
Accreditation Agency of Curaçao	Full	Netherlands Antilles
Accreditation Commission for Education in Nursing	Full	United States
Accreditation Council for Administrative, Accounting and related sciences	Full	Mexico
Accreditation Council for Entrepreneurial and Engaged Universities	Full	Netherlands
Accreditation Council for Pharmacy Education	Full	United States
Accreditation Council for Practical Abilities	Full	Japan
Accreditation Council of Trinidad and Tobago	Full	Trinidad and Tobago
Accreditation in Computing and Computer	Full	Mexico
Accreditation Organisation of the Netherlands and Flanders	Full	Netherlands
Accreditation Service for International Schools, Colleges and Universities	Full	United Kingdom
Accreditation, Certification and Quality Assurance Institute	Full	Germany
Accrediting Agency AcreditAccion	Full	Chile
Accrediting Agency College of Engineers of Chile	Full	Chile
Accrediting Agency of Chartered Colleges and Universities of the Philippines	Full	Philippines
Accrediting Commission of Career Schools and Colleges	Full	United States
ADC Agencia de Acreditación	Full	Chile
Agencia Acreditadora de Chile	Full	Chile
Agencia Nacional para la Evaluación de la Calidad y Acreditación	Full	Spain
Agency for accreditation of educational organizations and programmes "Sapattuu bilim"	Full	Kyrgyz Republic

Annexes

Agency for Accreditation of Educational Programs and Organizations	Full	Kyrgyz Republic
Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina	Full	Bosnia and Herzegovina
Agency for Higher Education Quality Assurance and Career Development	Full	Russian Federation
Agency for higher education quality evaluation	Full	Belgium
Agency for Quality Assurance and Accreditation Austria	Full	Austria
Agency for Quality Assurance in the field of Education	Full	Kyrgyz Republic
Agency for Quality Assurance in the Galician University System	Full	Spain
Agency for Quality Assurance Through Accreditation of Study Programmes	Full	Germany
Agency for Recognition and Quality Assurance in Education	Full	Kazakhstan
Agency for Science and Higher Education	Full	Croatia
Agency for Scientific and University Quality of Andalusia	Full	Spain
Akkreditierungsagentur für Studiengänge der Ingenieurwissenschaften der Informatik der Naturwissenschaften und der Mathematik	Full	Germany
ASEAN University Network – Quality Assurance	Full	Thailand
Association for Evaluation and Accreditation of Nursing Education Programs	Full	Turkey
Association of Evaluation and Accreditation of Health Sciences Programs	Full	Turkey
Autorité nationale d'Assurance Qualité de l'Enseignement supérieur	Full	Senegal
Barbados Accreditation Council	Full	Barbados
Botswana Qualifications Authority	Full	Botswana
British Accreditation Council for Independent Further and Higher Education	Full	United Kingdom

Annexes

Caribbean Accreditation Authority for Education in Medicine and other Health Professions	Full	Jamaica
Caribbean Evangelical Theological Association	Full	Trinidad and Tobago
Center for Education Accreditation, Vietnam National University, Hanoi	Full	Vietnam
Center for Quality Assessment in Higher Education	Full	Lithuania
Central American Agency for Postgraduate Accreditation	Full	Honduras
Centre for Education Accreditation, Association of Vietnam Universities and Colleges	Full	Vietnam
Centro Interuniversitario de Desarrollo	Full	Chile
Certification Association “Russian Register”	Full	Russian Federation
China Academic Degrees and Graduate Education Development Center	Full	China
Commission on Accreditation of Athletic Training Education	Full	United States
Commission on Collegiate Nursing Education	Full	United States
Council for Accreditation of Counseling & Related Educational Programs	Full	United States
Council on Higher Education	Full	South Africa
Council on Higher Education	Full	Lesotho
Cyprus Agency of Quality Assurance and Accreditation in Higher Education	Full	Cyprus
Distance Education Accrediting Commission	Full	United States
Education & Training Quality Authority	Full	Bahrain
Education and Training Evaluation Commission/ National Centre for Academic Accreditation and Evaluation	Full	Saudi Arabia
Education Quality Accreditation Agency	Full	Peru
Education Quality Assurance Agency	Full	Azerbaijan
Education Quality Evaluation Agency, Ministry of Education, China	Full	China

Annexes

Estonian Quality Agency for Education	Full	Estonia
Eurasian Accreditation Agency	Full	Kazakhstan
Eurasian Centre for Accreditation and Quality Assurance in Higher Education and Health care	Full	Kazakhstan
European Association for Public Administration Accreditation	Full	Netherlands
European Council for Theological Education	Full	Germany
European Quality Assurance Agency	Full	Germany
Evaluation Agency Baden-Wuerttemberg	Full	Germany
Federation for Self-financing Tertiary Education	Full	Hongkong, China
Federation of Mexican Private Higher Education Institutions	Full	Mexico
Finnish Education Evaluation Centre	Full	Finland
Foundation for International Business Administration Accreditation	Full	Germany
Foundation for the Accreditation of Study Programmes in Germany (German Accreditation Council)	Full	Germany
General Department of Education Testing and Accreditation	Full	Vietnam
Grenada National Accreditation Board	Full	Grenada
Hellenic Quality Assurance and Accreditation Agency	Full	Greece
High Council for the Evaluation of Research and Higher Education	Full	France
Higher Education Commission Mauritius	Full	Mauritius
Higher Education Planning Evaluation Accreditation and Coordination Council	Full	Cyprus
Higher Education Quality Council	Full	Bhutan
Independent Agency for Accreditation and Rating	Full	Kazakhstan
Independent Agency for Quality Assurance in Education	Full	Kazakhstan

Annexes

Independent Institute for Accreditation, Rating and Certification	Full	Kyrgyz Republic
Independent Kazakhstani Center of Accreditation	Full	Kazakhstan
Indonesian Accreditation Agency for Higher Education in Health	Full	Indonesia
Institute of Accreditation for Economics, Management, Business and Accounting Programs	Full	Indonesia
Institute of Korean Medicine Education and Evaluation	Full	Korea, Rep.
Institute of Quality and Accreditation of Computing, Engineering and Engineering Technology Programs	Full	Peru
Institutional Evaluation Programme	Full	Switzerland
Inter Institutional Committees for the Evaluation of Higher Education	Full	Mexico
International Accreditation Council for Global Development Studies and Research	Full	Germany
International Board of Certified Trainers	Full	Netherlands
International Centre of Excellence in Tourism and Hospitality Education	Full	Australia
Japan Institution for Higher Education Evaluation	Full	Japan
Jiangsu Agency for Educational Evaluation	Full	China
Korean Accreditation Board for Health and Medical Information Management Education	Full	Korea, Rep.
Korean Accreditation Board of Nursing Education	Full	Korea, Rep.
Korean Council For University College Education	Full	Korea, Rep.
Korean Council for University Education	Full	Korea, Rep.
Kosovo Accreditation Agency	Full	Kosovo
LEPL National Center for Educational Quality Enhancement	Full	Georgia
Malaysian Qualifications Agency	Full	Malaysia
Maldives Qualifications Authority	Full	Maldives
Maritime Provinces Higher Education Commission	Full	Canada

Annexes

Mauritanian Authority for Quality Assurance in Higher Education	Full	Mauritania
Mauritius Qualifications Authority	Full	Mauritius
Mexican Council for the Accreditation of Medical Education	Full	Mexico
Middle States Commission on Higher Education	Full	United States
Montessori Accreditation Council for Teacher Education	Full	United States
Myanmar Engineering Council	Full	Myanmar
National Accreditation Agency for Higher Education	Full	Indonesia
National Agency for Higher Education Quality Assurance	Full	Ukraine
National Architectural Accrediting Board	Full	United States
National Assessment and Accreditation Council	Full	India
National Bureau for Academic Accreditation and Education Quality Assurance	Full	Kuwait
National Center for Professional Education Quality Assurance	Full	Armenia
National Centre for Public Accreditation	Full	Russian Federation
National Commission on Orthotic and Prosthetic Education	Full	United States
National Council for Higher Education	Full	Namibia
National Council for the quality of tourism education	Full	Mexico
National Entity for Accreditation and Quality Assurance in Higher Education	Full	Serbia
National Institution for Academic Degrees and Quality Enhancement of Higher Education	Full	Japan
National System of Evaluation, Accreditation and Certification of Educational Quality	Full	Peru
Netherlands' Inspectorate of Education, Ministry of Education, Culture and Science	Full	Netherlands
Network of Schools of Public Policy, Affairs, and Administration	Full	United States

Annexes

New Zealand Qualifications Authority	Full	New Zealand
Norwegian Agency for Quality Assurance in Education	Full	Norway
Ontario Universities Council on Quality Assurance	Full	Canada
Philippine Accrediting Association of Schools Colleges and Universities	Full	Philippines
Postsecondary Education Quality Assessment Board Ministry of Training Colleges	Full	Canada
Public Foundation Independent Accreditation Agency "BILIM-STANDART"	Full	Kyrgyz Republic
Quality and Qualifications Ireland	Full	Ireland
Quality Assurance Agency for Higher Education of Andorra	Full	Andorra
Quality Assurance Agency in Higher Education	Full	Albania
Quality Assurance and Accreditation Council of the University Grants Commission	Full	Sri Lanka
Quality Assurance Authority	Full	Mauritius
Quality Matters	Full	United States
Sam and Associates	Full	Peru
Samoa Qualifications Authority	Full	Samoa
Seychelles Qualifications Authority	Full	Seychelles
Slovenian Quality Assurance Agency	Full	Slovenia
SNRO	Full	Netherlands
Southern Association of Colleges and Schools Commission on Colleges	Full	United States
Sultanate of Oman Authority for Academic Accreditation and Quality Assurance of Education	Full	Oman
Swedish Higher Education Authority	Full	Sweden
Swiss Agency of Accreditation and Quality Assurance	Full	Switzerland
Taiwan Assessment and Evaluation Association	Full	Chinese Taipei

Annexes

Tertiary Education Quality and Standards Agency	Full	Australia
The Agency for Higher Education of the Republic of Srpska	Full	Bosnia and Herzegovina
The Council for Higher Education	Full	Israel
The Danish Accreditation Institution	Full	Denmark
The Mongolian National Council for Education Accreditation	Full	Mongolia
The National Accreditation and Equivalency Council of The Bahamas	Full	The Bahamas
The National Accreditation Council	Full	Guyana
The Office for National Education Standards and Quality Assessment	Full	Thailand
The Polish Accreditation Committee	Full	Poland
The Romanian Agency for Quality Assurance in Higher Education	Full	Romania
The University Council of Jamaica	Full	Jamaica
Tonga National Qualifications and Accreditation Board	Full	Tonga
Transnational Association of Christian Colleges and Schools	Full	United States
Turkish Higher Education Quality Council	Full	Turkey
Universities New Zealand-Te Pokai Tara	Full	New Zealand
University Grants Commission	Full	Nepal
University Grants Committee	Full	Hongkong, China
University Quality Assurance International Board	Full	United Arab Emirates
Valencian Agency for Assessment and Forecasting	Full	Spain
Aga Khan University	Associate	Kenya
Andres Bello University	Associate	Chile
Applied Science University	Associate	Bahrain
Arab Open University	Associate	Lebanon
Bahcesehir Cyprus University	Associate	Cyprus

Annexes

Bahria University	Associate	Pakistan
Baqai Medical University	Associate	Pakistan
Board of Quality Standards	Associate	Benin
Botswana Open University	Associate	Botswana
Capital University of Science and Technology	Associate	Pakistan
Center for Educational Testing and Quality Assessment	Associate	Vietnam
Cipriani College of Labour and Co-operative Studies	Associate	Trinidad and Tobago
City University of Science and Information Technology	Associate	Pakistan
Collegium Humanum - Warsaw Management University	Associate	Poland
Commonwealth of Learning	Associate	Canada
Council of Private University Presidents	Associate	Argentina
Cyprus West University	Associate	Cyprus
Daffodil International University	Associate	Bangladesh
Dubai Police Academy	Associate	United Arab Emirates
ECCTIS	Associate	United Kingdom
Education and Youth Development Bureau	Associate	Macao, China
Euclid University	Associate	Central African Republic
Fatima Jinnah Women University	Associate	Pakistan
Final International University	Associate	Cyprus
Forman Christian College (A Chartered University)	Associate	Pakistan
Foundation University Islamabad	Associate	Pakistan
GIFT University, Gujranwala	Associate	Pakistan
GIK Institute of Engineering sciences and technology	Associate	Pakistan
Global Humanistic University	Associate	Netherlands Antilles
Government College Women University Faisalabad	Associate	Pakistan
Gulf College	Associate	Oman

Annexes

Hazara University, Mansehra	Associate	Pakistan
Higher Colleges of Technology	Associate	United Arab Emirates
Holy Spirit University of Kaslik	Associate	Lebanon
Hong Kong Police College, Hong Kong Police Force	Associate	Hongkong, China
Horizon College of Business and Technology (Horizon Campus)	Associate	Sri Lanka
Humber College Institute of Applied Technology and Advanced Learning	Associate	Canada
Indus University	Associate	Pakistan
Institute for Academic Development, Villa College	Associate	Maldives
Institute of Business Administration	Associate	Pakistan
Institute of Business Management	Associate	Pakistan
Institute of Management Sciences	Associate	Pakistan
International Confederation of Higher Education	Associate	Austria
International Open University	Associate	Gambia, The
Iqra University	Associate	Pakistan
Jinnah University for Women	Associate	Pakistan
Kesmonds International University	Associate	Cameroon
Khwaja Fareed University of Engineering & Information Technology	Associate	Pakistan
Kingston Academy Accreditation Council	Associate	United Kingdom
Lahore School of Economics	Associate	Pakistan
Lahore University of Management Sciences	Associate	Pakistan
Lingnan University	Associate	Hongkong, China
Livingstone International University of Tourism Excellence & Business Management	Associate	Zambia
Logos University International, UNILOGOS	Associate	United States
Macao Polytechnic University	Associate	Macao, China
Mehran University of Engineering & Technology	Associate	Pakistan

Annexes

Mirpur University of Science and Technology, Mirpur	Associate	Pakistan
National University of Computer & Emerging Sciences	Associate	Pakistan
National University of Sciences & Technology	Associate	Pakistan
National University of Technology	Associate	Pakistan
NED University of Engineering and Technology	Associate	Pakistan
Nghe An university of Economics	Associate	Vietnam
Onbeş Kasım Kıbrıs University	Associate	Cyprus
Pak-Austria Fachhochschule Institute of Applied Sciences and Technology	Associate	Pakistan
Peoples' Friendship University of Russia	Associate	Russian Federation
Ramanand Arya D.A.V. College	Associate	India
Rauf Denktas University	Associate	Cyprus
Riphah International University	Associate	Pakistan
Royal College of Surgeons in Ireland - Medical University of Bahrain	Associate	Bahrain
shah abdul latif university khairpur sindh,Pakistan	Associate	Pakistan
Shaheed Benazir Bhutto Dewan University	Associate	Pakistan
Shifa Tameer-e-Millat University	Associate	Pakistan
Sir Syed University of Engineering & Technology	Associate	Pakistan
Southeast Asian Ministers of Education Organization - Regional Training Center	Associate	Vietnam
St. Mary's University	Associate	Ethiopia
The European Council of Leading Business Schools	Associate	Latvia
The Maldives National University	Associate	Maldives
The National Committee for Qualifications and Academic Accreditation	Associate	Qatar
The University of the West Indies	Associate	Barbados
Tung Wah College	Associate	Hongkong, China

Annexes

Université des Mascareignes	Associate	Mauritius
University of Bahrain	Associate	Bahrain
University of Global Health Equity	Associate	Rwanda
University of Namibia	Associate	Namibia
University of Sialkot	Associate	Pakistan
University of South Africa	Associate	South Africa
University of Technology Bahrain	Associate	Bahrain
University of the South Pacific	Associate	Fiji
University of the Visual & Performing Arts	Associate	Sri Lanka
University of Wah	Associate	Pakistan
Vocational Training Council of Hong Kong	Associate	Hongkong, China
Abeer Alharbi	Affiliate	Saudi Arabia
Ahmed AlKuwaiti	Affiliate	Saudi Arabia
Almagul Nurgaliyeva	Affiliate	Kazakhstan
Diana Ismailova	Affiliate	Kazakhstan
Dianne Thurab-Nkhosi	Affiliate	Trinidad and Tobago
Fareeda Khodabocus	Affiliate	Mauritius
Fernando Padró	Affiliate	Australia
Isabel Esther Roccaro	Affiliate	Argentina
Meraj Naem	Affiliate	United Arab Emirates
Mohammad Sayadur Rahaman	Affiliate	Bangladesh
Mustafa Kayyali	Affiliate	Syrian Arab Republic
Nibal Sabri	Affiliate	Palestinian Authority
Perlitter Walters-Gilliam	Affiliate	United States
Professional Global for Managing Educational Projects - PGMEP	Affiliate	Palestinian Authority
Rabie'e Al Rashdi	Affiliate	Oman
Rozilini Mary Fernandez-Chung	Affiliate	Malaysia

Annexes

Tarek Nasr	Affiliate	United Arab Emirates
Thokozani Bvumbwe	Affiliate	Malawi
Thuraya Abdulla	Affiliate	Bahrain
Valda Alleyne	Affiliate	Barbados

Board of Directors

Table 8: INQAAHE Board 2021-2023/2024








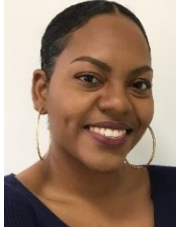



















					
Deb Adair North America	Chan Basaruddin Asia-Pacific	Anna Prades Western Europe	Susanna Karakhanyan Arab States and Eastern Europe	Mary Catharine Lennon North America	Vicki Stott Western Europe
<i>President</i>	<i>Vice-President</i>	<i>Treasurer</i>	<i>Immediate Past President</i>		
Quality Matters, United States of America	National Accreditation Agency for Higher Education, Indonesia	Agency for Quality Assurance in the Catalan University System, Spain	Abu Dhabi Department of Education and Knowledge, United Arab Emirates	Postsecondary Education Quality Assessment Board in Ontario, Canada	Quality Assurance Agency for Higher Education, United Kingdom
					
Simona Lache Eastern Europe	Abigail Kramers Caribbean	Nataliia Stukalo Eastern Europe	Fabrizio Trifiro Western Europe	Wondwosen Tamrat Africa	Tariq Al-Sindi Arab States
Romanian Agency for Quality Assurance in Higher Education, Romania	Accreditation Agency of Curaçao	National Agency for Higher Education Quality Assurance, Ukraine	UK ENIC/Ecctis, United Kingdom	St Mary's University, Ethiopia	Education and Training Quality Authority, Bahrain
					
Helmuth Trefftz Latin America					
National Accreditation Council, Colombia					

Table 9: INQAAHE Board 2021-2023/2024

					
Deb Adair North America	Chan Basaruddin Asia-Pacific	Anna Prades Western Europe	Susanna Karakhanyan Arab States and Eastern Europe	Mary Catharine Lennon North America	Vicki Stott Western Europe
<i>President</i>	<i>Vice-President</i>	<i>Treasurer</i>	<i>Immediate Past President</i>		
Quality Matters, United States of America	National Accreditation Agency for Higher Education, Indonesia	Agency for Quality Assurance in the Catalan University System, Spain	Abu Dhabi Department of Education and Knowledge, United Arab Emirates	Postsecondary Education Quality Assessment Board in Ontario, Canada	Quality Assurance Agency for Higher Education, United Kingdom
					
Simona Lache Eastern Europe	Abigail Kramers Caribbean	Nataliia Stukalo Eastern Europe	Fabrizio Trifiro Western Europe	Olgun Çiçek Eastern Europe	Ariana de Vincenzi Latin America
Romanian Agency for Quality Assurance in Higher Education, Romania	Accreditation Agency of Curaçao, Curaçao	National Agency for Higher Education Quality Assurance, Ukraine	UK ENIC/Ecctis, United Kingdom	Turkish Higher Education Quality Council, Turkey	Council of Rectors of Private Universities, Argentina
					
Nasser al Hinai Arab States	Sylvia Demas Africa				
Authority for Academic Accreditation and Quality Assurance of Education, Sultanate of Oman	National Council for Higher Education, Namibia				

International Network
for Quality Assurance Agencies in Higher Education
(INQAAHE)

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