

The background features a large, stylized logo for INQAAHE, composed of several overlapping, curved, light blue shapes that form a circular emblem. The text is centered over this graphic.

INQAAHE

Annual Report

2021

© International Network for Quality
Assurance Agencies in Higher Education

C. Enric Granados, 33
08007 Barcelona

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Annual report 2021

ACKNOWLEDGEMENTS

INQAAHE is partly supported by voluntary contributions. We would like to take a moment to appreciate the outstanding contributions made by INQAAHE members and partners on a voluntary basis throughout the year.

EXTERNAL REVIEWERS FOR INQAAHE FUNDING SCHEME

Angela Yung-Chi Hou, Carol Bobby, David Woodhouse, Eva Fernandez, Jagannath Patil, Maiki Udam, Martí Casadesús, Olgun Cicek, Rafael Llavori, Rafael Gutierrez, Ronny Heintze, and Yaping Gao

LIVING THE LIFE OF INQAAHE

All INQAAHE members.

Annual report 2021

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FOREWORD

I am pleased to present to you the INQAAHE Annual Report for 2021. This report reflects the continuation of our efforts to execute INQAAHE's strategic plan and the need to move to a sustainable structure for the organization – which is, in itself, an organizational change initiative that is as disruptive as it is promising. Yet, the four pillars of our strategic plan (Sustainability, Quality Culture, Research/Think Tank, and Relevance), and our mission of service to our global quality assurance community, provide a productive framework for the achievements featured in this report.

As is the case with many of you, the global pandemic had a very real impact on our work, requiring yet again a move to a virtual conference and challenges for the GGP reviews. Like many of you, and in collaboration with many of you, it was a barrier that could be overcome with innovation and resilience. Indeed, the many stories of adaptation and new innovations in the work processes of our agencies were featured in many presentations at the INQAAHE Conference in Glasgow and numerous other convenings in which INQAAHE board and members participated over the year. These are the success stories to be celebrated.

On the topic of celebrations, the Network celebrated a major milestone in its history. INQAAHE's 30th anniversary was observed throughout the year in a number of ways. From monthly messages, to quarterly events with international experts, to the publication of a book on the history of INQAAHE, we recognized this milestone. These acknowledgements culminated with the official opening ceremony of the INQAAHE permanent secretariat in Barcelona and an in-person member convening with workshops and meetings.

Our efforts to ensure continuity of leadership for INQAAHE, and the need to create staggered board terms, somewhat ironically meant that the Network welcomed six newly elected board directors and four co-opted directors, all of whom started their first terms this year. We also saw the President's gavel passed from INQAAHE's 7th President, Susanna Karakhanyan, who served six years as the INQAAHE President. INQAAHE will greatly benefit from her expertise and insights for the next three years as she serves as the Immediate Past President on the board of directors. I am pleased to note that the incoming board has brought renewed energy, insights and



Dr. Deborah Adair
INQAAHE 8th President

FOREWORD

expertise to INQAAHE governance. With the Executive Committee elected in October during the first board meetings in Barcelona, we are poised for success.

In this year of change and reflection, we also recognized our responsibility to address global trends and to promote the relevance, trust and recognition of the outcomes of higher education. The INQAAHE Board embarked on a process to redesign its Guidelines of Good Practice (GGPs) to better address the ever-diversifying provisions in higher learning. Employing a robust methodology, inclusive of literature reviews, focus groups, and expert consultation, the board is working to develop international standards and guidelines which are evolved from the GGPs. These international hallmarks are applicable to all agencies, including and beyond INQAAHE members, and provide a modularized approach to the international recognition of quality assurance providers with increasingly diversified practices.

We invite you to review the many activities and achievements represented in this annual report. As always, our focus is on the membership, capacity building, and supporting the relevance and professionalization of quality assurance through the INQAAHE Funding Scheme, events and presentations, trainings, and quality review and enhancement activities. These initiatives succeed only with the insights from and collaboration with you, the members of the Network. As we look ahead to the challenges and the opportunities for the future, it is our ability to connect and engage with you, the Network, that is the key to advancing the practice of quality assurance globally. Together, we make a difference.

MISSION AND STRATEGIC PRIORITIES

The International Network for Quality Assurance Agencies in Higher Education is the global network of quality assurance bodies in higher education. It exists to:

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

The strategic pillars around which the activities in 2021 evolved are as follows:

- **Sustainability:** Boosting INQAAHE's role as a world leader
- **Quality culture:** Providing a robust platform for exchange and collaboration
- **Research/Think tank:** Advancing Knowledge and Effectiveness
- **Relevance:** Promoting Quality Assurance and continuous improvement

PART I: INQAAHE PERFORMANCE IN LINE WITH ITS STRATEGIES 2017-2022

INQAAHE's XXX Anniversary Celebration - Three decades of diffusing quality culture globally

2021 launched with a year-long celebration of the iconic global enhancement platform - *the International Network of Quality Assurance Agencies in Higher Education*. The INQAAHE and the international QA community celebrated thirty years of contribution to global tertiary education quality assurance, thirty years of spreading quality culture, thirty years of bridging the rich diversity of systems worldwide, thirty years of pioneering and outstanding achievements that pave solutions for current and future success stories of tertiary education systems worldwide.

To celebrate the event as the organization merits, a working group under the lead of INQAAHE President – Susanna Karakhanyan and active engagement of Martí Casadesús Fa, Erika Soboleva and Beatriz Calzada was established. The working group designed a series of memorable events and activities to celebrate the 30 years of outstanding achievements. Some of the highlights were as follows:

- Quarterly events with lead international experts exploring QA and its impact worldwide. In tribute to the invaluable contributions of its leaders throughout the three decades, special sessions were organized with participation of all the past and current Presidents, Board Members, and other key contributors to the quality cause.
- [*INQAAHE: the History of the First Quality Assurance Network in Tertiary Education*](#) was published with the joint efforts of the Presidents and Secretaries of INQAAHE. The publication presents the history of INQAAHE's foundation and evolution while also highlighting the benefits, values and key achievements for which the organization merits acknowledgement. The vision behind the publication was to set a robust platform for future successes by inspiring the new, innovative and passionate leaders through conveying the vision, ambitions, commitment and the passion of the past and current leaders.
- Official opening ceremony of the INQAAHE permanent secretariat in Barcelona. In October 2021, after a long disruption caused by COVID 19, the QA community convened in a hybrid mode (face-to-face & online) to celebrate the 30th anniversary of the organization at the launch of its permanent Secretariat in Barcelona. For the first time in its history, after a floating Secretariat model, INQAAHE endeavors to permanently establish its Secretariat as a firm step towards sustainability of the organization. Approximately 40 participants joined the meeting face-to face and 60 joined the event online.

SUSTAINABILITY

The celebrations demonstrated the key role and importance of the organization in the wider higher education community and set the path for the next 3 decades of success.

SUSTAINABILITY

To boost INQAAHE's role as a world leader in tertiary education quality assurance and an umbrella organisation for external and internal quality assurance providers.

Operations: statutory and organizational changes

INQAAHE Legal Incorporation in Spain and Establishment of its International Headquarters in Barcelona

Throughout 2021, the INQAAHE Board, under the lead of the President and support from the Secretariat, engaged in legal incorporation and establishment of the INQAAHE International Headquarters in Barcelona (Spain). In early May, the General Assembly approved the changes made to the Constitution, which now contemplates the transition to a permanent Secretariat, firms the position of Chief Executive Officer, and ensures alignment with New Zealand and Spanish regulation. The international headquarter are based in one of the most central and thriving neighborhoods of Barcelona at the following address: Enric Granados, 33, 08007 Barcelona.

In October, an international delegation status was granted to INQAAHE by the Spanish authorities enabling the organization to operate with an independent secretariat. This allows INQAAHE to legally operate in the country, hire its own staff, implement the proposed organizational structure, and work towards full establishment, among other activities. This legal status of the INQAAHE Secretariat is a major achievement as the Network embarks on implementation of the necessary structural changes to ensure sustainability and long term and fruitful contribution to the HE community.

Governance of INQAAHE

General Assembly Meetings

In 2021 two General Assembly Meetings (GAM) were held:

- **GAM 1, April 27:** The first GAM concentrated on the annual reporting (annual achievements, activities and financial statements for 2020) and making decisions on the matters that were crucial for the organizational health and sustainability (upcoming elections and legal incorporation). For sustainability purposes, changes to the Constitution were introduced to firm transition to a Permanent Secretariat, redefinition of the position of Chief Executive Officer and legal requirements necessary to meet the New Zealand

SUSTAINABILITY

(where the Network is currently established) and Spanish regulation (where the Permanent Secretariat will be based). The President, the Secretary and the Treasurer reported on the annual achievements after which an online voting took place. By early May, the General Assembly approved the INQAAHE Annual Report 2020 (including the Financial Statements for 2020), budgets for 2021 and 2022, revised Constitution, and minutes of the General Assembly meetings held in 2020.

- **GAM 2, October 9:** The second GAM of 2021 was held in a hybrid mode in Barcelona, during the celebratory event of the INQAAHE 30th anniversary and official launch of the INQAAHE International Headquarters. The event constituted a first attempt to initiate in person meeting of the INQAAHE members amid the pandemic. During the meeting, the following key achievements were acknowledged:
 - The Organizational Structure in its new legal form as an independent secretariat, including the functions of each of the units and delegation of authority, were presented as a proposal.
 - The newly elected Board members were inducted into the INQAAHE context and culture.
 - The incoming 8th President, Vice-President and Treasurer were elected by the Board and Board's recommendation for the President was formulated for approval by the GA.
 - A methodology of revision of the INQAAHE GGPs and transformation into INQAAHE's International Standards and Guidelines of Quality Assurance in Higher Education were introduced.
 - Bids of two QA bodies to host the INQAAHE Conference 2023 were presented for GA voting.

Following the GAM, online voting for the President's candidacy approval and Conference 2023 hosting was launched. As a result of the online voting, Deb Adair was approved as the 8th President of INQAAHE. As for the Conference 2023 hosting, IQAA, a Kazakh QA agency, was approved to host the INQAAHE Conference in 2023 in Nursultan, Kazakhstan.

Board, Committee and Work Group meetings

In 2021 INQAAHE held 10 Board Meetings. The INQAAHE Committees and Working Groups held ongoing meetings while managing and coordinating diverse activities and projects.

On February 9, Vice President Angela Yung-Chi Hou stepped down from her position at the Board to dedicate full-time to academia. During the first Board meeting in 2021, Dr Naji AlMahdi was appointed Vice President for the remaining term of the Vice-President.

The INQAAHE Board, in line with the provisions in the Constitution regarding the staggered approach to the Board formation, announced its 2021 round of Board member elections on July 9th. From July 12th to August 25th, nominations from around the globe were submitted and formed a strong pool of candidates for election. The candidate pool of 16 nominees was broadly

SUSTAINABILITY

representative of membership types, gender and geography – in line with the INQAAHE key principles.

From September 1st to September 15th, 2021, the General Assembly was invited to elect, through an online voting system, up to 7 candidates to fill the vacant Board positions with terms starting in October 2021. The election was closed on September 15th with 49% participation rate. While the candidate pool had a good balance in terms of gender representation and covered all the regions of INQAAHE – Africa, Arab States, Asia-Pacific, Eastern Europe, Latin America and Caribbean, North America and Western Europe, the election results were skewed towards females and Europe, North America and the Caribbean. To balance Board representation in terms of geographical coverage and gender representation, INQAAHE Board co-opted four Board director positions as per its Constitution, from Africa, Arab States, Asia-Pacific, and Latin America. Based on the newly formed Board, Presidential election was held and Deb Adair was elected President univocally for 2021 (October) – 2024 term. The results of the Board election were approved by the General Assembly by 100% of the participating voters on 18th of October. Susanna Karakhanyan officially passed the gavel of Presidency to Deb Adair, thus becoming an ex-officio on the Board, as Immediate Past President. [Deb Adair's inaugural address](#) and [Susanna Karakhanyan's farewell address](#) are both available on the INQAAHE website. During the Board meeting in October, Chan Basaruddin was elected Vice-President and Anna Prades Treasurer for the 2021 October - 2024 term.

INQAAHE Branding

To celebrate the evolution of INQAAHE throughout the last 30 years, INQAAHE's image as a global enhancement platform was re-branded as part of the ongoing efforts to sharpen alignment with its mission and highlight the strategies of INQAAHE to enhance relevance in QA. The re-branding focused on the feel and look of the brand and entailed the following key changes:

- **Logo:** the core elements of the logo were retained – the globe and the links among diverse regions – to demonstrate the INQAAHE's continued commitment to its initial purpose of enhancement and bridging diversity of cultures. Thus, the simplicity and elegance of the new logo crystalizes the acronym "INQAAHE".
- **Colors:** the colors were changed into navy blue, purple and silver. Each of the three colors symbolizes a significant element of the organization's mission: blue for education, purple for quality and silver for the dynamic future guided by high tech revolution.
- **Fonts:** the official font adopted is Aleo.

The Committee on Communication and Outreach updated the *Guidelines on the INQAAHE Branding and Logo Usage* for wide application by the organization and relevant entities.

Diversification of Funding: revenue and allocations

With the move to a new operating model for the Secretariat, to enhance sustainability of the organization and be able to give back more to our members, INQAAHE has been exploring

SUSTAINABILITY

opportunities for the diversification of revenue channels. The following have been identified as the potential opportunities:

- **Consultancy:** In 2020, INQAAHE bid for funding under the auspices of the UNESCO Bangkok office. The project also entailed co-funding by INQAAHE to support the QA system enhancement in Kyrgyz Republic.
- **Bespoke trainings for capacity building of EQA and IQA:** In 2021, INQAAHE has received requests from its members to deliver trainings catered to the needs of a specific system. A special procedure for such requests is required to ensure a transparent approach to managing such requests.
- **Recognition of external quality assurance bodies:** With the revision of the GGPs, INQAAHE envisions a revised approach to external evaluation of quality assurance bodies - expanding the scope beyond its members and serving all types of QA providers. For this purpose, *the International Standards and Guidelines* are in the process of development to be launched in 2022 and are designed to embrace the diversity of QA providers, instill trust and increase the relevance of QA.

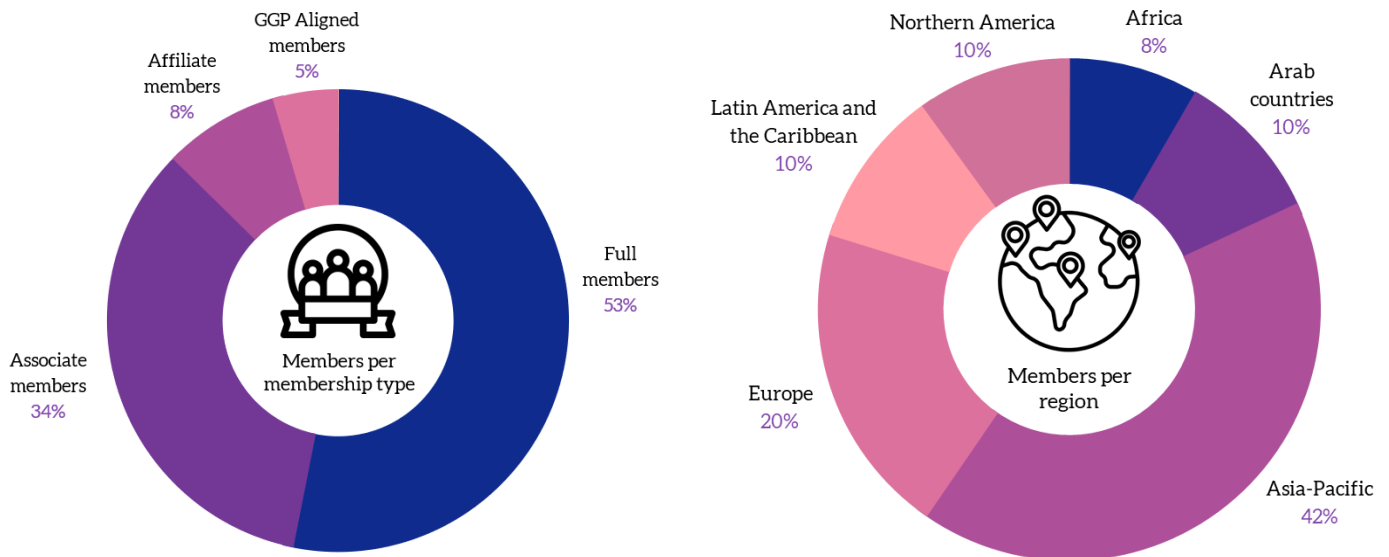
In December 2021, a working group was formed to further explore funding diversification and seek the most optimal avenues for execution of the new revenue streams.

Membership

INQAAHE is a worldwide association of more than 350 organizations active in the theory and practice of quality assurance in higher education. Four categories of membership exist (Graphic 1):

- **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.

Graphic 1. INQAAHE members 2021



Visibility and Impact

To enhance the visibility of INQAAHE, a series of initiatives were undertaken:

- INQAAHE continued to contribute to the quality assurance events organized by its members. Due to the COVID restrictions those contributions were done in an online mode. Some of the highlights are as follows:
 - **The United Kingdom:** QAA UK event on Transnational Provisions in Middle East
 - **Kazakhstan:** V Central Asian International Forum – an online event organized on 1-2 October under the theme *Higher Education Quality Assurance: Global Trends and Regional Aspects* dedicated to the 10th anniversary of IAAR.
 - **Kyrgyzstan:** under the auspices of UNESCO and upon the request of the Kyrgyz Ministry of Education, a national consultation on the revised approaches to QA was conducted. A number of meetings with the Ministry were conducted and a detailed Road Map for enhancement was produced.
 - **Lithuania:** SKVC Conference entitled *Development of external quality assurance: lessons learned and insights for the future*, delivered online on December 14. Dr. Susanna Karakhanyan contributed to the event by presenting the global trends in external quality assurance of higher education: disruptions, diversification and differentiation. The full session was broadcasted on [SKVC's Facebook page](#) and is available there.

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- **Colombia:** Conference on Learning Outcomes organized by the Ministry of Education. INQAAHE's contribution was on theme *Learning Outcomes Assessment: Relevance & Quality in Higher Education*.
- **Mexico:** Accreditation & Quality Assurance during Pandemic and Post-pandemic
- **Lebanon:** Best Practices in EQA – a round table discussion organized by UNESCO Middle East and Ministry of Education of Lebanon.
- **Kingdom of Saudi Arabia:** consultation on the revised approach to QA practices by NCAAA.
- **Pakistan:** Best Practices in External Reviews for Indus University. Online workshop organized by Indus University (Pakistan) on December 2, with the contribution of Dr. Fabrizio Trifiro and Dr. Anna Prades. The recording of the session is available on [Indus University YouTube channel](#).
- A comprehensive Communications and Outreach Strategy was created. In 2021, INQAAHE developed and launched a new communication and outreach strategy to improve the efficiency and effectiveness of member and media communications. Within the new framework, initiatives have been identified to enhance the visibility and impact of INQAAHE while better meeting member needs.
- INQAAHE supported UNESCO in their identification of experts for each of the 10 WHEC 2022 themes, based on which they came up with a group of Technical Experts to conduct a study on each of the 10 themes and provide recommendations for policymakers and HEIs.

QUALITY CULTURE

To provide a robust platform for experience exchange and collaboration between the regions worldwide by bridging global quality assurance providers.

To support INQAAHE members in terms of their contributions to national governments in their pursuit of the United Nations' Sustainable Development Goal (UNSDG) #4 on Education Quality.

INQAAHE Enhancement Platform

Throughout 2021 a number of projects were implemented to provide members with opportunities for professional development and quality enhancement. The highlights include the INQAAHE annual events, webinars and workshops.

Events, workshops, and webinars

- **The DNA of QA: the 10 Es and Beyond:** the first event to celebrate the 30th anniversary of the Network featuring all Presidents of INQAAHE. Past and present Presidents discussed the DNA of QA with its building blocks evolving around *Emergence, Economics, Evaluation, Enhancement, Excellence, Effectiveness, Engagement, Essence, Efficiency, Exceptional* and beyond, and respectively addressed the whole journey the global QA has been through, its disruptions, solutions and prospects. The recording of the session is available on [INQAAHE's YouTube channel](#).
- **INQAAHE Conference 2021 hosted by QAA, UK:** Due to the on-going international travel restrictions, the uncertainty around the safety of large face-to-face gatherings and INQAAHE's ambition to reach out to as many of its members as possible through this event, INQAAHE Conference 2021 was offered fully online supported by QAA, UK and its headquarters in Scotland. INQAAHE's 16th Biennial Conference was organized around the theme of *Re-Imagining of Higher Education Quality in an Age of Uncertainty* and was held over the period of 1 - 10 June to better accommodate multiple time zones.
 - The Pre-Conference featured four workshops from 1 to 4 June which covered the following topics:
 - INQAAHE's Guidelines of Good Practice (GGP);
 - Professional development of agency staff;
 - Measurement of learning outcome achievement (CLA+);

QUALITY CULTURE

- QA of Micro-credentials.
- o The main Conference was organized into sub-themes which explored the following major trends through four keynote speeches, paper and poster presentations and breakout sessions:
 - Digital disruption for HE brings disruption for quality assurance;
 - New quality agendas for external and internal quality assurance;
 - Quality assurance supporting changing learner journeys;
 - Maintaining trust in the face of uncertainty.

Overall, there was significant engagement from workshop participants, ranging from 47-63 attendees per workshop, and the Conference was attended by 181 attendees from the INQAAHE 7 regions globally.

- **INQAAHE 30th anniversary celebration:** on 7-8th of October INQAAHE organized an extraordinary event to celebrate the 30th anniversary. The event was held in Barcelona, in a hybrid mode and hosted 51 participants from 7 regions of INQAAHE and 28 countries. The event was proudly hosted by AQU Catalunya and the University of Barcelona and provided a forum for discussion of global issues regarding internal and external quality assurance and a regional networks meeting focused on the SDGs.
- **Planning for INQAAHE Biennial Forum 2022:** throughout 2021, INQAAHE Board's Forum 2022 Committee along with the FIMPES Local Organizing Committee worked on the organization of the 2022 Forum in Mexico City. The main theme of the Forum is *Sustainable Quality Assurance: Optimizing Synergies between Artificial and Human Intelligence*. The Forum will be held in Mexico City, Mexico, from June 6 until June 9, 2022. In preparation for the Forum, in July a [call for proposals to facilitate sessions](#) was distributed and proposals were welcomed until October 15, 2021. Sub-themes and pre-forum workshops were development and speakers invited.
- Selection of host for **INQAAHE Biennial Conference 2023:** In November 2020 a bid to host INQAAHE Conference 2023 was announced with geographical preferences highlighted as in Central, East and Southeast Asia; South America and the Caribbean; North America and Francophone Africa. During the General Assembly Meeting of 2021 in October, the INQAAHE members voted for Conference 2023 to take place in Nur-Sultan (Kazakhstan), hosted by the Independent Agency for Quality Assurance in Education (IQAA). INQAAHE Board formed a Conference Organization Committee to launch the preparations with the host.
- Bid for **INQAAHE Biennial Forum 2024:** In November 2021, the bid to host the biennial Forum 2024 was launched. Considering the venues for the INQAAHE annual events for the last ten years, preferences for hosting the INQAAHE Forum 2024 are given to the following regions: East and Southeast Asia; South America and the Caribbean; North America; and Francophone Africa.

Support to the INQAAHE Members

To promote professionalization of quality assurance, INQAAHE undertakes activities to encourage innovative solutions to quality assurance challenges and supports research in QA. In line with its inclusiveness principle, INQAAHE also allocates funding scholarships for Low Income Countries (LIC) and Least Developed Countries (LDC) to allow the latter to actively access the benefits the Network offers. 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 2021, the INQAAHE Funding Scheme was announced under the following two windows with total allocation of USD \$30,000¹. (Window 1, intended for Board’s initiatives was not initiated in 2021).

Window 2:

- **Capacity building:** Projects under Window 2 are aimed at the development and enhancement of quality assurance systems worldwide. These can include, but are not limited to, trainings, workshops, consultations, revision of the QA frameworks among other key issues. It also includes promotion of internships between different QA institutions, scholarships for the INQAAHE Quality Assurance Program (QAP), and funding for attending INQAAHE annual event.

In 2021 the following capacity building projects were funded and launched:

Table 1: Capacity building projects launched in 2021

ORGANISATION	MEMBERSHIP	COUNTRY	TOPIC	CALL	STATUS
OCQAS - Ontario College Quality Assurance Service	GGP Aligned	Canada	Truth and reconciliation in quality assurance (or re-mapping postsecondary education quality assurance to wholism)	2018-2019	Final phase
CINDA - Centro Universitario de Desarrollo in cooperation with INQAAHE	Full	Chile	Assuring the quality of quality assurers	2018-2019	Due date extended due to COVID

¹ See RESEARCH/THINK TANK Section for the content, development and results of the proposals awarded in each window of the IFS.

QUALITY CULTURE

TWAEA - Taiwan Assessment and Evaluation Association	Full	Taiwan	International Survey Project on Learning Outcomes and Satisfaction in Higher Education from Japan, Taiwan and Thailand	2019-2020	Completed
EdNet - Agency for Quality Assurance in the field of Education	Full	Kyrgyzstan	Ensuring Quality assurance and accreditation of distant education in Kyrgyzstan	2020-2021	On-going

The call for Proposals for 2021 was announced in June 2021. A total of 9 proposals were submitted and are under evaluation by external peers. Successful proposals will be launched in 2022.

- **Quality Assurance Program Scholarships:** INQAAHE offers graduate level programs on quality assurance leading to a full qualification awarded by two HEIs in partnership with INQAAHE: Melbourne University (in English) and Open University of Catalunya (in Spanish). Annually INQAAHE offers scholarships for qualified applicants from developing countries to enroll either for a [Graduate Certificate in Tertiary Education \(Quality Assurance\) at the University of Melbourne](#), or a [Master's degree on Quality Management and Evaluation in Higher Education at the Open University of Catalonia \(UOC\)](#).

INQAAHE announced its 2021 Call for interest in March and in total 6 applications were received. Successful applicants were notified by 12 April 2021. Table 2 lists the successful applicants in 2021:

Table 2: QAP scholarship granted in 2021

ORGANISATION	MEMBERSHIP	COUNTRY
Mustafa Kayyali	Affiliate	Syrian Arab Republic

Window 3:

- **Research and Innovation:** Projects under Window 3 contribute to the body of knowledge by exploring potential and opportunity for quality assurance through research and innovation. The outcomes of the research and innovation projects are eligible to be published in the journal Quality in Higher Education (after the corresponding revision by the journal's editors).

QUALITY CULTURE

In 2021 the following capacity building projects were funded and launched:

Table 3: Research and innovation projects launched in 2021

ORGANISATION	MEMBERSHIP	COUNTRY	TOPIC	CALL	STATUS
NCHE - National Council for Higher Education	Full	Namibia	The National Employer Survey 2019/20	2018-2019	On-going
IUCEA - Inter-University Council for East Africa	Associate	Uganda	Assessing the role of Institutional Quality Assurance	2019-2020	On-going
EQAN - East African Network for Quality Assurance	QA Network	Uganda	Approaches and Practices in the operationalization of the East African Higher Education Quality Assurance Frameworks		
NAAC - National Assessment and Accreditation Council	Full	India	Role of Quality Assurance and Accreditation in Improvement of Higher Education; A Case study of Select Indian Higher Education Institutions	2019-2020	On-going (halted due to COVID)
UGC - University Grants Commission	Full	Nepal	Transition to Digital Era of Accreditation: Scope and Challenges for Emerging Quality Assurance Agencies	2020-2021	On-going

In response to the 2021 Call for Proposals for Window 3 funding, a total of 6 proposals were received and are under evaluation by external peers.

INQAAHE's Support to Enhance Quality Systems

In 2020, under the auspices of UNESCO, INQAAHE launched an enhancement project in Kyrgyz Republic. The project, *Strengthening Quality Assurance Systems for Higher Education in Kyrgyzstan: Baseline analysis and national consultations*, was commissioned by UNESCO at the request of the Ministry of Education and Science (MoES) of Kyrgyzstan. The project aimed to review the current state of affairs of quality assurance at higher education level in terms of internal and external quality assurance and to offer potential solutions for improvement and enhancement.

The review team was led by the *International Network of Quality Assurance Agencies in Higher Education* (INQAAHE) with technical support from UNESCO's *Asia-Pacific Regional Bureau for Education* in Bangkok, Thailand. The INQAAHE team was represented by Dr. Susanna Karakhanyan (INQAAHE President), Dr. Martí Casadesús Fa (Director of AQU Catalunya and INQAAHE Secretary), Dr. Stephen Jackson (EU expert on Quality Assurance, UK), Dr. Erika Soboleva (CEO of AKKORK and INQAAHE Board Director) and Beatriz Calzada (INQAAHE Secretariat). The UNESCO Asia-Pacific Regional Bureau was represented by Dr. Libing Wang, Dr. Wesley Teter and Ms. Aisulu Sulaimanova, UNESCO Almaty Cluster Office for Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan.

Together with MoES, UNESCO planned and successfully completed three joint actions by July 2021:

1. An independent assessment of quality assurance standards and relevant international guidelines in Kyrgyzstan;
2. A national consultation on quality assurance systems for higher education;
3. Provision of actionable recommendations on implementing quality standards to promote international alignment of quality assurance agencies in Kyrgyzstan.

The project culminated in the development of a detailed road map for Kyrgyz Republic to revise and enhance its quality assurance system in line with its strategic priorities.

RESEARCH/THINK TANK

- To advance the body of knowledge and ensure continued effectiveness and relevance of quality assurance and enhancement activities.

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 received 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.

Contribution to the Body of Knowledge

Contribution to the body of knowledge takes places in a variety of formats:

- INQAAHE Board-initiated research: In 2021, within the frames of re-imagining the INQAAHE GGPs, the INQAAHE Board reflected on the outcomes of INQAAHE’s Global Study on Trends in Higher Education Quality Assurance to motivate and energize an initiative to review, update and enhance the Guidelines of Good Practice (GGP). In this context, the Board engaged in a number of regional focus groups aimed at capturing different views on how INQAAHE can contribute to enhance relevance and trust in quality assurance.
- INQAAHE member initiated research encouraged and funded by INQAAHE. In 2021, with INQAAHE’s support of the following research projects were launched.
 - **Ensuring Quality Assurance and Accreditation of Distant Education in Kyrgyzstan (EQADEK)**. A Capacity Building project submitted by the Kyrgyz Agency for Quality Assurance in the field of Education “EdNet” under the frame of INQAAHE Funding Scheme 2020-2021. The main objectives of the project are to improve internal documents on accreditation of non-adapted to distant learning SP of universities due to the pandemic, and train agency experts in terms of their preparation for accreditation using technologies of remote access and online conferences without visiting a university.
 - **Transition to Digital Era of Accreditation: Scope and Challenges for Emerging Quality Assurance Agencies**. A Research and Innovation project submitted by the University

RESEARCH/THINK TANK

Grants Commission (UGC) of Nepal, under the frame of INQAAHE Funding Scheme 2020-2021. The specific objectives of the study are to explore and compare the impacts of COVID-19 to the QAA Agencies of technologically developed and developing countries; map the innovative ways initiated by the QAA agencies to assess accreditation in the short-term and long-term; and analyse the cases of specific countries in relation to success and failure when responding to the COVID-19 crisis.

In 2021, the following capacity building and research and innovation projects were granted funds to launch in 2022:

- **Proof-of-concept system based on AI to support decision making on accreditation processes**, submitted by the Consejo Nacional de Acreditación (Colombia). The major goal of this capacity building project is to create and validate a proof-of-concept system that will provide the council members of the Colombian Accreditation Council with objective quantitative data that could be used during the process of deciding on the accreditation process.
- **Assessing Institutional Readiness to Implement Quality Assurance Activities: A Case Study of Tertiary Level Colleges in Bangladesh**, submitted by Dr. Rozilini M. Fernandez-Chung (Malaysia). The general objective of this research and innovation project is to study institutional readiness and capacity of colleges affiliated with the National University of Bangladesh to implement quality assurance activities.
- **Metrics-driven quality assurance: an overview of international approaches, challenges and opportunities**, submitted by Ecctis/UK ENIC (United Kingdom). Through the gathering of the information and intelligence this research will allow, authors aim to better inform the strategic decisions of different national quality assurance bodies and the development of national quality assurance systems, as well as informing the work of INQAAHE to enable the Network to better meet the changing needs of the international quality assurance community.

RELEVANCE

To advocate and promote the concept of quality assurance as the driving force for continuous improvement and enhanced relevance of HE.

INQAAHE supports a number of initiatives to promote quality assurance bodies in their efforts to serve the needs set out by national governments and HE systems and to enhance the relevance of QA provision. INQAAHE has developed and applies Guidelines of Good Practice (GGP) to review the alignment of External Quality Assurance Bodies (EQABs) for increased professionalization and relevance of quality assurance provision globally. Looking forward, INQAAHE promotes relevance by emphasizing the links between the labor market and HE provisions, recognizing QA developments, identifying gaps and solutions, and exploring new modes for QA to ensure relevance within an evolving context.

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

2021 witnessed an increased interest in INQAAHE's recognition of External Quality Assurance Bodies (EQABs) against the Guidelines of Good Practice (GGPs). In total, in 2021, 12 applications for GGP were processed, 4 were completed, 2 are in the process and the rest launched/planned to be launched in 2022.

RELEVANCE

Table 4: GGP Alignment Procedures 2021

QA Body	Acronym	Country	Region	PATHWAY	PERIOD OF ALIGNMENT
Ontario College Quality Assurance Service	OCQAS	Canada	North America	Re-alignment	9 February 2021 – 9 February 2026
Commission for Academic Accreditation	CAA	United Arab Emirates	Arab States	Re-alignment	12 July 2021 – 12 July 2026
Commission d'Évaluation de l'Enseignement Collégial	CEEC	Canada	North America	Re-alignment	30 November 2021 – 30 November 2026
National Agency for Accreditation of Higher Education	ANEAES	Paraguay	Latin America	Review	January 2022
Consejo Nacional De Educacion	CNED	Chile	Latin America	Review	January 2022
Comisión Nacional de Acreditación	CNA Chile	Chile	Latin America	Review	2022
Inicio - Consejo Nacional de Acreditación	CNA	Colombia	Latin America	Review	2022
Sistema Nacional de Acreditación de la Educación Superior	SINAES	Costa Rica	Latin America	Follow up	2022
La Comisión Nacional de Evaluación y Acreditación Universitaria	CONEAU	Argentina	Latin America	Review	2022
Badan Akreditasi Nasional Perguruan Tinggi	BAN-PT	Indonesia	Asia-Pacific	Review	2022
Education and Training Quality Authority	BQA	Bahrain	Arab States	Re-alignment	2022

RELEVANCE

Instituto de Calidad y Acreditación de Carreras Profesionales de Ingeniería y Tecnología	ICACIT	Peru	Latin America	Review	2022
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Overall, 7 application were received from Latin America, 2 from North America, 2 from Arab States and 1 from Asia-Pacific.

Quality Hallmarks: An Evolution

First established in 2003, the GGPs have served the mission of promoting and enhancing the QA culture globally. As the QA systems matured and with the education paradigm changing and diversifying, the need to revise the GGPs became obvious. The urgency for this was also widely supported in the INQAAHE Global Study published in 2020. In response to the global trends related to promotion of relevance, trust and recognition of HE outcomes, the INQAAHE Board decided to redesign its Guidelines of Good Practice (GGPs) to address the gaps and the ever-diversifying provisions in higher learning. Thus, a working group was established to further enhance the GGPs by transforming the latter into the International Standards and Guidelines for Quality Assurance in Higher Education (ISGs). The Board's decision to engage in the GGP revision was reaffirmed during Board meeting in December 2021 by the new Board.

The intent of the revisions are to refine the set of guidelines applicable to all EQABs and to also address the diversity across EQABs by developing additional, specialized standards (e.g. for quality assurance of cross-border education) that can be applied depending on the remit of the agency. In addition to this modularized approach, a protocol that recognizes the maturity level of providers will also be developed. The evolution of the INQAAHE Quality Hallmarks will allow them to be applied to all QA providers, including but beyond INQAAHE members, and necessitate an independent decision-making body - outside of the INQAAHE board. Successful EQABs could be awarded a credential and be listed on the INQAAHE register.

The methodology that supports this work includes a literature review and document analysis, followed by a set of global focus group meetings (see table 1). In total, 7 focus groups with 90 participants were held. The Focus Groups covered 47 (24%) of countries and 58 (~17%) of QA bodies globally, out of which 84% were INQAAHE members and the rest outside the membership. The contributions of the focus groups will inform the development work conducted by QA experts with specific expertise - both from the INQAAHE Board and the broader QA community. This work will culminate in a wide stakeholder consultation process that will yield the initial set International Standards and Guidelines for Quality Assurance.

RELEVANCE

Table 5: Focus Groups: overview of demography

	Regions	Number of Countries	Number of QA Bodies	Membership with INQAAHE	Profile of QA bodies	Number of Participants
1	Africa	5	6	2	6 national regulators	10
2	Arab States	7	8	6	8 national regulators	13
3	Asia-Pacific	10	13	13	11 national regulators, 1 private QA body, 1 university association	15
4	Eastern Europe	8	8	8	7 national regulators, 1 private QA body	13
5	Latin America and Caribbean	8	9	9	7 national regulators, 1 federation of HEIs, 1 national level subject specific accreditor	17
6	North America	2	7	6	2 regional accreditors, 2 province regulators, 1 prof accreditor, 1 distant education, 1 QA Council	12
7	Western Europe	7	7	5	5 national regulators, 1 Eng council, 1 National Council	10
	Total	47	58	49		90
	Total in %	24 % of countries globally	~17 % of QA bodies globally	84 % INQAAHE members		

Marjorie Peace Lenn Center

The Marjorie Peace Lenn Center serves as INQAAHE’s center for learning and research. Starting March 2020, the Center partnered with the company MaxKnowledge, to provide training curriculum for quality assurance professionals and university staff in a self-paced, on-line learning format. This platform 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 inqaahellearn.org.

In 2021 the scope of the MPL Centre activities were re-evaluated. As one of the new initiatives, the MPL will host a webinar series “INQAAHE Talks”, designed to provide international perspectives on regional issues, and broader discussions on global issues. The Committee is also engaged in supporting members with targeted -training and capacity building activities.

PART II: FINANCIAL STATEMENTS

GENERAL INFORMATION

The financial statement includes the transactions and balances for the financial year 2021, from January 1 until December 31. As a reminder, INQAAHE is using a new accounting software since 2020.

STATEMENT OF FINANCIAL POSITION

As of December 31, 2021:

	2021 (USD)	2020 (USD)	2019 (USD)
Bank Accounts	612,799	564,980	534,241
Accounts Receivable	99,265	135,536	63,356
Other Current Assets	48	7	–
Fixed Assets	749	1,511	3,661
TOTAL ASSETS	712,860	702,034	601,258
Accounts Payable	8,257	–	7,293
Other Current Liabilities	16,500	19,900	36,600
TOTAL LIABILITIES	24,757	19,900	43,893
Net Assets	682,134	557,366	630,961
Retained Earnings	(93)	–	–
Net Revenue	6,062	124,769	(73,595)
TOTAL EQUITY	688,104	682,134	557,366

INQAAHE' Statement of Financial Position (previously Balance) is broken down into two 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 and Other Current Liabilities (directly linked to the Funding Scheme grants).

FINANCIAL STATEMENTS

	2021 (USD)	2020 (USD)	2019 (USD)
ASSETS			
Current Assets			
Bank Accounts			
Cash on hand - USD	520	520	520
Checking - EUR	3,945	21,124	7,240
Checking - USD	608,333	543,336	525,445
Due from card payments	0	–	1,036
Total Bank Accounts	612,799	564,980	534,241
Accounts Receivable			
Accounts Receivable (A/R)	178,358	181,541	85,238
Less Doubtful Accounts	(79,093)	(46,005)	(21,882)
Total Accounts Receivable (A/R)	99,265	135,536	63,356
Total Accounts Receivable	99,265	135,536	63,356
Other Current Assets			
Due from Agency	48	7	–
Total Other Current Assets	48	7	–
Total Current Assets	758,116	700,523	597,597
Fixed Assets			
Accumulated Depreciation	(598)	(322)	(1,807)
Accumulated Depreciation (IA)	(20,829)	(20,343)	(19,614)
Computer Hardware	1,104	1,104	3,024
Computer Software	21,071	21,071	19,614
Construction in Progress	0	0	2,444
Total Fixed Assets	749	1,511	3,661
TOTAL ASSETS	712,860	702,034	601,258
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable (A/P)	8,257	–	7,293
Total Accounts Payable	8,257	–	7,293
Other Current Liabilities			
Grant Agreement Commitments			
Capacity Building Grants	4,000	9,900	34,600
Research and Innovation Grants	12,500	10,000	2,000
Total Grant Agreement Commitments	16,500	19,900	36,600
Total Other Current Liabilities	16,500	19,900	36,600
Total Current Liabilities	24,757	19,900	43,893
Total Liabilities	24,757	19,900	43,893
Equity			
Net Assets	682,134	557,366	630,961
Retained Earnings	(93)		

FINANCIAL STATEMENTS

Net Revenue	6,062	124,769	(73,595)
Total Equity	688,104	682,134	557,366
TOTAL LIABILITIES AND EQUITY	712,860	702,034	601,259

STATEMENT OF ACTIVITY

From January to December 2021:

	2021 (USD)	2020 (USD)	2019 (USD)
Membership fees	254,031	269,101	229,861
GGP Alignment	38,250	67,500	24,000
Grants and Consultations	29,663	13,200	–
Events	28,165	23,583	33,604
Sponsorships	300	10,300	5,150
Other Revenue	52	37	–
TOTAL REVENUE	350,461	383,721	292,615
Employee Compensation and Benefits		79,676	88,569
Funding Scheme Grant Expenses - Commitments	14,654	11,000	79,376
Professional Fees	144,619	109,409	87,011
Office/General Administrative Expenditures	6,935	1,500	180
Event related Expenditures	13,170	500	8,988
Travel and Entertainment - General	–	3,167	5,789
Other Expenses	155,675	53,444	84,786
TOTAL EXPENDITURES	344,345	258,778	368,978
Net Operating Revenue	6,116	124,943	(76,363)
Other Expenditures	54	175	(2,767)
Net Other Revenue	(54)	(175)	2,767
Net Revenue	6,062	124,769	(73,596)

INQAAHE' Statement of Activity (previously Profit and Loss) is broken down into two main categories: Revenue and Expenditures.

- **Revenue:** which includes the different sources of revenue for the Network: Membership fees, GGP Alignment procedures, Grants and Consultations, INQAAHE Events, Sponsorships and Other.
- **Expenditures:** which include Expenses related to employees, INQAAHE Funding Scheme grants and scholarships, Fees from External Professionals, Office and Event related expenditures, expenses directly linked to INQAAHE's Board and Travel, and Other.

FINANCIAL STATEMENTS

	2021 (USD)	2020 (USD)	2019 (USD)
Revenue			
Membership fees	242,937	235,684	229,861
LIC/LDC annual membership fee	5,094	4,835	–
Regularised fees		21,882	–
Review fees	6,000	6,700	–
Total Membership fees	254,031	269,101	229,861
GGP Alignment			
GGP Review	38,250	67,500	24,000
Total GGP Alignment	38,250	67,500	24,000
Total Grants and Consultations	29,663	13,200	–
Events			
Forum	12,068	21,083	33,604
Other Events	14,800	–	–
Training, courses, webinars	1,297	2,500	–
Total Events	28,165	23,583	33,604
Sponsorships			
Events		10,000	4,850
Newsletter	300	300	300
Total Sponsorships	300	10,300	5,150
Other Revenue			
Financial Income	20	37	0
Publications	33		–
Total Other Revenue	52	37	–
TOTAL REVENUE	350,461	383,721	292,615

FINANCIAL STATEMENTS

	2021 (USD)	2020 (USD)	2019 (USD)
Expenditures			
Funding Scheme Grant Expenses - Commitments			
Capacity Building	10,000	6,000	–
Research and Innovation	2,500	5,000	–
QA Programme	2,154	–	9,876
Total Funding Scheme Grant Expenses - Commitments	14,654	11,000	79,376
Professional Fees			
Accounting Services	2,025	3,439	–
Assessing Agency Alignment (GGP)	28,000	13,000	9,500
Grants and consultations	36,730		
Audit related	–	7,884	–
IT programming and support	–	987	1,049
Journal "Quality in Higher Education"	8,172	18,066	9,754
Proof Reading/Editing Services	–	3,500	–
Legal and professional services	2,737	–	–
Other Professional Expenses	4,955	–	–
Secretariat costs (including travel)	62,000	62,533	66,708
Total Professional Fees	144,619	109,409	87,011
Office/General Administrative Expenditures			
Office Supplies & Software	5,033	647	–
Telecom and audiovisual	–	665	–
Postage and Delivery	231	–	–
Printing	1,480	–	–
Web Design and Hosting	191	187	180
Total Office/General Administrative Expenditures	6,935	1,500	180
Event related Expenditures			
Event related Travel & Meals	5,376	–	–
Promotional material	889	–	–
Speaker Fees	1,687	500	–
Tech requirements (hybrid delivery)	5,218	–	–
Event scholarships	–	–	8,988
Total Event related Expenditures	13,170	500	8,988
Board & Committee related Expenditures			
Board Travel expenses	9,292	83	14,279
Total Board & Committee related Expenditures	9,292	83	14,279
Travel and Entertainment - General			
Travel	–	3,167	5,789
Total Travel and Entertainment - General	–	3,167	5,789
Other Expenses			
Bad Debts	148,364	55,248	65,421
Bank Charges & Fees	5,496	6,081	6,342
Depreciation/Amortization	762	1,004	5,975
Gain/Loss on foreign exchange	1,054	(1,998)	–

FINANCIAL STATEMENTS

Prior period corrections	–	(6,893)	–
Sundry expenses	–	–	7,048
Total Other Expenses	155,675	53,444	84,786
TOTAL EXPENDITURES	344,345	258,778	368,978
Net Operating Revenue	6,116	124,943	(76,363)
Other Expenditures			
Other Miscellaneous Expense	–	159	(2,767)
Reconciliation Discrepancies	54	15	–
Total Other Expenditures	54	175	(2,767)
Net Other Revenue	(54)	(175)	2,767
Net Revenue	6,062	124,769	(73,596)

NOTES TO THE FINANCIAL STATEMENTS

RESULT - NET LOSS/SURPLUS FOR REPORTING PERIOD

The result for the year 2021 amounts to **6,062.42 USD** positive, which represents a considerable decline from the previous year. This decrease is due to a slight decrease in revenues (of 9%) and an increase in expenditures (33%). The increase in expenditures is mainly due to the regularisation of accounts receivable (bad debt account, included in Other expenses), to professional fees related to the Kyrgyzstan project (which were covered by the corresponding Grant received between 2020 and 2021) and the celebration of the 30th INQAAHE anniversary in Barcelona.

EQUITY

The period ends with a positive result, and an equity of **688,103.67 USD**.

BANK ACCOUNTS

INQAAHE is in a good financial situation. The Network's bank accounts have continued to increase over the last year.

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 (the main one) and another one in Euros (secondary).

ACCOUNT RECEIVABLES

Receivables amounted to 99,264.57 USD, a 27% less than in 2020. As a reminder, in 2020, INQAAHE, given the economic difficulties derived from the global pandemic, the effort of collecting outstanding invoiced relaxed considerably and members who were in arrears for more than two years (as stated in our [Financial Policy](#)) did not have their memberships discontinued. In 2021, 35 members were deemed uncollectable and were written off from INQAAHE's membership.

FINANCIAL STATEMENTS

Because these members were in arrears for more than two years, this has made the Bad Debts account to increase considerably compared to 2020 (168%).

FIXED ASSETS AND DEPRECIATION

A new computer hardware equipment was purchased at the end of 2019 for 1,103.34 USD.

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, 2021. Depreciation for this computer was calculated as follows:

Active value:	1,103.34 USD
Provision years:	4 (275.84 USD/year)
Provision 2019:	2 months (invoice date October 25, 2019) = 45.97 USD
Provision 2020:	275.84 USD
Provision 2021:	275.84 USD

Accumulated depreciation = 45.97 + 275.84 + 275.84 = 597.64 USD

The INQAAHE website, purchased for 19,614 USD, was operative on November 18, 2016. 2019 was the last year the website accumulated depreciation. During that year, 30 hours of website developments should have been added to the value of the website and depreciated accordingly. Since this was not done then, it was corrected in 2020 and calculations have continued in 2021 accordingly. The overall amount of the website depreciation adds up to 20,829 USD this year.

LIABILITIES

In terms of liabilities (24,757 USD), most of them (16,500) are related to INQAAHE Funding Scheme grants (Capacity Building and Research and Innovation) provisioned for the following year. At the end of 2021 INQAAHE had 8,257 USD in Accounts Payable.

TOTAL REVENUE

INQAAHE incomes are currently classified into six categories: membership fees (annual and review fees), GGP Alignment (review and recognition procedures), grants and consultations (external projects), INQAAHE events (including training courses and webinars as well as the annual forum or conference), sponsorships (of INQAAHE events and the quarterly newsletter) and other (mainly related to international bank transfers).

The total 2021 income, 350,461 USD, diminished by 9% compared to 2020 (383,721 USD). This decrease is mainly explained by a slight reduction (6%) in membership fees, which are the main revenue source of the Network, and the fewer number of GGP Alignment procedures carried out in 2021 if compared with the previous year.

FINANCIAL STATEMENTS

MEMBERSHIP FEES

Our annual membership fees have not changed since 2012. Here is a detail of the fees depending on the type of the country of the member:

Regular 2021 Membership fee = 690.65 USD

LDC/LIC countries (as per [The World Bank](#) and [UN](#)) 2021 Membership fee = 345.33 USD

Review fees = 100 USD

The reported total membership fees of 254,031 USD include annual membership fees (along with fees from LDC/LIC countries) for the reporting year, as well as review fees (charged to applicants for INQAAHE membership).

Taking a conservative approach, it was estimated that 25% of all pending membership fees would not be successfully collected during 2022 (33,088 USD).

CONTRIBUTIONS FROM EVENTS

Revenue from INQAAHE Conference 2021 registration fees, hosted by the Quality Assurance Agency (QQA) and delivered online, amounted to 12,067.65 USD. The income of the face-to-face celebratory event for INQAAHE's 30th anniversary in Barcelona amounted to 14,800 USD. In terms of expenses, the expenses related to the anniversary celebration amounted to 13,169.66 USD.

GGP ALIGNMENTS

Income collected from GGP alignments in 2021 (38,250 USD) originated from four different agencies seeking alignment (through the review pathway).

TOTAL EXPENDITURES

2021's general expenditures (344,345 USD) are higher than 2020's (258,778 USD), which were exceptionally low. The categories of expenses with the highest increased are Other expenses, which includes Bad debts, Event related expenditures and expenditures related to Grants and Consultations (these include consultancy fees from experts and professionals involved in INQAAHE projects).

FUNDING SCHEME GRANTS

A total of 14,654 USD was expensed during 2021. This amount corresponds to part of a Capacity Building grant and one Research and Innovation grants, and one grant to Quality Assurance Programme.

FINANCIAL STATEMENTS

FEE TO SECRETARIAT AND SECRETARIAT TRAVEL EXPENSES

The annual fee INQAAHE pays to AQU Catalunya to host the Network' Secretariat, 62,000 USD, was settled in three bank transfers, one ordered in January 2021, a second one in June 2021 and a third one in October 2021.

This account also includes any travel expense applicable to Secretariat staff, but no expenses were incurred in 2021.

JOURNAL

The cost for the Journal varies from year to year, depending on the number of INQAAHE members and the exact currency exchange between GBP and USD (invoices are always issued in British Pounds). Taylor & Francis, the publishing company in charge of distribution, issued an invoice for their 2021 of 8,172 USD.

WEBSITE HOSTING AND DEVELOPMENTS

All developments related to the new INQAAHE website are being registered in the fixed assets category of the Statement of Financial Position. Expenses in 2021 for this concept amounted to 191 USD, similar than in 2020 or 2019, and it exclusively refers to hosting as no new developments were done.

EXPENSES FOR BOARD MEMBERS

The expense executed in 2021 consist of the compensation of eight Board Directors for the event celebrated in Barcelona in October. As per INQAAHE's [Financial Policy](#), when an INQAAHE Board Member attends, in its entirety, the meetings of the INQAAHE Board of Directors held before and after INQAAHE events (i.e., biannual conferences or fora), 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 Member in attendance will receive a 500 USD personal honorarium.

BANK CHARGES

Banking expenses executed in 2021 were 5,496 USD versus 6,081 USD executed in 2020. These costs include wire transfers 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.

LOSS/GAIN ON FOREIGN EXCHANGE

The loss on foreign exchange in 2021 was 1,054 USD versus last year's 1,998 USD gain.

We have applied the gain/loss at the currency exchange of 31/12/2021 USD/EUR to the following EUR accounts: balance at bank account and other registered monetary accounts registered in EUR. The transactions (incomes and expenses) executed in EUR are always recognised in the functional

FINANCIAL STATEMENTS

currency (USD) by applying the currency exchange rate published in BOE, the Spanish Official Bulletin (<http://boe.es/>).

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 member about their own activities.

QUARTERLY COMMUNIQUÉ

This [quarterly bulletin](#) 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.

SOCIAL MEDIA

[FACEBOOK](#) 

[LINKEDIN](#) 

[TWITTER](#) 

[YOUTUBE](#) 

ANNEX 1. NEW MEMBERS

During 2021, INQAAHE welcomed 18 new members. As a result of an annual check carried out by the Secretariat, 39 members were removed from the INQAAHE register. 4 of them requested their membership to be discontinued due to closure of the QA body or financial reasons related to COVID 19. The rest of members were removed due to long outstanding annual fees.

Table 1: INQAAHE members 2021

ORGANISATION/INDIVIDUAL	MEMBERSHIP	COUNTRY/REGION
Academic Quality Agency for New Zealand Universities	GGP aligned member	New Zealand
Agency for the Quality of the Basque University System	GGP aligned member	Spain
Agency for Quality Assurance in the Catalan University System	GGP aligned member	Spain
Commission d'Évaluation de l'Enseignement Collégial	GGP aligned member	Canada
Commission for Academic Accreditation	GGP aligned member	United Arab Emirates
Higher Education Evaluation and Accreditation Council of Taiwan	GGP aligned member	Chinese Taipei
National Accreditation Commission	GGP aligned member	Chile
National Accreditation Council	GGP aligned member	Colombia
Ontario College Quality Assurance Service	GGP aligned member	Canada
Sistema Nacional de Acreditación de la Educación Superior	GGP aligned member	Costa Rica
The Quality Assurance Agency for Higher Education	GGP aligned member	United Kingdom
ABET	Full member	United States
Abu Dhabi Department of Education and Knowledge	Full member	United Arab Emirates
Accreditation Agency for Study Programs in Health and Social Sciences	Full member	Germany
Accreditation Agency of Curacao	Full member	Netherlands Antilles
Accreditation Commission for Education in Nursing	Full member	United States
Accreditation Council for Administrative, Accounting and related sciences	Full member	Mexico

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Accreditation Council for Business Schools and Programs	Full member	United States
Accreditation Council for Entrepreneurial and Engaged Universities	Full member	Netherlands
Accreditation Council for Pharmacy Education	Full member	United States
Accreditation Council for Practical Abilities	Full member	Japan
Accreditation Council of Trinidad and Tobago	Full member	Trinidad and Tobago
Accreditation in Computing and Computer AC	Full member	Mexico
Accreditation Organisation of the Netherlands and Flanders	Full member	Netherlands
Accreditation, Certification and Quality Assurance Institute	Full member	Germany
Accrediting Agency AcreditAccion	Full member	Chile
Accrediting Agency of Chartered Colleges and Universities of the Philippines	Full member	Philippines
Accrediting Commission of Career Schools and Colleges	Full member	United States
ADC Agencia de Acreditación	Full member	Chile
Agencia Acreditadora de Chile	Full member	Chile
Agencia Nacional para la Evaluación de la Calidad y Acreditación	Full member	Spain
Agency for accreditation of educational organizations and programmes "Sapattuu bilim"	Full member	Kyrgyz Republic
Agency for Accreditation of Educational Programs and Organizations	Full member	Kyrgyz Republic
Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina	Full member	Bosnia and Herzegovina
Agency for Higher Education of Republika of Srpska	Full member	Bosnia and Herzegovina
Agency for Higher Education Quality Assurance and Career Development	Full member	Russian Federation
Agency for higher education quality evaluation	Full member	Belgium
Agency for Quality Assurance and Accreditation Austria	Full member	Austria
Agency for Quality Assurance in the field of Education (EdNet)	Full member	Kyrgyz Republic
Agency for Quality Assurance in the Galician University System	Full member	Spain

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Agency for Quality Assurance Through Accreditation of Study Programmes	Full member	Germany
Agency for Science and Higher Education (ASHE)	Full member	Croatia
Agency for the Quality of the Higher Education	Full member	Chile
Akkreditierungsagentur für Studiengänge der Ingenieurwissenschaften der Informatik der Naturwissenschaften und der Mathematik	Full member	Germany
Americas Accreditation Agency Foundation	Full member	Argentina
Andalusian Agency for Knowledge (DEVA-AAC)	Full member	Spain
Aragon Agency for Quality Assurance and Strategic Foresight	Full member	Spain
ARQA - Agency for Recognition and Quality Assurance in Education	Full member	Kazakhstan
Association for Engineering Education of Russia	Full member	Russian Federation
Association of Evaluation and Accreditation of Health Sciences Programs	Full member	Turkey
Astana Accreditation Agency	Full member	Kazakhstan
Barbados Accreditation Council	Full member	Barbados
Botswana Qualifications Authority	Full member	Botswana
British Accreditation Council for Independent Further and Higher Education	Full member	United Kingdom
Caribbean Accreditation Authority for Education in Medicine and other Health Professions	Full member	Jamaica
Caribbean Evangelical Theological Association	Full member	Trinidad and Tobago
Center for Education Accreditation, Vietnam National University, Hanoi	Full member	Vietnam
Center for Quality Assessment in Higher Education	Full member	Lithuania
Centre for Education Accreditation, Association of Vietnam Universities and Colleges	Full member	Vietnam
Centro Interuniversitario de Desarrollo	Full member	Chile
Certification Association “Russian Register”	Full member	Russian Federation
China Academic Degrees and Graduate Education Development Center	Full member	China

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Commission for University Education	Full member	Kenya
Commission on Accreditation for Health Informatics and Information Management Education	Full member	United States
Commission on Accreditation of Athletic Training Education	Full member	United States
Commission on Collegiate Nursing Education	Full member	United States
Consejo Nacional de Educacion	Full member	Chile
Council for Accreditation of Counseling & Related Educational Programs	Full member	United States
Council of Education Quality Improvement for the Educational Colleges in Iraq	Full member	Iraq
Council on Higher Education	Full member	Lesotho
Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA)	Full member	Cyprus
Department of Higher Education, Research, Science and Technology	Full member	Papua New Guinea
Distance Education Accrediting Commission	Full member	United States
Education & Training Quality Authority	Full member	Bahrain
Education Quality Accreditation Agency	Full member	Peru
Educational Quality and Assessment Programme/Secretariat of the Pacific Community	Full member	Fiji
Eesti Kõrg- ja Kutsehariduse Kvaliteediagentuur	Full member	Estonia
EQAA European Quality Assurance Agency	Full member	Germany
Eurasian Accreditation Agency	Full member	Kazakhstan
Eurasian Centre for Accreditation and Quality Assurance in Higher Education and Health care	Full member	Kazakhstan
European Association for Public Administration Accreditation	Full member	Netherlands
European Council for Theological Education	Full member	Germany
Evaluation Agency Baden-Wuerttemberg	Full member	Germany
Federation for Self-financing Tertiary Education	Full member	Hongkong, China
Federation of Mexican Private Higher Education Institutions	Full member	Mexico
Fiji Higher Education Commission	Full member	Fiji

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Finance Accreditation Agency	Full member	Malaysia
Finnish Education Evaluation Centre	Full member	Finland
Foundation "Academic Information Centre" / Higher Education Quality Assurance Agency	Full member	Latvia
Foundation for International Business Administration Accreditation	Full member	Germany
Foundation for the Accreditation of Study Programmes in Germany (German Accreditation Council)	Full member	Germany
General Department of Education Testing and Accreditation	Full member	Vietnam
Grenada National Accreditation Board	Full member	Grenada
Hellenic Quality Assurance and Accreditation Agency	Full member	Greece
High Council for the Evaluation of Research and Higher Education	Full member	France
Higher Education Accreditation Commission	Full member	Jordan
Higher Education Commission	Full member	Pakistan
Higher Education Commission Mauritius	Full member	Mauritius
Higher Education Evaluation Center of the Ministry of Education, P. R. China	Full member	China
Higher Education Planning Evaluation Accreditation and Coordination Council	Full member	Cyprus
Higher Education Quality Committee / Council of Higher Education	Full member	South Africa
Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ)	Full member	China
Independent Agency for Accreditation and Rating	Full member	Kazakhstan
Independent Agency for Quality Assurance in Education	Full member	Kazakhstan
Independent Kazakhstani Center of Accreditation	Full member	Kazakhstan
Institute for Education Quality Assurance	Full member	Vietnam
Institute of Korean Medicine Education and Evaluation	Full member	Korea, Rep.
Institute of Quality and Accreditation of Computing, Engineering and Engineering Technology Programs.	Full member	Peru
Institutional Evaluation Programme	Full member	Switzerland
Inter Institutional Committees for the Evaluation of Higher Education	Full member	Mexico

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International Accreditation Council for Global Development Studies and Research	Full member	Germany
International Assembly for Collegiate Business Education	Full member	United States
International Association for Management Development in Dynamic Societies	Full member	Slovenia
International Board of Certified Trainers	Full member	Netherlands
International Centre of Excellence in Tourism and Hospitality Education	Full member	Australia
Japan Institution for Higher Education Evaluation	Full member	Japan
Japan University Accreditation Association	Full member	Japan
Jiangsu Agency for Educational Evaluation	Full member	China
Korean Accreditation Board of Nursing Education	Full member	Korea, Rep.
Korean Council For University College Education	Full member	Korea, Rep.
Korean Council for University Education	Full member	Korea, Rep.
Kosovo Accreditation Agency	Full member	Kosovo
Malaysian Qualifications Agency	Full member	Malaysia
Maldives Qualifications Authority	Full member	Maldives
Maritime Provinces Higher Education Commission	Full member	Canada
Mauritius Qualifications Authority	Full member	Mauritius
Middle States Commission on Higher Education	Full member	United States
Montessori Accreditation Council for Teacher Education	Full member	United States
Myanmar Engineering Council	Full member	Myanmar
Namibia Qualifications Authority	Full member	Namibia
NASPAA The Global Standard in Public Service Education	Full member	United States
National Accreditation Agency	Full member	Russian Federation
National Accreditation Agency for Higher Education	Full member	Indonesia
National Accreditation Board	Full member	Ghana
National Agency for Accreditation of Higher Education	Full member	Paraguay
National Agency for Higher Education Quality Assurance	Full member	Ukraine

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National Architectural Accrediting Board	Full member	United States
National Assessment and Accreditation Council	Full member	India
National Authority for Quality Assurance and Accreditation in Education	Full member	Egypt, Arab Rep.
National Bureau for Academic Accreditation and Education Quality Assurance	Full member	Kuwait
National Center for Professional Education Quality Assurance	Full member	Armenia
National Centre for Public Accreditation	Full member	Russian Federation
National Commission for Academic Accreditation and Assessment	Full member	Saudi Arabia
National Commission for Evaluation and Accreditation	Full member	Argentina
National Commission on Orthotic and Prosthetic Education	Full member	United States
National Council for Higher Education	Full member	Namibia
National Council for the quality of tourism education, AC	Full member	Mexico
National Institution for Academic Degrees and Quality Enhancement of Higher Education	Full member	Japan
National System of Evaluation, Accreditation and Certification of Educational Quality	Full member	Peru
Netherlands' Inspectorate of Education, Ministry of Education, Culture and Science	Full member	Netherlands
New England Commission of Higher Education	Full member	United States
New Zealand Qualifications Authority	Full member	New Zealand
Norwegian Agency for Quality Assurance in Education	Full member	Norway
Oman Authority for Academic Accreditation and Quality Assurance of Education	Full member	Oman
Ontario Universities Council on Quality Assurance	Full member	Canada
Philippine Accrediting Association of Schools Colleges and Universities	Full member	Philippines
Philippine Association of Colleges and Universities Commission on Accreditation	Full member	Philippines

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Postsecondary Education Quality Assessment Board Ministry of Training Colleges	Full member	Canada
Public Foundation Independent Accreditation Agency "BILIM-STANDART"	Full member	Kyrgyz Republic
Quality and Qualifications Ireland	Full member	Ireland
Quality Assurance & Accreditation Division	Full member	Bhutan
Quality Assurance Agency for Higher Education of Andorra	Full member	Andorra
Quality Assurance Agency in Higher Education, ASCAL	Full member	Albania
Quality Assurance and Accreditation Council of the University Grants Commission	Full member	Sri Lanka
Quality Assurance Authority	Full member	Mauritius
Quality Assurance Netherlands Universities	Full member	Netherlands
Quality Matters	Full member	United States
Sam and Associates	Full member	Peru
Samoa Qualifications Authority (SQA)	Full member	Samoa
Seychelles Qualifications Authority	Full member	Seychelles
Shanghai Education Evaluation Institute	Full member	China
Slovenian Quality Assurance Agency	Full member	Slovenia
SNRO	Full member	Netherlands
Southern Association of Colleges and Schools Commission on Colleges	Full member	United States
Swedish Higher Education Authority	Full member	Sweden
Swiss Agency of Accreditation and Quality Assurance	Full member	Switzerland
Taiwan Assessment and Evaluation Association	Full member	Chinese Taipei
Tertiary Education Quality and Standards Agency	Full member	Australia
The Council for Higher Education	Full member	Israel
The Danish Accreditation Institution	Full member	Denmark
The Higher Learning Commission/North Central Association of Colleges and Schools	Full member	United States
The Maldives National University	Full member	Maldives
The Mongolian National Council for Education Accreditation	Full member	Mongolia
The National Accreditation and Equivalency Council of The Bahamas	Full member	The Bahamas

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The National Accreditation Council - Guyana	Full member	Guyana
The Office for National Education Standards and Quality Assessment	Full member	Thailand
The Polish Accreditation Committee	Full member	Poland
The Romanian Agency for Quality Assurance in Higher Education	Full member	Romania
The Saudi Commission for Health Specialties	Full member	Saudi Arabia
The University Council of Jamaica	Full member	Jamaica
Tonga National Qualifications and Accreditation Board	Full member	Tonga
Transnational Association of Christian Colleges and Schools	Full member	United States
Turkish Higher Education Quality Council	Full member	Turkey
Universities New Zealand-Te Pokai Tara	Full member	New Zealand
University Grants Commission	Full member	Nepal
University Grants Committee HK	Full member	Hongkong, China
University Quality Assurance International Board	Full member	United Arab Emirates
Accreditation Council for Chinese Business Education (ACCBE), Chinese Management Association (CMA)	Associate member	Chinese Taipei
Aga Khan University	Associate member	Kenya
Air university	Associate member	Pakistan
Al Ain University	Associate member	United Arab Emirates
Al -Mustaqbal University College	Associate member	Iraq
AMA International University	Associate member	Bahrain
Andres Bello University	Associate member	Chile
Applied Science University	Associate member	Bahrain
Avm's Karmaveer Bhaurao Patil Degree College	Associate member	India
Bahauddin Zakariya University (BZU)	Associate member	Pakistan
Bahria University	Associate member	Pakistan
Balochistan University of Engineering & Technology	Associate member	Pakistan
Baqai Medical University	Associate member	Pakistan
Barrett Hodgson University	Associate member	Pakistan
Board of Quality Standards(BQS)	Associate member	Benin
Botswana Open University	Associate member	Botswana
Business & Computing Examinations	Associate member	United Kingdom

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Camp Education Society's Dr. Arvind B Telang Sr college of Arts, Science and Commerce	Associate member	India
Capital University of Science and Technology	Associate member	Pakistan
Center for Educational Testing and Quality Assessment	Associate member	Vietnam
China Education Association for International Exchange	Associate member	China
Chinhoyi University of Technology	Associate member	Zimbabwe
Cipriani College of Labour and Co-operative Studies	Associate member	Trinidad and Tobago
Commonwealth of Learning	Associate member	Canada
Council of Private University Presidents	Associate member	Argentina
Cyprus West University	Associate member	Cyprus
Dawood University of Engineering and Technology	Associate member	Pakistan
Département coopération en éducation	Associate member	France
Dr. D. Y. Patil Vidyapeeth, Pune	Associate member	India
ECCTIS	Associate member	United Kingdom
Education and Youth Development Bureau	Associate member	Macao, China
Euclid University	Associate member	Central African Republic
Fatima Jinnah Women University	Associate member	Pakistan
Fiji National University	Associate member	Fiji
Final International University	Associate member	Cyprus
Foundation University Islamabad	Associate member	Pakistan
Francophone University of International Development	Associate member	Cameroon
GIK Institute of Engineering sciences and technology	Associate member	Pakistan
Global Humanistic University	Associate member	Netherlands Antilles
Government College Women University Faisalabad	Associate member	Pakistan
Greenwich University	Associate member	Pakistan
Gulf College	Associate member	Oman
Hamdard University	Associate member	Pakistan
Hazara University, Mansehra	Associate member	Pakistan
Higher Colleges of Technology	Associate member	United Arab Emirates
Hoa Sen University	Associate member	Vietnam
Holy Spirit University of Kaslik	Associate member	Lebanon
Horizon College of Business and Technology (Horizon Campus)	Associate member	Sri Lanka
Humber College Institute of Applied Technology and Advanced Learning	Associate member	Canada

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ILMA University	Associate member	Pakistan
Indus University	Associate member	Pakistan
Institute for Academic Development, Villa College	Associate member	Maldives
Institute of Business Administration	Associate member	Pakistan
Institute of Business Management	Associate member	Pakistan
Institute of Management Sciences	Associate member	Pakistan
Institute of Space Technology	Associate member	Pakistan
International Open University	Associate member	Gambia, The
International School of Medicine	Associate member	Kyrgyz Republic
Inter-University Council for East Africa	Associate member	Uganda
Iqra University	Associate member	Pakistan
Isra University	Associate member	Pakistan
Jinnah Sindh Medical University	Associate member	Pakistan
Jinnah University for Women	Associate member	Pakistan
Kamla Nehru Mahavidyalaya	Associate member	India
Kazakhstan Association of Engineering Education	Associate member	Kazakhstan
Khadim Ali Shah Bukhari Institute of Technology	Associate member	Pakistan
Khwaja Fareed University of Engineering & Information Technology	Associate member	Pakistan
King Abdulaziz University	Associate member	Saudi Arabia
Kingston Academy Accreditation Council	Associate member	United Kingdom
Kwame Nkrumah University of Science and Technology	Associate member	Ghana
Lahore School of Economics	Associate member	Pakistan
Lahore University of Management Sciences	Associate member	Pakistan
Logos University International, UNILIOGOS	Associate member	United States
Lyceum of the Philippines University	Associate member	Philippines
Macao Polytechnic Institute	Associate member	Macao, China
Mauritius Institute of Education	Associate member	Mauritius
Mehran University of Engineering & Technology	Associate member	Pakistan
Midlands State University	Associate member	Zimbabwe
Mirpur University of Science and Technology (MUST), Mirpur	Associate member	Pakistan
Mohammed V University Abu Dhabi	Associate member	United Arab Emirates
National Defence University Pakistan	Associate member	Pakistan
National University of Computer & Emerging Sciences	Associate member	Pakistan

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National University of Modern Languages	Associate member	Pakistan
National University of Sciences & Technology	Associate member	Pakistan
National University of Technology (NUTECH)	Associate member	Pakistan
NED University of Engineering and Technology	Associate member	Pakistan
Pakistan Institute of Fashion and Design, Lahore	Associate member	Pakistan
Peoples' Friendship University of Russia	Associate member	Russian Federation
Peregrine Academic Services	Associate member	United States
Ramanand Arya D.A.V. College	Associate member	India
Rauf Denktas University	Associate member	Cyprus
Riphah International University	Associate member	Pakistan
Royal College of Surgeons in Ireland - Medical University of Bahrain	Associate member	Bahrain
Shaheed Benazir Bhutto Women University Peshawar	Associate member	Pakistan
Shaheed Mohtarma Benazir Bhutto Medical University	Associate member	Pakistan
Shifa Tameer-e-Millat University	Associate member	Pakistan
Sindh Madressatul Islam University	Associate member	Pakistan
Southeast Asian Ministers of Education Organization - Regional Training Center	Associate member	Vietnam
St. Mary's University	Associate member	Ethiopia
Sukkur Institute of Business Administration	Associate member	Pakistan
Sultan Qaboos University	Associate member	Oman
The State Students Admission Commission of the Republic of Azerbaijan	Associate member	Azerbaijan
The University of the Southern Caribbean	Associate member	Trinidad and Tobago
The University of the West Indies	Associate member	Barbados
The University of Trinidad and Tobago	Associate member	Trinidad and Tobago
Tung Wah College	Associate member	Hongkong, China
Université des Mascareignes	Associate member	Mauritius
University of Bahrain	Associate member	Bahrain
University of Botswana	Associate member	Botswana
University of Colombo	Associate member	Sri Lanka
University of Engineering and Technology, Lahore	Associate member	Pakistan
University Of Engineering and Technology, Peshawar	Associate member	Pakistan

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University of Gujrat	Associate member	Pakistan
University of Human Development	Associate member	Iraq
University of Kelaniya	Associate member	Sri Lanka
University of Malakand	Associate member	Pakistan
University of Namibia	Associate member	Namibia
University of Peradeniya	Associate member	Sri Lanka
University of Sargodha	Associate member	Pakistan
University of Sindh	Associate member	Pakistan
University of South Africa	Associate member	South Africa
University of Swahili	Associate member	Panama
University of the Punjab, Lahore	Associate member	Pakistan
University of the South Pacific	Associate member	Fiji
University of the Visual & Performing Arts	Associate member	Sri Lanka
University of Wah	Associate member	Pakistan
Vocational Training Council of Hong Kong	Associate member	Hongkong, China
AbdulSattar Al-Alusi, FCQI CQP	Affiliate	United Arab Emirates
Abhilasha Singh	Affiliate	United Arab Emirates
Ahmed AlKuwaiti	Affiliate	Saudi Arabia
Almagul Nurgaliyeva	Affiliate	Kazakhstan
ammara waqar	Affiliate	Pakistan
Daphne Onumu Oevi-Artango	Affiliate	Papua New Guinea
Diana al Jahromi	Affiliate	Bahrain
Diana Ismailova	Affiliate	Kazakhstan
Dianne Thurab-Nkhosi	Affiliate	Trinidad and Tobago
Eric Esentaev	Affiliate	Kyrgyz Republic
Fareeda Khodabocus	Affiliate	Mauritius
Fernando Padró	Affiliate	Australia
George K/A Gino Schiavone	Affiliate	Malta
Grace Gordon	Affiliate	Jamaica
Habib Al Souleiman	Affiliate	Switzerland
Hamid Saleh	Affiliate	Saudi Arabia
Hilary Winchester	Affiliate	Australia
Kubanychbek Chymbaev	Affiliate	Kyrgyz Republic
Mohamed Emran Hossain	Affiliate	Bangladesh
Mustafa Kayyali	Affiliate	Syrian Arab Republic
Proffesional Global for Managing Educational Projects - PGMEP	Affiliate	Palestinian Authority
Rehab Mohammad Masoud Ahmad	Affiliate	Egypt, Arab Republic
Rozilini Mary Fernandez-Chung	Affiliate	Malaysia
Suban Mohammed Gouse Saleem	Affiliate	India













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Tarek Nasr	Affiliate	United Arab Emirates
Thuraya Abdulla	Affiliate	Bahrain
Valda Alleyne	Affiliate	Barbados
Vazeem Hashim	Affiliate	Oman
Yasir Ellathody	Affiliate	Oman
Yvonne Marshall	Affiliate	Jamaica

ANNEX 2. BOARD OF DIRECTORS

In early 2021, the Vice President Angela Yung-Chi Hou stepped down from the position at the Board to dedicate full-time to academia. During the first Board Meeting of 2021, Naji AlMahdi was appointed Vice President for the remaining term. The INQAAHE Board, in line with the provisions in the [Constitution](#) regarding the staggered approach to the Board formation, welcomed its new Board Directors in September. Based on the newly formed Board, Presidential election was held and Deborah Adair was elected 8th President of the Network. During the Board meeting in October, Chan Basaruddin was elected Vice-President and Anna Prades Treasurer. Karen Treloar resigned in November and during the last Board meeting of the year, the Board decided to leave Karen Treloar's term open until the 2023 elections.

Table 2: INQAAHE Board 2018-2021(October)

					
<p>Susanna Karakhanyan Arab States and Eastern Europe President Abu Dhabi Department of Education and Knowledge, United Arab Emirates</p>	<p>Angela Yung-Chi Hou Asia-Pacific Vice-President Higher Education Evaluation and Accreditation Council of Taiwan</p>	<p>Deborah Adair North America Treasurer Quality Matters, United States of America</p>	<p>Michael Bradshaw Caribbean University of the West Indies, Trinidad and Tobago</p>	<p>Mary Catharine Lennon North America Postsecondary Education Quality Assessment Board in Ontario, Canada</p>	<p>Salim Ahmed Khan Asia-Pacific Riphah International University, Pakistan</p>
					
<p>Erika Soboleva Eastern Europe Agency for Higher Education Quality Assurance and Career Development, Russia</p>	<p>Karen Treloar Asia-Pacific Tertiary Education Quality and Standards Agency, Australia</p>	<p>Vivek Gupta Ramnarain Africa Tertiary Education Commission, Mauritius</p>	<p>Orla Lynch Western Europe Quality Assurance and Qualifications, Ireland</p>	<p>Naji AlMahdi Arab States Vice-President Knowledge and Human Development Authority, United Arab Emirates</p>	<p>Marti Casadesús Western Europe Catalan University Quality Assurance Agency, Spain</p>

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Table 3: INQA AHE Board 2021-2024

					
<p>Deb Adair North America President Quality Matters, United States of America</p>	<p>Chan Basaruddin Asia-Pacific Vice-President National Accreditation Agency for Higher Education, Indonesia</p>	<p>Anna Prades Western Europe Treasurer Agency for Quality Assurance in the Catalan University System, Spain</p>	<p>Susanna Karakhanyan Arab States and Eastern Europe Immediate Past President Abu Dhabi Department of Education and Knowledge, United Arab Emirates</p>	<p>Mary Catharine Lennon North America Postsecondary Education Quality Assessment Board in Ontario, Canada</p>	<p>Vicki Stott Western Europe Quality Assurance Agency for Higher Education, United Kingdom</p>
					
<p>Simona Lache Eastern Europe Romanian Agency for Quality Assurance in Higher Education, Romania</p>	<p>Karen Treloar <i>(Resigned November 2021)</i> Tertiary Education Quality and Standards Agency, Australia</p>	<p>Abigail Kramers Caribbean Accreditation Agency of Curaçao</p>	<p>Nataliia Stukalo Eastern Europe National Agency for Higher Education Quality Assurance, Ukraine</p>	<p>Fabrizio Trifiro Western Europe UK ENIC/Ecctis, United Kingdom</p>	<p>Wondwosen Tamrat Africa St Mary's University, Ethiopia</p>
					
<p>Tariq Al-Sindi Arab States Education and Training Quality Authority, Bahrain</p>	<p>Helmuth Trefftz Latin America National Accreditation Council, Colombia</p>				

