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ASIA-PACIFIC QUALITY NETWORK

2011 ANNUAL REPORT





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THE NETWORK

ORGANIZATIONAL STRUCTURE

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THE NETWORK

OUR VISION

To be a self-sustaining Network, a first point of reference for advice or support, efficient in its operations and open in its information sharing.

OUR VALUES

APQN is:

- ◆ committed to quality higher education,
- ◆ supportive of quality agencies in the region.

OUR METHODS

APQN achieves its purposes through a range of methods, including:

- ◆ dissemination of information through newsletters, documents, journals and books, whether in paper-based or electronic form;
- ◆ training and development through seminars, workshops, conferences and staff movement;
- ◆ developing and utilizing databases and other resources from other organizations;
- ◆ other appropriate means as determined by the General Council or the Board.



OUR PURPOSES

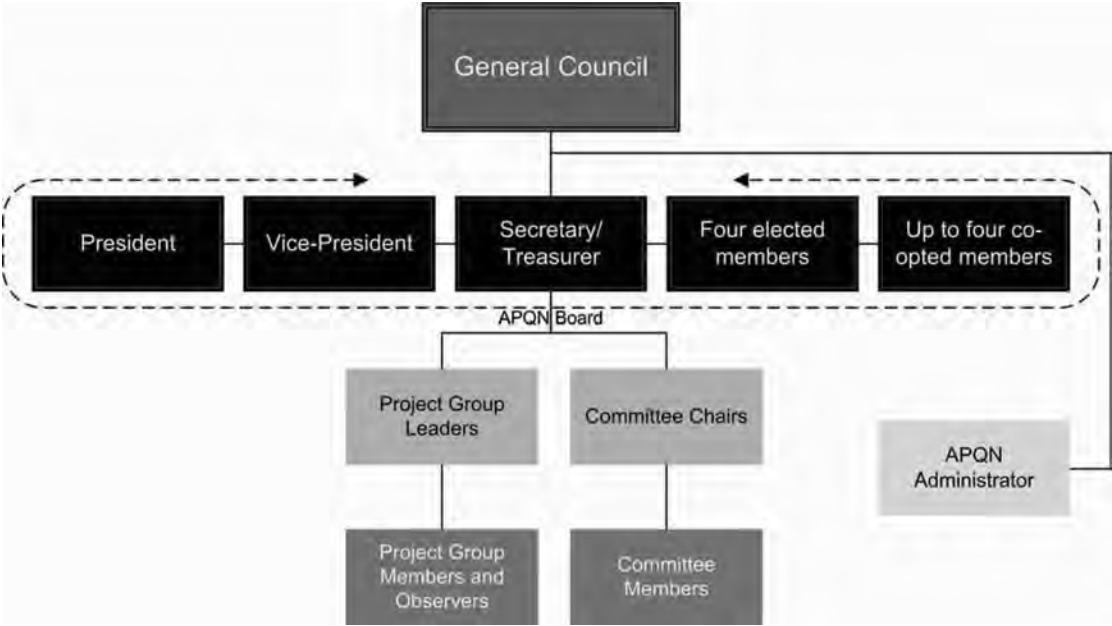
The purposes of APQN are:

- ◆ to promote good practice in the maintenance and improvement of quality in higher education in the Asia–Pacific region
- ◆ to facilitate research in the region into the practice of quality management in higher education and its effectiveness in improving the quality of higher education in the region
- ◆ to provide advice and expertise to assist the development of new quality assurance agencies in the region
- ◆ to facilitate links between quality assurance agencies and acceptance of each others’ decisions and judgments
- ◆ to assist members of APQN to determine standards of institutions operating across national borders
- ◆ to permit better–informed international recognition of qualifications throughout the region
- ◆ to assist in the development and use of credit transfer schemes
- ◆ to enhance the mobility of students between institutions both within and across national borders
- ◆ to enable members of APQN to be alert to dubious accrediting practices and organizations where appropriate, represent the region and promote the interests of the region, e.g. vis-à-vis other networks and international organizations

OUR MISSION

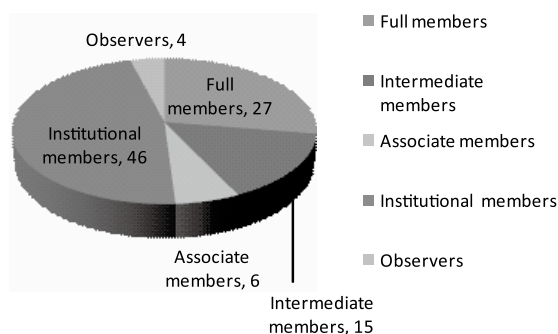
To enhance the quality of higher education in Asia and the Pacific region through strengthening the work of quality assurance agencies and extending the cooperation between them.

ORGANIZATIONAL STRUCTURE



MEMBERS–GENERAL COUNCIL

APQN now boasts:



This brings the total number of members across all categories of membership to 98 from 34 countries or territories. Among them, 22 members and one observer were successfully approved as new members of the Network during the reporting period 1 January to 31 December 2011.

Sadly, the following four memberships were not renewed. APQN is sorry to lose these four members and wish them well for the future.

- ◆ The Hong Kong Institute of Education, Hong Kong, China,
- ◆ Japan Accreditation Board for Engineering Education, Japan
- ◆ ITP Quality, New Zealand
- ◆ Foundation for International Business Administration Accreditation, Germany

The membership of Australian Universities Quality Agency (AUQA), Australia has been replaced by The Tertiary Education Quality and Standards Agency (TEQSA).

No.	Country /Territory	Agency	Member Status
1	Australia	National ELT Accreditation Scheme Ltd	Full
2	Australia	Australian Qualifications Framework Council (AQFC)	Associate
3	Australia	The Tertiary Education Quality and Standards Agency (TEQSA)	Full
4	Bangladesh	American International University	Institutional
5	Bangladesh	University Grants Commission	Associate
6	Bangladesh	University of Liberal Arts Bangladesh	Institutional

No.	Country /Territory	Agency	Member Status
7	Brunei Darussalam	Brunei Darussalam National Accreditation Council (BDNAC)	Intermediate
8	Cambodia	Accreditation Committee of Cambodia	Full
9	Cambodia	International University	Institutional
10	Cambodia	Build Bright University new	Institutional
11	China	Higher Education Evaluation Center	Full
12	China	Shanghai Educational Evaluation Institute	Full
13	China	Yunnan Higher Education Evaluation Office	Full
14	Chinese Taipei	Higher Education Evaluation and Accreditation Council of Taiwan	Full
15	Chinese Taipei	Taiwan Assessment and Evaluation Association new	Full
16	Fiji	University of the South Pacific	Institutional
17	Fiji	Higher Education Commission	Associate
18	Fiji	Secretariat for the Pacific Board for Educational Assessment new	Intermediate
19	Fiji	Fiji National University new	Institutional
20	Germany	ASIIN e.V.	Observer
21	Hong Kong, China	The Federation for Continuing Education in Tertiary Institutions	Associate
22	Hong Kong, China	Hong Kong Council for Accreditation of Academic and Vocational Qualifications	Full
23	Hong Kong, China	Joint Quality Review Committee Limited	Intermediate
24	Hong Kong, China	University Grants Commission	Full
25	India	National Assessment and Accreditation Council	Full
26	India	Govt. College of education, M.A.Road, Srinagar, J&K new	Institutional
27	India	Dhanwate National College new	Institutional
28	India	School of Management, Sambhram Academy of Management Studies new	Institutional
29	Indonesia	National Accreditation Agency for Higher Education	Full
30	Iran	The University of Tehran	Institutional
31	Japan	Japan University Accreditation Association	Full
32	Japan	National Institution for Academic Degrees and University Evaluation	Full
33	Kazakhstan	National Accreditation Centre of Kazakhstan	Intermediate
34	Kazakhstan	Independent Kazakhstan Quality Assurance Agency in Education	Intermediate
35	Korea, South	Korean Council for University Education	Full
36	Korea, South	Korean Council For University College Education(KCCE)	Intermediate

No.	Country /Territory	Agency	Member Status
37	Kuwait	Private Universities Council	Observer
38	Laos	Department of Higher Education, Ministry of Education	Associate
39	Macau, China	Macau University of Science and Technology	Institutional
40	Malaysia	Malaysian Qualifications Agency	Full
41	Malaysia	Asian Institute of Finance	Institutional
42	Maldives	Maldives Qualifications Authority	Intermediate
43	Mongolia	Mongolian National Council for Education Accreditation	Full
44	Mongolia	University of the Humanities	Institutional
45	Mongolia	Health Sciences University of Mongolia	Institutional
46	Mongolia	Ilkh Zasag University	Institutional
47	Nepal	University Grants Commission of Nepal	Intermediate
48	New Zealand	New Zealand Qualifications Authority	Full
49	New Zealand	New Zealand Universities Academic Audit Unit	Full
50	Pakistan	Allama Iqbal Open University	Institutional
51	Pakistan	Fatima Jinnah Women University	Institutional
52	Pakistan	Higher Education Commission	Intermediate
53	Pakistan	Mehran University of Engineering & Technology	Institutional
54	Pakistan	National University of Sciences and Technology (NUST)	Institutional
55	Pakistan	NED University of Engineering & Technology	Institutional
56	Pakistan	Khyber Pakhtunkhwa Agricultural University, Peshawar-Pakistan	Institutional
57	Pakistan	University of Karachi	Institutional
58	Pakistan	University of Management and Technology	Institutional
59	Pakistan	Institute of Quality & Technology Management	Institutional
60	Pakistan	Frontier Women University	Institutional
61	Pakistan	Pir Mehr Ali Shah Arid Agriculture University	Institutional
62	Pakistan	Sukkur institute of Business Administration	Institutional
63	Pakistan	University of Education	Institutional
64	Pakistan	National Textile University new	Institutional
65	Pakistan	Quality Enhancement Cell, Kohat University of Science & Technology new	Institutional
66	Pakistan	Beaconhouse National University new	Institutional
67	Pakistan	Institute of Business Management new	Institutional
68	Pakistan	The University of Faisalabad new	Institutional
69	Pakistan	Quality Assurance Directorate, Bahria University new	Institutional
70	Pakistan	Riphah International University new	Institutional
71	Pakistan	National Accreditation Council for Teacher Education new	Intermediate
72	Pakistan	Air university Islamabad Pakistan new	Institutional

No.	Country /Territory	Agency	Member Status
73	Pakistan	Institute of Management Sciences new	Institutional
74	Pakistan	Ziauddin University new	Institutional
75	Pakistan	University of Science & Technology, Bannu (Pakistan) new	Institutional
76	Pakistan	Institute of Space Technology new	Institutional
77	Pakistan	University of Engineering & Technology, Taxila new	Institutional
78	Philippines	Accrediting Agency of Chartered Colleges and Universities in the Philippines Inc.	Full
79	Philippines	Philippine Accrediting Association of Schools, Colleges and Universities	Full
80	Russia	The Agency for Higher Education Quality Assurance and Career Development	Full
81	Russia	The National Accreditation Agency of the Russian Federation	Full
82	Russia	National Center of Public Accreditation (NCPA)	Full
83	Samoa	Samoa Qualifications Authority	Full
84	Singapore	Council for Private Education	Intermediate
85	Sri Lanka	Quality Assurance and Accreditation Council of Sri Lanka	Intermediate
86	Sri Lanka	Sri Lanka Institute of Information Technology	Institutional
87	Thailand	Office of the Higher Education Commission, Ministry	Associate
88	Thailand	Office for National Education Standards and Quality Assessment	Full
89	Thailand	ASEAN University Network	Observer
90	Timor Leste	National Agency for Academic Assessment and Accreditation (NAAAA)	Intermediate
91	United Kingdom	The Quality Assurance Agency for Higher Education	Observer
92	Vanuatu	Vanuatu National Training Council new	Intermediate
93	Vietnam	Directorate of Vocational Training (DVT)	Intermediate
94	Vietnam	Center for Educational Testing and Quality Assessment	Institutional
95	Vietnam	Centre for Education Quality Assurance and Research Development Vietnam National University	Institutional
96	Vietnam	General Department of Education Testing and Accreditation	Full
97	Vietnam	Hanoi National University of Education (HNUE)	Institutional
98	Vietnam	Institute for Educational Research	Institutional

THE BOARD



APQN President
Dr Antony Stella (Elected)
AUSTRALIA



APQN Vice President
Dr Jagannath Patil (Appointed)
INDIA



APQN Secretary/Treasurer
Prof. Li Yaogang (Ex officio)
CHINA



APQN Board Member
Dr Angela Hou Yung-chi (Elected)
CHINESE TAIPEI



APQN Board Member
Dr Kazuo Okamoto (Elected)
JAPAN



APQN Board Member
Prof. Zita Mohd Fahmi (Elected)
MALAYSIA



APQN Board Member
Prof. Colin Peiris (Co-opted)
SRI LANKA



APQN Board Member
Dr Jan Cameron (Co-opted)
NEW ZEALAND



APQN Board Member
Mr Vicheanon KHIEU (Co-opted)
CAMBODIA



APQN Board Member
Ms. Zia Batool (Co-opted)
PAKISTAN



APQN Board Member
Mr Lemalu Lafi Sanerivi (Co-opted)
SOUTH PACIFIC

BOARD ACTIVITY

ELECTION OF THE BOARD

After the election held in January 2011 the APQN Board 2011–2013 assumed office in the 2011 Annual General Meeting (AGM) held on 3 March 2011.

APQN initiated its election process in December 2010. In order to achieve an objective election process the outgoing Board appointed three vote counters (Prof. Colin Peiris – APQN Board member; Mr Pedro Ximenes – Non Board member from a member agency; Mr Fang Le – APQN Administrator) to receive and tally the votes. The Board also constituted a three member subcommittee to serve as the Independent Council (Prof. Somwung Pitiyanuwat, Prof. Nurilya Shakhanova and Prof. Jiang Yanqiao who did not stand in the election) to consider the results received from the vote counters and make final recommendations to the Board regarding the election results.

On the recommendations of the Independent Council, the APQN Board announced that Dr Antony Stella was elected to the position of President as well as Vice President. Prof. Zita Mohd Fahmi, Prof. Angela Hou Yung–chi, Dr Kauzo Okamoto and Dr Jagannath Patil were elected as members of the Board.

At the AGM held on 3 March in Bangalore, Dr Antony Stella assumed office as the President of APQN. The AGM approved that the elected Board can appoint the Vice President from among its elected members. On 4 March, in the first meeting of the elected Board, Dr Jagannath Patil was appointed to Vice President. A consequential vacancy on the Board was then filled by Ms Zia Batool.

The elected Board made the following co–options to the Board: Prof. Colin Peiris, Quality Assurance and Accreditation Council of Sri Lanka; Dr Jan Cameron, New Zealand Universities Academic Audit Unit, Mr Vicheanon Khieu, Accreditation Committee of Cambodia, and Mr Lemalu Lafi Sanerivi, Secretariat of the Pacific Board for Educational Assessment, South Pacific. The co–option has ensured a balance of regional representation and would enhance the expertise of the Board.



ONLINE BOARD MEETING

The APQN Board conducted the online meeting from June 13 to July 2, 2011. The following topics have been discussed in the meeting:

1. Matters Arising from the 2011 AGM and Conference and the Board Meetings held in Bangalore,
2. Updates on finance matters (2010 spending, 2011 funding, Finance Committee, Finance Manual, Budget et.c),
3. GIQAC update and other fundraising activities,
4. Registration of APQN in Shanghai,
5. Programs for Institutional members,
6. Updating the Strategic Plan and developing the action plan for 2011–2012/13,
7. Membership Review,
8. Collaborative activities beyond GIQAC,
9. Preparation for the APQN 2012 Conference and AGM,
10. Visibility of APQN.

The online meeting has been proved to be a practical way to encourage productive input from the Board Members.





PRESIDENT'S REPORT

VICE-PRESIDENT'S REPORT

SECRETARY/TREASURER'S REPORT





PRESIDENT'S REPORT

The period covered in this Report is a remarkable one, filled with several capacity building activities, research efforts, training events, consultancy services, and online discussions on challenging issues in quality assurance. During this period, APQN has carried forward tirelessly the work plan given by its founding team and also launched new initiatives. Once again it established itself as a leader in quality assurance in the Asia-Pacific region and this Report records all those achievements.

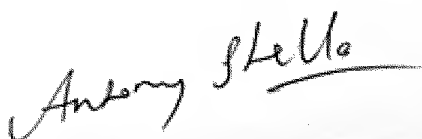
First quarter of 2011 was a very busy period with the election for the new Board. The elections were held in January and the new Board took charge in March. The new Board had the opportunity to reflect on the priorities of the network in the 'members-only' day of the 2011 conference. Building on the feedback from the members, the Board identified a number of action points and priorities. I am pleased that many of those have been acted upon.

The second quarter of 2011 saw strengthening of the newsletter as a platform to share information with the members on working towards the APQN goals. Progress made in the APQN projects has been shared with members regularly, triggering more interest among members in joining the projects. An ambitious plan to support the institutional members was developed during this period.

By mid 2011 we received confirmation about the GIQAC funds and the projects gained momentum. As a result, the second half of 2011 has been a period of implementation of several projects. APQN has relied heavily on the voluntary work of its members and the intellectual capital the members bring to the table in carrying out these projects.

As the review mission of GIQAC activities of APQN pointed out, APQN has continued to demonstrate that it has a clear sense of purpose. I am confident that we will continue to grow and serve our members well.

Best wishes to all,



Dr Antony Stella
President of APQN
TEQSA, Australia



VICE-PRESIDENT'S REPORT

Making of Vibrant APQN

It gives me great pleasure to represent APQN as its Vice President after being part of growth story of APQN for about 7 years. I am thankful to colleagues of this prestigious network for thinking me worthy of this position.

This has been a very busy and productive year which I would describe as era of 'Making of Vibrant APQN'.

As the Vice President I have two important responsibilities to shoulder. One is to Chair the Finance Committee and other is to oversee various academic Projects of APQN.

Following is the brief account of activities on these fronts.



Finance


As the Chair of FC, I initiated revision of Finance Manual. Idea was to make APQN finance policy and practices transparent, simple and cost-effective. With the support of Board and FC, the revised Finance Manual has become effective from May 2011 and it is available on APQN website.

Another collective effort was to formalize various practices and procedures which were so far informal in nature. We have brought in the notion of responsibility and commitment by entering into formal agreements. We encouraged SEEI to complete registration process in time bound manner. APQN has permanent home at Shanghai now and we have signed agreement with SEEI while entrusting responsibility of Secretariat for two years period. We are successful in bringing down the Secretariat cost to just about 15,000USD per year. [The big slide from initial costs of about 50,000 USD per year]. This has helped us in assigning some more amounts for capacity building activity. We have also signed formal MoU with Conference hosts and also the hosts of our GIQAC internship Programme.

We have adopted policy of equitable distribution of available resources, providing token grants to many rather than fully supporting a few, thereby ensuring maximum spread of our activities with limited funds.

Projects

Most of the projects supported by GIQAC have been able to deliver the desired goods. President and Vice



President divided the responsibility of guiding the project groups so that more attention could be given. The Project of expanding APQN database of Consultants and reviewers, is one of the key initiative of APQN and we have already inked MoU with INQAAHE and ANQAHE to develop and use the database. As the Project leader, I could facilitate two rounds of expansion this year– one with ANQAHE and another with INQAAHE, thereby adding about 80 international experts in the Database. We roped in renowned experts such as INQAAHE President Maria Jose and ANQAHE Vice President Prof. Badr as Reviewers for database.

Another Project lead by Lafi of SPBEA to develop Pacific Quality Assurance Framework has also evoked good response in South Pacific. Two workshops were supported by APQN and the group is meeting for a Round Table on the sidelines of APQN 2012 Conference at Cambodia.

Next round of online forum for APQN members is also announced. We have invited three reputed facilitators from different countries to run this 4th online Forum, including Professor Hilary Winchester, Ms. Wai Sum Wong, and Mr LemaluLafiSanerivi. With registration of over 90 participants, forum is slated for a grand brainstorming. Another colleague on Board, Prof. Angela from Chinese Taipei is steering the forum as Convener.

We drafted proposal for additional funding from GIQAC and it's heartening that GIQAC sanctioned us new projects. Quality Information Systems toolkit is the new GIQAC project that carries forward APQN Project on Student Participation in Quality. This will take off with introductory workshop in Siem Reap, Cambodia. Projects on publication of Reviewers Electronic Training Package in print and electronic form would be the logic culmination of APQN project lead by Prof Colin Peiris.

I should place on record my sincere appreciation and gratitude to all the Project leaders and colleagues on board who are taking untiring efforts to achieve desired outcomes from these project based activities.

Institutional members– a new frontier

I have been part of APQN's Membership Drive since last 4 years. Today it gives me immense satisfaction that our membership has grown almost 3 fold in these years. By the time this report is printed we would be crossing magic figure of 100 members. Kudos to our team who made it possible! APQN 2011 conference in Bangalore provided platform for institutional members with an introductory workshop. Consistent inflow from Pakistani institutions, followed by new found interests from Indian institutes added about 22 institutional members this year.

As a reciprocal measure, we launched a new initiative of focused activities for the institutional members. For the first time, we have scheduled theme based Workshop for institutional members at APQN 2012 Conference. We are supporting two members for attending conference. An online forum on IQA has already been launched, wherein more than 30 participants have registered. Dr Latha Pillai from India and Ms Rozlini from Malaysia are facilitating the



forum coordinated by Nick Harisof UK. Board Member Zia Batool from Pakistan is the key person for our initiatives for institutional members.

APQN beyond GIQAC– A finished Agenda

While real strength of APQN is in-kind contribution of time and expertise shared by members of the network, the capacity building activities have largely been benefited by the support of World Bank in initial 3 years and GIQAC support till now. Unfortunately June 2012 will be the end of tenure for GIQAC support and APQN has no option to look for another funding.

So real challenge in front of us is to direct our efforts to set an agenda for APQN' s sustenance. That is what I call as an unfinished agenda.

1. Fund raising through website advertisement, journal advertisement and programme sponsorship
2. Collaborative action research projects involving two or more agencies under APQN banner.
3. APQN exchange programme, scholarships and fellowships
- 4 . Creating APQN label of quality for QAAs and possible for HEIs
5. Planning AP QA Journal in collaboration with QAAs and reputed publishing houses
6. Introduction of value added services relating to quality assurance such as information clearing house and qualifications validation services.

Above points are at just conceptual level at present and I look forward to hear from all colleagues to fine-tune these stray thoughts into concrete plan of action.

Before concluding, I need to emphasize that, the inspiring leadership role played by Dr Antony Stella as President, a very efficient Secretary Prof Li Yaogang supported by Fang Le and wholehearted cooperation of colleagues on Board, has made this year a grand success for APQN.

I strongly believe that we shall achieve the goal of being the leader of quality movement in Asia Pacific Region if we continue to keep this spirit of Vibrant APQN.

Dr Jagannath Patil,
Vice President APQN
NAAC, India

SECRETARY/TREASURER'S REPORT



The year of 2011 was busy and exciting for the Secretariat with a variety of tasks to be performed, such as service for the members and Board, organization and administration of events and projects, publications and so on.

The following highlights will be remembered in the year of 2011:

- ◆ the re-election of the Board,
- ◆ the registration of APQN as the non-profit organization in Shanghai, China, and
- ◆ the huge expansion of APQN new members to 22.

With the leadership of the President, Vice President and the Board, the Secretariat has successfully completed these highlights, and also performed well for the other administrative affairs.

1. Member

The number of APQN members continued increasing as 22 new members joined APQN, including 1 Full members, 3 Intermediate members, 18 Institutional members. At the moment, there are 98 APQN members in all categories from 34 countries or territories. The increase in the number of APQN members is significant for the sustainability of APQN and the role that APQN plays in the Asia-Pacific region. This is the result of the joint efforts of the Board, the Secretariat and the existing APQN members. The Secretariat has tried the best to make the advertisement of APQN, and sent the invitation letters to the prospective members. The Secretariat conducted the first review of the membership applicants, and gave suggestions for the Membership Reviewing Committee. The detailed instruction for the new members has been provided by the Secretariat.

The Secretariat has paid much attention to the collection of the membership fees, and made several follow-ups after the invoice for membership fees was sent. Up to the end of the year, 84 members have paid the membership fees with the total amount of USD 20,717.38. The Secretariat will follow up those members that have not paid membership fees on time. The Secretariat has updated the information about the members from time to time. In addition, the Secretariat has also contributed to the incentives for the institutional members, including the organization of the special online forum, financial support for the 2012 Conference and AGM and special section in the newsletter for Institutional members.



2. Board matters

The Secretariat has carefully organized the re-election process of the Board in 2011, including the draft of the announcement, the collection of nominations, and statistics of the ballots. The Secretariat has prepared for the Board meetings both by face-to-face and online platform, including the agenda and papers for discussion and technical support. The Secretariat also released the action plan according the Board meeting minutes and made the follow-up from time to time.

3. Events and projects

The Secretariat has provided the following administrative support for the 2011 Conference and AGM: the reimbursement for the participants from the developing countries, the publication of the presentations, papers and pictures on the website. The Secretariat has provided the following administrative support for the 2012 Conference and AGM: the draft and release of the Call for Contributions, the development of the online registration, contact with the keynote speakers, collection of papers and the draft for the sponsorship. The Secretariat organized the bid for 2013 Conference and AGM, such as draft and publication of the Call for Eols. The Secretariat has also provided administrative support for the capacity building activities for the quality assurance staff from Vietnam, including the information communication, travel arrangement and coordination of the training agency.

A lot of attention was given to the administration and supervision of the 10 GIQAC projects in the year of 2011, including the draft of the relevant files, the release of the announcement, the coordination with the stakeholders, review and recommendation about the applications to the Board, transfer of funding and technical support and so on. The Secretariat has drafted two interim reports for the 2011 GIQAC projects, and the proposal for the 2011 Additional GIQAC projects. It is our pleasure that the approved funding from UNESCO is 146098.00 USD, which is the largest annual GIQAC funding in the history of APQN.

The Secretariat work on the GIQAC has been highly recognized. On March 5, 2011, Zeynep Varoglu, Programme Specialist, Division of Higher Education, UNESCO conducted the third 'Annual Implementation Support and Review Mission' for APQN. In the final review report, the following are rated as Highly Satisfactory: the progress toward achieving overall objectives of the grant, the progress on the implementation of project activities and the progress in reaching the intermediate indicators. The general record keeping and reporting and the procurement practice were rated as Satisfactory. The mission recognized the continued leadership role that APQN plays in GIQAC as an initiator of project activities which are then adopted and also developed by other GIQAC partners. The Secretariat will continue paying special attention to the implementation and accountability of the network to UNESCO and the World Bank.



4. Publications

The Secretariat has prepared and distributed APQNews 7–9 (available at <http://www.apqn.org/apqnews/>) and the 2010 Annual Report (available at <http://www.apqn.org/apqnews/>). The Secretariat continued updating and maintaining the website from time to time, such as expansion of 20 experts for the Database of Consultants, uploading APQNews, Annual Reports and presentations, papers and pictures for the Conference and Workshops, updating the list of non-APQN events and distributing messages to members from time to time. The Secretariat has established a mailing list with more than 1200 subscribers from the quality assurance agencies, international organizations and higher education institutions within and beyond the region of the Asia-Pacific, and forwarded 15 messages through the mailing list, including the issues of APQNews, information about the conference and workshop.

The Secretariat uses the Google Analytics to conduct monthly statistics for the website and make the necessary improvements. Statistics show that the number of visitors has increased by 30.70%. We can therefore say that the information on the website is relevant and useful for the visitors.

5. Finance

The Secretariat keeps the financial records and maintains the bank accounts. In order to increase the income of interest, the term deposit has been opened. Except the salary for the Administrator and the fees for the expenses for the development and maintenance of the website, there is very little expense for the operation of APQN. SEEI has made a lot of in-kind contribution for the Secretariat, such as the office space, computers, printer, scanner and the other office facilities. The Secretariat drafted the budget of APQN and the GIQAC projects for the Finance Committee. It also prepares the quarterly financial reports and prepares for the annual financial audit. The Secretariat provided support for the revision of the Finance Manual, which has been effective from May 1, 2011. In the APQN's 2010 Finance Audit Report, it said that "The financial statements present fairly in all material respects, the financially position of Asia Pacific Quality Network as at December 31, 2010 and performance for the year then ended in accordance with the Philippine Financial Reporting Standards."

6. Public relations

The Secretariat representing APQN signed the contract with UNESCO, Hanoi Office to support the design of the quality assurance agency and capacity building of the related staff. The Secretariat has cooperated with both ANQAHE and INQAHE to expand the Database of Consultants. The Secretariat has also cooperated with INQAHE to conduct the workshop on good practice in quality assurance. The Secretariat received the following visitors in 2011: Ms Carolyn Campbell and Ms Jane Holt from the Quality Assurance Agency in Higher Education, UK, and three professors from Osaka University and Kanazawa University, Japan. APQN also published and distributed the



brochures to promote APQN in the venue of the 2011 INQAAHE Conference. Prof. Li Yaogang, the Secretary/ Treasurer of APQN represented the network to attend the UNESCO' s International Conference of States in Tokyo in Nov. 25–26, 2011 for the revision of the Regional Convention on the Recognition of Studies, Diplomas and Degrees in Higher Education in Asia and the Pacific.

7. Registration of APQN in Shanghai

The Secretariat has devoted with heart and soul for the registration of APQN in Shanghai. As APQN is the first international organization registered in Shanghai, there are many obstacles that SEEI has to overcome in the process of registration. With the continuous efforts of SEEI, the way with some reforms and innovations has been found. APQN has been registered as the non–profit organization in Shanghai by the Civil Affairs Bureau of Shanghai since June 10, 2011. In order to maintain the registration and to fulfil obligatory requirements APQN will be required to submit an annual report in Chinese to the Civil Affairs Bureau of Shanghai and conduct an annual financial audit. There will be no change to the Constitution. The registration will remain in Shanghai for the period of the Secretariat. In the process of registration, the Secretariat prepared the application form and relevant evidences, communicated with the local government many times, and cancelled the registration of the branch office of APQN in Philippines.

In closing, I would like to say thanks to the APQN members and Board members, especially Dr Antony Stella, the President and Dr Jaganath Patil, the Vice President as well as World Bank, UNESCO and all those who have shown keen interest in APQN and its activities. I would also like to express the gratitude to Shanghai Education Evaluation Institute (SEEI), which has provided lots of in–kind contribution for the operation of the Secretariat, such as the time of the staff, office room, and office facilities. At last, I would like to express my heartfelt thanks to Mr Fang Le' s support. In the year of 2012, we commit to contributing towards a more efficient and more excellent Secretariat with lower cost.

Prof. Li Yaogang
APQN Secretary/Treasurer
SEEI, China



2011–2012 GIOAC PROJECTS

2011–2012 ADDITIONAL GIOAC FUNDING

2011 GIOAC ANNUAL IMPLEMENTATION SUPPORT AND REVIEW MISSION





2011–2012 GIQAC PROJECTS

I. APQN WEBSITE

- The following items have been uploaded on the APQN website: materials of the APQN 2011 Conference and AGM held in Bangalore, India including the conference program, power point presentations and pictures; the revised APQN Finance Manual (effective from May 1, 2011); and APQNews 07, 08 and 09, and the APQN 2010 Annual Report.
- The following areas on the website have been updated and maintained: introduction to the Board members, list of non-APQN events, list of the experts in the Database of Consultants and list of APQN members.
- The area for the Finance Committee has been developed.
- The APQN website had provided the platform for the Board meeting in the period of June 13 till July 2, 2011.
- The registration for the APQN/INQAAHE Workshop on Good Practices in Quality Assurance was handled through the APQN website.
- The registration for the APQN 2012 Conference and AGM.
- The online workshop for the institutional members was set up.

II. EXPANSION OF THE DATABASE

- This project contains two parts. One is the cooperation between APQN and ANQAHE, and the other is the cooperation with INQAAHE.
- The Secretariat has provided the administrative service for the project, such as release of the Call for Nominations, invitation to the reviewers, and publication of the result.
- The Secretariat provided technical support for online review, such as allocation of passwords and instructions for the review.
- Twenty four nominations were received from the ANQAHE members, and 20 of them have been approved to enter into the Database.
- Fifty nine nominations were received from both INQAAHE and APQN members, and now they are in the process of review by the following members of the Reviewing Committee:

- Dr Jagannath Patil, Vice–President of APQN and Deputy Advisor of National Assessment and Accreditation Council, India (facilitator of the review process),
- Mrs Mar í a Jos é Lemaitre, President of INQAAHE, Vice President of Centro Interuniversitario de Desarrollo (CINDA) , and
- Prof. Badr Aboul–Ela, Board member of INQAAHE, Director of Commission for Academic Accreditation, United Arab Emirates

III. MODERATED ONLINE FORUM

APQN launched the 4th online forum named **“Learning Outcomes and Accountability – the Role of EQA and IQA ”**. The forum will mainly focus on student learning outcomes and accountability in terms of role of QA agencies and institutions. The forum will cover the following sub–themes:

- Learning outcome, qualification framework and accountability,
- Assessing Learning outcomes through EQA,
- Achieving learning outcomes through IQA.

The following experts are responsible for running the forum:

- Hilary Winchester, Australia, facilitator,
- Wai Sum Wong, Hong Kong, China, facilitator,
- Lafi from SPBEA, Fiji, facilitator,
- Angela Yung Chi Hou, Chinese Taipei, convener.

Nearly 100 persons from the APQN member agencies have been nominated to participate in the online forum.

IV. INTERNSHIP PROGRAM

The internship program provides staff from emerging QA agencies with thorough exposure to quality assurance procedures and practices through interaction, hands – on experiences and meetings with the host agency. Fifteen nominees applied and the GIQAC Committee approved the following applicants for the Internship program.

Applicant	Home Agency	Host Agency
Dr Rath Chhang	Accreditation Committee of Cambodia (ACC), Cambodia	National Assessment and Accreditation (NAAC), India
Dr Sujata P. Shanbhag	National Assessment and Accreditation (NAAC), India	Malaysian Qualifications Agency (MQA), Malaysia
Mr Subash Chandra Dhungel	University Grants Commission, Nepal	Malaysian Qualifications Agency (MQA), Malaysia
Ms Selai Qereqeretabua	Secretariat of the Pacific Board for Educational Assessment (SPBEA), South Pacific	Accreditation Committee of Cambodia (ACC), Cambodia
Mr Nguyen Huu Cuong	General Department of Education Testing and Accreditation (GDETA), Vietnam	National Assessment and Accreditation (NAAC), India

Up to December 31, 2012, both Dr Sujata P. Shanbhag and Mr Subash Chandra Dhungel have completed the Internship Program in Malaysian Qualifications Agency (MQA), Malaysia. The others will complete the program in the first quarter of 2012.

The Internship in Malaysian Qualifications Agency (MQA) has expanded my knowledge and understanding on the QA processes happening in different National contexts. There had been many commonalities and the overall perceptions of the QA agency staff and the institutions are more or less same as in case of India which is an encouraging issue.

--- Dr Suja ta Shanbhag, Assistant Adviser, National Assessment and Accreditation Council, India

In Nepalese context, QAA system is new and we are developing the system by learning by doing process but really this Internship Program gave me a big theoretical as well as practical knowledge to enhance the newly started system in Nepal and I really try to interlink gained knowledge of Internship Program to our daily activities of accreditation system.


--- Mr Subash Chandra Dhungel Chief Administrative Officer, University Grants Commission, Nepal



V. MUTUAL RECOGNITION (MR) PROJECT

The APQN 2011 Conference provided the opportunity for the Mutual Recognition Project Group to hold its second meeting in Bangalore, India. The project team comprising of Dr Jan Cameron from the NZUAAU, Prof. Zita Mohd Fahmi from MQA, Dr Antony Stella from AUQA and Dr Shyamasundar from NAAC discussed the comparison of quality assurance frameworks across the four participating agencies.

The Conference also provided opportunity for discussion with staff of other agencies in the region, in particular about the relative priority given to institutional assessment versus program assessment as the focus for the project. Dr Jan Cameron and Prof. Zita Fahmi facilitated a workshop on mutual recognition for the APQN members. While a number of workshop participants espoused the view that program assessment is more critical for qualification portability, many also recognised that confidence in program quality is predicated on institutional recognition and that institutional assessment should therefore come first.



Two project group members have observed institutional audits conducted by the other two members' agencies. Dr M S Shyamasundar of the National Assessment and Accreditation Council (NAAC), observed the Auckland University of Technology audit conducted by the New Zealand Universities Academic Audit Unit (NZUAAU) in June 2011. At the same time Prof. Zita Mohd Fahmi from Malaysian Qualifications Agency (MQA) observed an audit of Deakin University with the Australian Universities Quality Agency (AUQA). Both observers used a template developed by the project group to evaluate the processes observed against those used by their own agencies. A mid-project meeting, to have been held in New Zealand, was cancelled due to travel disruptions caused by the Chilean ash cloud.



VI. WORKSHOP ON GOOD PRACTICE IN QUALITY ASSURANCE

The workshop was a members-only event, where 15 participants from 12 APQN members of 10 countries or territories gathered with 26 practices in total. Dr Séamus Puiréil, on behalf of INQAAHE, and NIAD-UE's Vice-President Kazuo Okamoto, on behalf of the Board of APQN, were responsible for planning and organizing the workshop and also served as coordinators during the workshop. During the program, each participant presented their practices at

either of two parallel working sessions. In the last part of the parallel sessions, each group had a discussion to find advanced practices or practices which could be particularly transferable to other QA agencies. At the final plenary session, participants shared a few cases that were recognized as an advanced/particularly transferrable practice.

The practices presented at the workshop comprised a variety of topics coming from QA agencies with a wide range of experience in quality assurance from beginners to those having over 20 years. It was a useful and valuable opportunity for the participants in tracing the development of the quality assurance systems and tools as well as learning how to proceed in the future.

Those practices have been submitted to INQAAHE for review to be listed in the INQAAHE Database on Good Practices in Quality



Assurance (GPQA Database). The presentation materials at the workshop are available from APQN Website: <http://www.apqn.org/events/past/details/?id=405>

VII. WORKSHOP–ROUND TABLE DISCUSSION FOR THE 2008 BATCH OF INTERNS

The workshop is designed to draw on the experience of the first set of GIQAC interns and will track the progress they have made in the after the internship. The workshop will give them the opportunity to reflect on the lessons they have learned and applied in their home countries as a result of the internship program. The discussions will revolve on the capacity gained and seek to capture the good practices they have implemented in their home countries.

The Secretariat contacted all the past APQN interns and included those who are still with a QA agency. One intern per agency has been identified. In the case of multiple interns from the same agency, the head of the agency was asked to nominate one intern. Eligible applications have been screened and the following will attend the workshop. Dr David Woodhouse, founding Secretary of APQN who was instrumental in introducing the internship scheme has agreed to facilitate the workshop. The workshop will be held on February 28, 2012 in Angkor Era Hotel, Siem Reap Angkor, Kingdom of Cambodia, the venue of the APQN 2012 Conference and AGM.

Name	Agency
Ms Zia Batool	Higher Education Commission, Pakistan
Prof. Colin Peiris	Quality Assurance and Accreditation Council of Sri Lanka
Ms Nurul Atiqah Mohd Hanapiah	Malaysian Qualifications Agency
Mr Abilio De Araujo	National Agency for Academic Assessment and Accreditation, Timor Leste
Mr MD Khaled	University Grants Commission, Bangladesh
Ms Saruul Bat-Ulzii	Mongolian National Council for Education Accreditation, Mongolia
Ms Nguyen Thi My Ngoc	Vietnam National University, Vietnam
Mr Fang Le	Shanghai Education Evaluation Institute, China

VIII. WORKSHOP FOR PACIFIC NATIONS

Two workshops for the Pacific nations have been conducted in the year of 2011 to build capacity in quality assurance and promote qualification recognition between countries in the region.

The first workshop took place from 23 to 27 May 2011 at the Tanoa International Hotel in Nadi, Fiji. This event was co-sponsored by AusAID and APQN and was attended by approximately 40 delegates from 12 Pacific Island states and representatives of the higher education sector in the Pacific. Resource personnel were drawn from Australia (Dr Jeanette Baird and Ms Andrea Bateman) and New Zealand (Dr Martin Grinsted and Mr David Lythe). The consultation comprised of discussion sessions, the finalisation of operational policies and procedures for the Pacific Register of Qualifications and Standards (PRQS) and workshop sessions on practical implications of the Register.

The second workshop was organized from November 9–11, 2011 at Tanoa International Hotel – Nadi, Fiji Islands. 23 delegates from 9 Pacific Island states and representatives of the higher education sector in the Pacific have participate in the workshop. Dr Jaganath Patil (NAAC, India) and Ms Connie Lok (HKCAAVQ, Hong Kong) were the facilitators of the workshop. A draft Pacific Quality Assurance Framework was developed and generally accepted by all participants.



IX. PEER REVIEW OF QA AGENCIES

Demonstrating ‘quality of quality assurance’ has been an area of interest for all quality assurance agencies. APQN considers peer review as an important tool available to the quality assurance agencies to strengthen their credibility and accountability. Under the Global Initiative for Quality Assurance Capacity (GIQAC), APQN is developing a plan to help its member agencies undergo peer reviews. To begin with, a pilot review will be conducted in the first half of 2012 for one of its full or intermediate members. Three member agencies have expressed interest in participating in the review and submitted applications. The Board will make the selection in the Board meeting in Siem Reap Angkor, Cambodia in February 28, 2012.

The review will be conducted against criteria drawn from the APQN’s membership criteria, the Chiba principles and the INQAAHE Guidelines of Good Practice. The scope of the review will be discussed with the member agency. To a large extent, the review will be based on existing information and materials available in the QA agency. However, it requires a commitment from the agency to support the review through adequate preparation and cooperation. The review will be done by two reviewers and the review team’s report is expected to be useful for enhancement purposes. APQN will meet the direct costs of the reviewers.

X. LIAISON AND COMMUNICATION AMONG APQN MEMBERS AND REGIONAL NETWORKS

The APQN 2011 Conference was hosted by the National Assessment and Accreditation Council (NAAC) during 2–4 March 2011 in Bangalore, India. This coincided with the Network’s Annual General Meeting. The conference is the major event for the year and provides an opportunity for members to update themselves on the latest trends in quality assurance and liaise with their colleagues in the region. APQN agreed to offer support for selected participants to assist in traveling, accommodation and registration costs. The Board decided that the monetary value of this support would not exceed USD \$1250 per participant and would be financed from the APQN 2011 GIQAC budget, project area–‘Liaison and Communication among APQN Members and Regional Networks’ .

APQN opened the Expression of Interest for support on 9 February 2011 to all APQN members. We received 16 applications when acceptance of submissions closed. Dr. Antony Stella (Chair of the Finance Committee) and Prof. Colin N. Peiris, (APQN Board Member of the Finance Committee), reviewed the applications and made recommendations to the APQN Board. Other Finance Committee members, Ms. Concepcion V. Pijano (President) and Prof. Li Yaogang (Secretary/Treasurer), were not involved in the decision making, to eliminate any conflict of interest, as they had submitted their own applications for support to attend the conference.

The Board approved ten candidates and had one candidate on the waiting list. Six of the approved candidates, Ms Concepcion Pijano, Prof. Li Yaogang, Prof. Zhang Jianxin, Dr Bilegsaikhan Ganchimeg, Ms Zia Batool and Mr Fang Le were unable to obtain their visas in time, and therefore could not participate in the APQN 2011 Conference and AGM. As a result, APQN funding support was availed by the following five candidates, including the one who was on the waiting list.

No.	Agency	Applicant	Reimbursed Amount(USD)
1	Accreditation Committee of Cambodia,Cambodia	Mr Vicheanon KHIEU	1000
2	National Accreditation Center, Kazakhstan	Dr Nurilya Shakhanova	1000
3	University Grants Commission, Nepal	Dr Kushum Shakya	900
4	General Department of Educational Testing and Accreditation, Vietnam	Dr Lê Mỹ Phong	1000
5	Samoa Qualifications Authority, Samoa	Mrs Fepulea'i Sinapi Moli	1000

In the learning reports submitted by the sponsored participants, all of them considered that the APQN 2011 Conference and AGM was a fruitful event. It was a good opportunity for them to learn the good practices in quality assurance of counterpart agencies in the region, to observe the trends in quality assurance, and to establish networks with colleagues from other quality assurance agencies and higher education institutions.



2011–2012 ADDITIONAL GIQAC FUNDING

APQN received additional GIQAC funding for the following two projects:

1. Quality Information Systems (QIS) Toolkit: This Project aims to map practices of quality assurance agencies and other bodies in spreading quality information among stakeholders in general and students in particular. Based on the mapping of practices it is proposed to conduct a workshop to identify good practices and develop a toolkit for Quality Information system, which can be piloted and promoted among the members of APQN.
2. Publication of an Electronic Package for Reviewer's Training: The project aims to publish the Training Package for Reviewers on the APQN website as well as in the form of CD and a Print version, to be circulated among members.



2011 GIQAC ANNUAL IMPLEMENTATION SUPPORT AND REVIEW MISSION

The 2011 Annual Implementation Support and Review Mission of the Global Initiative for Quality Assurance Capacity (GIQAC) activities of APQN was held on 5 March 2011. It was conducted by Ms Zeynep Varoglu, Program Specialist, Division of Higher Education, UNESCO, on the implementation of the GIQAC activities for 2010. Dr Antony Stella, President of APQN and Dr Jagannath Patil, Vice President of APQN participated in the review mission. The mission discussed the Results Framework that APQN had prepared to demonstrate how well it had achieved the targets of the GIQAC projects. The mission did not address financial management issues.



The review report acknowledges that APQN continues to demonstrate that it has a clear sense of both the purpose and the development objectives of the grant. The review finds APQN's performance to be 'highly satisfactory' in areas such as Overall Project Objectives, Implementation Arrangements and Intermediate Indicators of the Results Framework. The rating is 'satisfactory' in General Record Keeping & Reporting and Procurement. The report acknowledges that APQN has made significant progress in ensuring financial security and sustainability through reducing costs, increasing membership fee income and seeking co-operation from funding bodies.



2011 APQN CONFERENCE

2011 APQN ANNUAL GENERAL MEETING

2011 TRAINING WORKSHOP FOR VIETNAMESE

2012 APQN CONFERENCE AND AGM



2011 APQN CONFERENCE

The APQN 2011 Conference and Annual General Meeting was held in Bangalore, India from 2–4 March 2011 and was hosted by the National Assessment and Accreditation Council (NAAC). The main theme of the Conference was *Quality Assurance in Higher Education: Expectations and Achievements*. Professor Ranganath, Director of NAAC, opened the conference as Chair of the Organizing Committee with Dr Antony Stella, APQN Vice President, welcoming all conference participants. Sir John Daniel, President of Commonwealth of Learning presented the keynote speech.



The conference was attended by more than 400 delegates, including about 70 participants from APQN member agencies and overall 38 countries and territories represented. More than 60 speakers presented papers in parallel sessions and 60 others contributed to the poster presentations on various sub themes including:

- Quality Assurance (QA) and Diversity of Higher Education Systems
- Issues of Quality and Access in Higher Education
- Multiple QA Agencies: Prospects and Problems
- QA Cycles and Building on Successive Cycles
- Ensuring Synergy Between Internal and External QA
- QA of Cross-border Higher Education

APQN conferences have a session dedicated to the national QA system of the host country and there were comprehensive presentations on the QA developments in India. The conference also provided the opportunity for NAAC and the Malaysian Qualifications Agency to sign Memorandum of Cooperation.

The first two days of the conference were open to all members and the third day was open for members only. On the 'members only' day, Dr David Woodhouse, President of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), delivered the keynote on Mutual Recognition emphasising the need for continued cooperation in the region. The APQN members discussed the strategic plan and the priorities of the network for the next two years. Workshops were conducted on institutional membership, mutual recognition and benchmarking. The conference closed with very positive feedback on the benefits of sharing good practices in quality assurance for which the conference provided a sound platform.

2011 APQN ANNUAL GENERAL MEETING

The APQN Annual General Meeting held on 4 March 2011 was open only to APQN members. The meeting was attended by the following membership breakdown:

- 18 full members with Shanghai Education Evaluation Institute of China by proxy
- 9 intermediate members with the Quality Assurance and Accreditation Council of Sri Lanka by proxy
- 1 associate member
- 3 institutional members
- 1 observer.

The outgoing President, Ms Concepcion Pijano and the current Secretary/Treasurer, Prof. Li Yaogang were unable to attend the meeting due to their inability to obtain a visa in time. The Vice President of the 2009–2011 Board, Dr Antony Stella, chaired the meeting.



The agenda covered reports from the office bearers, progress updates on the projects, a presentation of the newly elected board and an open discussion on APQN's strategic plan. The members welcomed the new Board and recorded appreciation and gratitude to the outgoing members of the Board for their contribution to the network.

2011 TRAINING WORKSHOP FOR VIETNAMESE

The UNESCO Office in Viet Nam has signed a contract with APQN to provide technical assistance on developing a proposal for Quality Assurance and Accreditation (QAA) for Higher Education in Viet Nam. Since the higher education sector has recently expanded in Viet Nam and its quality control has become increasingly significant, an establishment of a quality assurance agency independent from the government is being planned. In this context, the Ministry of Education and Training (MOET) requested APQN to hold a training program and APQN invited the National Institution for Academic Degrees and University Evaluation (NIAD-UE) to accept five officials from MOET as trainees, Dr Kazuo Okamoto, Vice-President of NIAD-UE, took over the task of organizing the program as a board member of APQN. The trainees included those in charge of policy planning of quality assurance in higher education and training was provided to them for a period of four days from Dec. 19th (Mon) through 22nd (Thu), 2011.



A series of working sessions were led by two facilitators, Prof. Syun Tutiya and Associate Prof. Susumu Shibui, who are both from the Research Department of NIAD-UE. They explained quality assurance systems in Japan as well as European and other Asian countries and encouraged trainees to think about a suitable system of quality assurance for their own country by conducting presentations, group discussions and case studies.

In addition, the trainees made visits to the Ministry of Education, Culture, Sports, Science and Technology (MEXT), Japan University Accreditation Association (JUAA) and Tokyo Gakugei University. During their visit to MEXT, they met with Mr. Hitoshi Nara, Deputy Director-General (Higher Education Bureau) and exchanged opinions regarding the roles of the government in the certified evaluation and accreditation and policies regarding overseas students in and outside Japan. At JUAA, the trainees learned about roles of the Association in the Japanese higher education sector as well as the Association's certified evaluation and accreditation systems. At Tokyo Gakugei University, the trainees were provided with the University's experiences on the institutional visit regarding the certified evaluation and accreditation conducted by NIAD-UE in 2010.

On the final day, a closing ceremony was held at NIAD-UE where Dr. Okamoto awarded a certificate to each trainee, and trainees commented that they were highly satisfied with the program.



2012 APQN CONFERENCE AND AGM

The Accreditation Committee of Cambodia was announced as the host of the 2012 APQN Conference with the main theme: ‘External Quality Assurance in the Asia–Pacific: What has changed over a decade?’ to be held during 29 February–2 March 2012.



REPORT ON FINANCES
APQN Statement of income and Expenses (in USD)
From January 1 to December 31, 2011

	2011Budget	APQN	GIQAC	TOTAL (in USD)
INCOME				
Members Annual Fees	25,320.79	20,717.38		20,717.38
Initial Joining Fees	8,500.00	8,500.00		8,500.00
Interest Received	600.00	831.06		831.06
GIQAC service in home office	10,000.00			
GIQAC grant			132,840.00	132,840.00
Unspent project funds from relevant agencies		4,884.04		4,884.04
Training Project for Vietnamese		15,560.00		15,560.00
Others		170.00		170.00
TOTAL INCOME	44,420.79	50,662.48	132,840.00	183,502.48
EXPENSES				
Administrative expense (telephone, etc.)	1,000.00	985.66		985.66
Audit fees	1,000.00			
Bank fee/TT fee	100.00	87.06		87.06
Bank fee/TT fee(GIQAC)			893.18	893.18
Administrator salary	19,530.82	19,465.27		19,465.27
Website Expansion/Development/Maintenance	1,500.00	1,635.00		1,635.00
Website Expansion/Development/Maintenance(GIQAC)			7,592.53	7,592.53
Vietnamese Training Project		5,173.75		5,173.75
Miscellaneous	1,000.00	755.35		755.35
Database Development				
Internship Program			3,156.00	3,156.00
Moderated Online Forum				
Mutual Recognition Program			4,486.74	4,486.74
Workshop on Good Practices Quality Assurance			11,293.47	11,293.47
Round Table Discussion for the 2008 Batch of Interns				
Capacity Building for the Pacific Nations			17,020.22	17,020.22
Peer Review of QA Agencies				
Liaison and Communication Among APQN Members and Regional Networks			10,475.02	10,475.02
Quality Information Systems Toolkit				
Publication of Electronic package for Reviewer's Training				
Evaluation of GIQAC Projects				
Unspent GIQAC Fund for UNESCO			12,573.73	12,573.73
TOTAL EXPENSES	24,130.82	28,102.09	67,490.89	95,592.98
NET SURPLUS / (DEFICIT)	20,289.97	22,560.39	65,349.11	87,909.50

Reserve Funds as of December 31, 2011: US \$ 80,750.28

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ASIA-PACIFIC QUALITY NETWORK

ANNUAL REPORT 2011

ASIA-PACIFIC QUALITY NETWORK

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