

PROCEDURES MANUAL

Version 2



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APQN MISSION STATEMENT

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.

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Membership

Clarifying category

If Body A is a Full or Intermediate Member and reports to Body B, it is likely that Body B would qualify for Associate Membership. In some cases, Body B may not only accept Body A's reports, but itself may also carry out some direct quality assurance (QA) of institutions. In such a case, Body B could also be considered for Full or Intermediate Membership.

This excludes institutions, consultants and individuals but encourage them to join the mailing list as an option.

Sample email

To whom it may concern

If you wish to be kept informed about APQN activity and receive valuable information about QA in the region, I encourage you to subscribe to our mailing list at www.apqn.org/tools/mailing_list/ NOW.

Kind regards

APQN Administrator

In the case where an entity is clearly on the way to being a bona fide QA agency, and others as they occur, we recommend they apply for Intermediate Member.

The membership criteria are available at <http://www.apqn.org/membership/criteria/>.

Associate membership category

Associate members are organisations with a major interest and active involvement in evaluation, accreditation or quality assurance for higher education systems. In this context, 'active involvement' means policy-making, research, analysis or demonstrable well-developed expertise in matters relating to higher education quality assurance. Individual universities or other higher education institutions, or units within these institutions, will only be approved for Associate membership if they are able to demonstrate they have such an involvement.

This includes government departments, policy researchers, bodies that provide data and some institutions.

We are agreed on the definition, with the clarification of 'active involvement', including the restriction on institutions being able to be Associate members only if they have such involvement, and that will normally be through performing QA functions for others.

Institutional membership category

Constitution (V. 12.4)

APQN has three membership categories. Two of these recognise all quality agencies (Intermediate Members) and those agencies whose systems are more developed (Full Members). We realise that there are other organisations that are interested in being involved with a quality network, and/or that we would like to have working with us, so we added the third category of Associate Member, as follows:

“Associate Members are organisations with a major interest and active involvement in evaluation, accreditation and quality assurance in higher education, but without the responsibility for assuring the quality of institutions, education programs, or external quality assurance agencies as described in Section V. Clause 12.1.”

The Board has discussed the nature of Associate Membership and agreed that we do not want it to admit absolutely every organisation. We had the example of a for-profit consultants, with only a partial interest in consulting in HE, wanting to join. Therefore we decided to strengthen the requirement for associate member, with the following clarification in the procedures.

“In this context, ‘active involvement’ means policy-making, research, analysis or demonstrable well-developed expertise in matters relating to higher education quality assurance. Individual universities or other higher education institutions, or units within these institutions, will only be approved for associate membership if they are able to demonstrate they have such an involvement.”

This would include some government departments and research institutes. It does however exclude almost all institutions, yet there is a small but significant number of institutions that are keen to be part of the Network in some way. Several institutions are the only ones in their country, or the only entity in their country taking a strong interest in quality. The Board therefore proposes that there be a fourth category of member, namely Institutional Member.

A further reason for this suggestion is that institutions do have a special interest in the Network which is different to that of any other organisation that is not a QA agency. The Network is for QA agencies, and QA agencies evaluate institutions. Therefore, institutions have a very direct stake in the way in which we act as QA agencies.

The proposed addition to the Constitution is therefore:

“12.4 Institutional Members

Institutional Members are institutions of higher education in the region, that are in good standing with the relevant quality assurance agency if one exists.”

Fees and benefits would at all times be exactly the same as for Associate Members. In particular, they would have no vote and not be able to stand for office. This recognises the fact that in a way institutions are a particular type of Associate Member, but that widening the definition of Associate Member to include all institutions would also include many other organisations whose link with QA is too distant.

Agencies in transition

Consider those in transition on a case by case basis.

The Board

In the event of a vacancy occurring on the Board mid-term, that vacancy shall be filled, when possible, by appointing the nominee from the previous election with the greatest number of votes.

More members for APQN will enrich the Network and the experience of the other members. More members will also bring additional and much needed funds. Remember that World Bank funds are finite. Membership fees are currently the sole source of income for APQN outside of the DGF.

APQN needs members, and the Secretariat has noticed that many agencies have begun membership applications then seemingly abandoned them. In addition, there are countries/territories for which APQN has no QA contact. Each Board Member is encouraged to support the Network by assisting in expanding the membership.

From time to time, each APQN Board Member will be allocated current contacts from the current 'In Progress' membership applications and be asked to target countries/territories within the region.

Instructions will be given in accordance with document: <S:\165 APQN\03 Organisational\01 Board\Jobs for Board Members\Jobs for the APQN Board.pdf>.

Each Board Member must let the Secretariat know of progress every quarter.

Non-responsive Board members

Before accepting a position on the APQN Board, all nominees must ascertain how much time they can spend on APQN related activities. The weight of their workload in their local agency should be taken into consideration, including the amount of work that will be required of them as a Board member.

APQN cannot move forward if its Board does not spend time on developing the Network.

A Board member who is not contributing to the Board is encouraged to resign. This person can be easily replaced by the next person on the list of nominees from the most recent election.

If a Board member has a heavy workload within his/her organisation, they may consider nominating one of their staff members for the next election.

Extended Board

It is agreed that Project Group leaders may be included in Board discussions, forming an 'Extended Board'.

Project Group Guidelines

The following guidelines have been agreed by the APQN Board in relation to initiating, supporting and monitoring the projects.

Purpose of APQN Project Groups

The purpose of APQN projects is to identify common areas of interest that need close attention and to facilitate work on those areas with shared responsibilities. Project areas are dynamic in nature, depending on the developments that take place in the quality assurance field.

The work of a project group should result in a report that will be made available on the APQN website. APQN would have the right to use the report in any way it deems fit. The member agencies of APQN may also use the report in any way they want.

Criteria for identification of the projects

The projects are expected to serve common purposes of APQN, and projects that address the needs of only one or two members only have a low priority. Proposals involving multiple member agencies are given priority. They should be directly relevant to quality assurance related issues. The APQN Survey results have highlighted many common areas of interest and relevance and they might inform the identification of the projects.

Project group composition

Each project is steered by a project leader, and would not normally have more than five members, drawing members from at least three different agencies within the region, not more than two from any one agency. The project group members might be identified by the project group leader, based on seeking expressions of interest and/or by specific invitation to potential contributors to the project. The diversity of the APQN members should be taken into account while constituting the project groups. The APQN Board might advise the project group leader on this, if necessary. Also, once a project group is created, others may seek to join it. Observers of a Project Group have to be a Member or an Observer to APQN.

Making a proposal

Project proposals should be made through email to the Secretariat. Proposals will be accepted from would-be group leaders, who should be either staff of an APQN member agency or belong to the extended network of resource persons of the agency who are involved in carrying out its quality assurance activities. In all cases, the proposal must have the formal approval and support of the Head of an APQN member agency. Applications should therefore be made via the Head of an agency who thereby endorses it on behalf of the agency. While routing the proposals to APQN, the agency is expected to consider the relevance of the project to APQN membership and indicate its recommendations. The APQN Board will consider the suggestions and applications and identify priority projects. The Board will invite the project leader to lead the group.

Some suggestions may come from the Annual General Meeting of APQN or from the Board itself, in which case the Board will invite a person to lead the group.

Format for presentation of project proposal

1. Objectives/purpose
2. Relevance to APQN Objectives/activities
3. Methodology/Process
4. Expected Outcome

5. Budget
6. Time Schedule
7. Project Team

(The APQN website will in due course have a form for submission of proposals.)

Time schedule

Project groups are expected to provide an interim report after six months, and complete their work with a final report after one year. The Board may agree to extend the group's period of operation for a maximum of one further year if progress has been made and further progress is likely.

Support for the project

APQN may provide seed money for a project, not exceeding US\$2,500 per project. Valid reasons for which seed money may be sought include convening meetings and discussions of the project area and travel within the region for completion of the project. It cannot be spent on consultancy charges. Along with the proposal for the project a detailed budget should be submitted and the spending of the project funding should adhere to those estimates. The APQN Board/Finance Committee may advise the project group leader on these estimates.

Once the project group is approved by the Board, the Secretariat will release the money for sanctioned purposes in response to requests by the project group leader. The Board has designated Prof. VS Prasad to make periodic reviews of progress of project groups.

Constitution

Amending the Constitution

Information about Incorporated Institutions within the State of Victoria, Australia, is available at

<http://www.consumer.vic.gov.au/CA256EB5000644CE/page/Business+Names+%26+Business+Structures-Incorporated+Associations?OpenDocument&1=20-Business+Names+%26+Business+Structures~&2=20-Incorporated+Associations~&3=->.

To make special amendments to the Constitution, an Application for Alteration of Rules or Purpose is required. The form is available at

[http://www.consumer.vic.gov.au/CA256902000FE154/Lookup/CAV_Forms_Associations/\\$file/bus_ia_form06.pdf#xml=http://search.justice.vic.gov.au/isysquery/irlae9/1/hilite](http://www.consumer.vic.gov.au/CA256902000FE154/Lookup/CAV_Forms_Associations/$file/bus_ia_form06.pdf#xml=http://search.justice.vic.gov.au/isysquery/irlae9/1/hilite). the form must be lodged with in 28 days of the special resolution being passed.

Election procedure

Timeline

The 'Due Prior' date for the 'Action Items' below means that is the number of months prior to the announcement of the results of the election items that need to be carried out.

Table 1: Basic timeline

No	Action item	Due prior	Notes
1.	Call for nominations	4 months	Email membership with Board nomination form
2.	Deadline	3 months	Deadline for nominations to be received by the Secretariat
3.	Nominee publicity	3 months	Request nominees write brief manifesto
4.	Publicity due	2.5 mths	Email nominee sends manifesto membership
5.	Advertise candidates	2 months	Advertise nominees and issue ballot paper (to voting members only)
6.	Deadline	1.5 mths	Deadline for ballot papers to be received by the Secretariat and two others
7.	Collate responses	1.5 mths	Count votes: to be returned to Secretariat
8.	Announce to Board	1 months	Secretariat informs the existing Board and the newly elected members
9.	Introduce new Board	AGM	Announce the results of the election to the General Council

Process

The process for conducting elections is outlined in the Constitution [Section VI Subsection 31](#). This document is a substantive procedure written in accordance with the Constitution by the [General Council](#). An extended period of time is allowed for this process due to the hierarchies of many agencies and the need for members to confirm intentions with superior bodies such as Ministries.

The election will be for the three office bearers and four ordinary members.

A more complete description of each point listed above is outlined below:

1. Call for nominations

The call for nominations must begin 4 months prior to the biennial Annual General Meeting (AGM). Who can vote at an election is set out in the Constitution, [Section V Subsection 17](#) and [Section VI Subsection 30](#). Any person from a member agency can nominate another person from a member agency to run for office. Only Full or Intermediate Members (members with a right to vote) can run for office. Individuals cannot nominate themselves.

All individuals put forward for nomination for the Board must agree to being nominated. All nominees must also be approved by the head of their agency. In giving this approval, the head of the agency should note that no two Board members may be elected from the same agency.

2. Deadline for nominations

The deadline for nominations is 3 months prior to the announcement of the new Board. Nominations will be returned via email to the Secretariat and two other nominees who have not been nominated to run for office and have been appointed by the Board. The other two third parties will be derived from the General Council.

3. Nominee publicity

The nominees will be asked to produce a brief publicity report, or manifesto, to support their election. This will then be presented to the broader membership.

4. Publicity due

The deadline for publicity is approximately 2 weeks after the nominees are requested to submit their brief publicity report.

Sample email to nominee

Dear Member

You have been nominated for the position of *[Insert position]* in the upcoming APQN Board election. I need an URGENT email from you advising if you accept or decline the nomination. If you choose to run for office, a final requirement of the nomination process is the submission of a brief (250 words) piece of text about yourself, describing why you want to run for this position on the APQN Board and what you can offer the Network by way of personal and professional contribution. This text will be sent to members with the ballot paper. You may submit a photograph of yourself with this text if you wish.

If you accept the nomination and you are not the head of your agency, you must confirm that your nomination is supported by the head of your agency.

The deadline for this submission is *[insert date]*. I urge you to complete this as soon as possible so that APQN can conduct the election process in the coming weeks.

If you decline the nomination

If you accept the nomination, please ensure that you send the following information by the deadline:

1. Acceptance or rejection of nomination
2. 250 words of text + photo (describing why you want to run for this position on the APQN Board and what you can offer the Network by way of personal and professional contribution)
3. Confirmation from the head of your agency (either as an email or in formal letter format)

I look forward to your reply.

Kind regards
APQN Administrator

5. Advertise candidates

The Secretariat issues to all Full and Intermediate Members the promotional material for successful candidates, including ballot papers.

6. Deadline for ballot papers

Members are given roughly 2–3 weeks to return their completed ballot paper. Ballot papers will be returned via email to three separate entities (electorate officers) made up of the Secretariat and two other nominees who have not been nominated to run for office and have been appointed by the Board. The other two third parties will be derived from the General Council.

7. Collate responses

The Membership will email their ballot to the three electorate officers who will independently tally the responses. The successful candidates will be notified of their success and acceptances will be received within one month prior to the AGM.

In the event that two Board members from the same agency are elected, the one with the highest votes will be offered the position and the next person with the highest votes under them shall be offered the position, and so on. In the event that two of the office bearing positions are filled with two individuals from the same agency, the positions will be filled in the following order:

1. President
2. Vice-President
3. Secretary/Treasurer
4. Ordinary members

8. Announce to Board

The existing Board will be informed of the winning candidates.

9. Introduce new Board

The new Board will be introduced at the biennial AGM. Any old Board members not re-elected will move off the Board at this time. It is also at this time that Project Group leaders may be co-opted to the Board.

Term of office

The term of office of the Board, be they elected, appointed or co-opted is outlined in the Constitution [Section VII Subsections 39 and 50](#).

APQN Committees

It should be a basic principle of APQN to keep its bureaucracy and organisation to a minimum. Things should be as simple as possible!

At this stage, we envisage having meetings of the General Council, the Board, the Finance Committee and Project Groups.

APQN exists to support its members, and therefore is likely to disburse grants from time to time. While the DGF exists, large amounts of money will be involved, but if and when that ceases, the amounts would be smaller. However, regardless of the amount, grants should be provided on the basis of clear criteria.

APQN Finance Committee

The APQN Board has established an APQN Finance Committee to manage distribution of the DGF evenly and fairly across the region.

Development Grant Facility

The DGF & the APQN

The World Bank has indicated its desire to support QA development activities in the Asia-Pacific region, and has provided funds for this purpose for a 3 year period. The Grant is made from the Bank's FY2005 Development Grant Facility (DGF) Window 2.

An initial tranche of US\$362,200 was provided for 2005, and the final tranches have been received for 2006 and 2007 in a similar amount.

In approving the Grant, the Bank has stated that:

“The purpose of the Grant is to support the Asia-Pacific Quality Network (APQN) to strengthen its institutional capacity and the technical capacity of APQN member organizations. The activities (the Activities) for which the Grant is given are: Provision of technical assistance to: (a.) conduct workshops to build quality assurance capacity in developing countries; (b) provide external reviewer services to quality assurance agencies in developing countries; (c) provide regional accreditation services to countries without a national accreditation process; (d) establish a regional information clearinghouse on quality assurance for developing countries; (e) support research, policy analysis, and services to APQN member organizations; (f) carry out regional staff exchanges to improve information exchange and build capacity of Recipient's quality-assurance agencies; (g) strengthen liaison functions among regional organizations working on quality-assurance, such as the Southeast Asian Ministers of Education Organization (SEAMEO), the Asian University Network (AUN), and UNESCO; and (h) conduct independent evaluation of APON Activities.”

In its early stages, the Grant was provided via the Center for Quality Assurance in International Education (CQAIE). This function is now carried out by the Secretariat at Australian Universities Quality Agency (AUQA). CQAIE still acts as DGF liaison (providing a link between the APQN and the Bank), but is no longer Grant Administrator.

APQN has already identified some projects that are of interest to the region. The availability of targeted funds has enabled APQN's projects to be supported by a realistic level of funding (although honorary and unpaid commitment is still needed), and for the projects to be more comprehensive, with more specific terms of reference. The focus is on capacity building at the system level, both regional, sub-regional and national, targeting national staff and decision-makers.

Eligibility

Countries eligible for financial assistance according to the World Bank include:

- Afghanistan
- Bangladesh
- Bhutan
- Cambodia
- China
- Cook Islands
- Fiji
- India
- Indonesia
- Kiribati
- Laos
- Malaysia
- Maldives
- Micronesia
- Mongolia
- Myanmar
- Nepal
- Pakistan
- Palau
- Papua New Guinea
- Philippines
- Samoa
- Solomon Islands
- Sri Lanka
- Thailand
- Timor-Leste
- Tonga
- Tuvalu
- Vanuatu
- Vietnam

Countries and Territories not eligible for financial assistance according to the World Bank include:

- Australia
- Brunei Darussalam
- French Polynesia
- Hong Kong
- Japan
- Korea, North
- Korea, South
- Macau
- New Caledonia
- New Zealand
- Russia
- Singapore
- Taiwan

Membership of the APQN Finance Committee includes:

1. President
2. Vice-President (Chair)
3. Secretary/Treasurer
4. one member of APQN on the Board
5. one member of APQN not on the Board but appointed by the Board

The terms of reference include:

1. Advise the Board of the APQN on financial and risk-related matters
2. Review the end-of-year accounts
3. Recommend a budget for the subsequent year to the Board for approval
4. Propose to the Board of APQN criteria for provision of grants and other financial support
5. Develop a Funding Manual which:
 - Describes the DGF and its relationship to APQN
 - Sets out APQN policies and priorities for funding
 - Includes all relevant forms related to funding/payment (consultants, goods, programs, etc.)
6. Consider applications from members for grants and other financial support in the light of the criteria established by the Board.

Application for support

Procedures for applications

1. Applications should be submitted to the Secretary of the Network.
2. Applications must be made by a member agency on behalf of itself or one or more of its staff or members of its Council or Board, or a group of such agencies.
3. The applying agency is expected to contribute funds and/or other support to the project.
4. Applications are considered by the APQN Finance Committee, which makes recommendations to the Board.
5. Applicants will be notified of the results of their application within one month of the deadline after the receipt of their Application for Support.
6. The same agency will not normally receive a grant in each of two successive years.
7. After completion of the project, a one-page report must be submitted to the Secretary of the Network indicating what benefits have or will accrue and whether the objectives were achieved.

Notes

1. Support sourced from the DGF is available only to agencies in World Bank eligible countries (currently APQN's other funds are very small).
2. Any honoraria will go directly to consultants/trainers, and travel arrangements are made by the APQN travel agent. Alternatively, the person can seek reimbursement for APEX economy class ticket and visas.
3. The APQN pays a fee of US\$500 per day for work done by consultants/trainers, based on 2 days training and 2 days preparation. It should be noted that the Finance Committee and Board want to keep trainer honoraria down to \$2000.
4. Applications can be submitted at any time; however, they will only be considered quarterly (31 March, 30 June, 30 September, and 31 December) by the Finance Committee.

Travel policy

Travel should normally be by the cheapest available option. If there is another option that is significantly more convenient for the traveller, it may be used provided that it is no more than 20% more expensive than the cheapest option.

An agreement was made that if trainers are travelling more than 15hrs they should travel business class.

80/20 rule

APQN has established an 80/20 rule. Once a workshop has been approved for funding through the Finance Committee, 80% of the approved funding can be issued to the host agency. The remaining 20% will be issued only upon presentation of receipts and final accounting summaries.

An organisation requesting support from APQN should also submit the following information about the organisation (unless this information has already been submitted to APQN, for example as part of an application for Full Membership):

- Background
- Environmental setting
- Number and type of institutions reviewed
- Accreditation/audit process
- Management and organisation
- Supporting staff
- Physical facilities
- Funding
- Problems

What can be supported?

The following activities may be supported by grants from the APQN development fund.

APQN has established a fund (called the Development Fund) for the professional development of its members. This fund may be used for the following purposes:

- **Staff secondments and exchanges**
Some of the more experienced APQN agencies receive frequent requests from new and developing agencies for staff from the latter to come and work for a period in the more experienced agency, to obtain detailed training in the external QA process. Often the prospective host agency is willing to put the necessary staff time into assisting in this way, but cannot also pay the costs incurred by the sending agency. These costs are mainly for the travel and accommodation of the trainee.

An application for support for the secondment of a staff member should include:

- the proposed dates of the posting;
 - the precise purpose of the posting;
 - what the trainee will gain from it;
 - what the sending agency will gain from it;
 - a confirmation from the prospective host agency that it is willing to receive the trainee, and that the proposed program is feasible;
 - an outline budget for the posting (indicating how the staff secondment or exchange money will be used); and
 - what financial contributions will be made by the agencies involved.
- **Visiting consultants**
Developing agencies benefit from visits by experienced people from other agencies to assist in the development of their procedures, training of their staff, etc.

The Network offers assistance to member agencies to cover some of the costs involved in such a visit to another agency for the purpose of assisting in its development.

An application from an agency seeking such a visit should include:

- the proposed dates of the visit and the expected outcomes;
- the precise purpose of the visit;
- the nature of the development assistance to be given during the visit;
- what the agency will gain from it;
- an indication of language requirements;
- a brief curriculum vitae of the intended visitor, or an indication of the expertise required; and
- an outline budget for the use of the funds.

- **Review or evaluation panels**

Developing agencies benefit from having reviews or evaluations done with participation from foreign reviewers/experts who contribute their experience and can thus assist in the development of their procedures, training of their staff, etc.

An evaluation panel can consist of either participation from one country, or representation from several countries.

The Network offers assistance to member agencies to cover some of the costs involved in such a review or evaluation panel for the purpose of assisting in its development.

An application from an agency seeking such a visit should include:

- the precise purpose of the review or evaluation panel and the expected outcomes;
- the nature of the development assistance to be given during the review;
- what the agency will gain from it;
- an indication of language requirements;
- an indication of the expertise required among the panel;
- a brief curriculum vitae of the intended reviewer(s) or members of the evaluation panel; and
- an outline budget for the use of the funds.

- **Workshops**

APQN can financially support the running of workshops in the applicants own country or in a nominated location, with participation from members from a number of countries.

An application from an agency seeking such a visit should include:

- the precise purpose of the workshop and the expected outcomes;
- the nature of the development assistance to be given during the workshop;
- what the agency will gain from it;
- a confirmation from the intended applicant and participants that s/he is willing and able to provide the assistance desired; and
- an outline budget for the use of the funds.
- Workshop proposals must show benefit to the region.

- **Attendance at APQN events**

APQN arranges approximately two meetings per year, and is willing to provide support for some of the associated travel, accommodation and registration.

- **Other**

The Board is willing to consider applications for funds to support any other activity,

provided it is intended to assist in the professional or operational improvement of one or more of its members. As with applications for staff secondments and exchanges, the application must explain in what way the proposed project will enhance the applying agency and its operations.

Note

Because the Network's funds are limited, members who feel able to do so are invited to contribute to the Development Fund, to permit the Network to provide support to more applicants in the future. Members willing to make such a contribution are requested to contact the Secretary/Treasurer (Dr David Woodhouse, ed@auqa.edu.au) who will make the necessary arrangements.

Draft parameters for APQN funding decisions

1. The APQN Board decides from time to time what types of activities it is willing to fund, and to what extent.
2. It advertises this willingness on the APQN website.
3. APQN members can apply any time for funding. (A pro forma will be provided for this.)
4. Applicants are required to set out in detail the purpose of the activity.
5. Applicants should indicate the wider value of the activity to the Network, indicate whether they are willing to open the activity to participation by other APQN members, and suggest ways in which the activity can be extended to include other APQN members
6. Applicants are required to indicate how much they can contribute towards the cost of the proposed activity. (APQN aims to meet only of 50% of the cost of the activity, but the actual amount is considered in relation to the applicant's circumstances and – if the funding is from the DGF – the World Bank's parameters.)
7. Applications are considered every three months (end March etc.) by the APQN Finance Committee which makes recommendations on funding to the APQN Board.
8. The APQN Finance Committee also recommends on the wider utility and enlargement of the activity.
9. A report of at least one page on the activity must subsequently be provided by a successful applicant. (A pro forma will be provided for this.) No funding will be provided for any subsequent application unless such a report had been provided.

APQN Administrator

The APQN Administrator has up to USD\$200 decision-making power on an individual basis. Any decisions must then be reported to the APQN Finance Committee.

Occasional Committees

Organising committees, program committees and/or planning committees will be established periodically to handle the APQN Conference and Annual General Meeting.

Criteria for Support

Any application for funding is evaluated with the following characteristics in mind. H, M, L denote a factor of high, medium or low weight respectively in the evaluation.

- Application is from an agency in an eligible country for its APQN or INQAAHE Membership Fees (H) (automatically approved) (See section 2 for information on eligible countries)
- In each of the following factors, the priority is higher the greater the number of less or least developing countries in the region that are involved and will benefit (H)

- Proposals which have the greatest potential for building capacity in quality assurance in one, or preferably several, countries of the region. (H)
- In approximate priority order, these include:
 - Regional professional development programs for national quality agency staff.
 - Region professional development programs for national quality agency commission / council / board members.
 - Region professional development programs for external reviewers
 - Staff secondments and exchanges
- Proposals most closely tied to the following (H):
 - labour needs in the region, especially for the improvement of professional education which has clear implications for regional mobility (eg engineering) and economic development; and
 - building institutional capacity for quality improvement (governance, management, planning, finance, academic program development, faculty development, student services, students, learning resources, etc.)
- Proposals demonstrating sustainability and/or a multiplier effect (H)
- The proposal is vital and there are no other alternatives open to the applicant (H)
- Programs which demonstrate financial sustainability through contributions by the sponsors or from external sources other than DGF (M)
- Efficiency and effectiveness: the extent of the anticipated benefit in relation to the quantum of support required (M)
- Programs coordinated/facilitated by experts from outside of the region – unless the program itself is held outside of the region, but for a significant number of regional participants. (L)
- Support for individuals to attend meetings internationally which are not clearly in the interest of APQN's or DGF's priorities (L: funding unlikely)
- Academic research in quality assurance (L: funding unlikely)

APQN will develop an indicative upper limit on the size of any one grant to reduce the displacement effect of very large projects.

APQN may negotiate with an applicant whether partial funding would be useful if the funds available do not permit the full funding of the high priority application received.

Consultancy

Using the consultants and reviewers databases

We have found that APQN member agencies often want advice or training on a particular topic, or want a particular program to be reviewed. They consult the consultant and reviewer databases, but find that they cannot tell from the CVs of the consultants and reviewers who might have the necessary knowledge or experience.

To assist members, the Secretariat has set up the following scheme.

A member agency wanting particular consulting or reviewing advice or support should email the Secretariat, giving precisely:

- what is required
- when it is required
- other relevant information in brief
- the name and email of the agency person to contact about the request

The Secretariat will send this information to all reviewers and consultants, inviting any who are interested and have the right expertise to contact the agency person directly.

Heads of agencies are invited to submit the names and details of a couple more consultants, advisers or reviewers they have used, whether within the region or not, and whom they would recommend for the APQN databases.

Workshop / funding requirements

It is a requirement of people who are presenting workshops at APQN sponsored events to supply their presentations and training material for uploading to the APQN website.

Presenting at events

Anyone expecting APQN funding is required to submit and present a paper at events. Each delegate will be given the opportunity of presenting a paper. If all timeslots are full the delegate may not have to present. If there are multiple vacancies, delegates will be asked to present. It will depend on the program.

Eligible Participants

Allowance

Eligible participants are entitled to USD\$100 allowance which is issued at events running for two days. This is based on USD\$50 per full day of training. Usually the AGM will warrant USD\$150 for the duration.

Reimbursement

Reimbursements are only made where all accommodation and travel have not been met by APQN.

Travel (Participants)

Longer stays can lower the airfares. If a delegate can stay for 5 days this could reduce their fare by 25%. The ticket may cost less, but the extra cost of accommodation would need to be taken into consideration.

Pricing guidelines

A charge will be made for the time it takes to investigate alternate routes; the responsibility for executing the change rests with the ticketed delegate. APQN funds are not used for voluntary ticket reissues and subsequent shipping costs, etc. If an APQN-booked flight is cancelled, the delegate will be protected by a replacement flight at no additional charge, even if there is a forced stay somewhere.

Many delegates attempt to negotiate alternate routings with Outer Cape Travel for their own purposes. This situation almost always occurs prior to ticketing and after Dan has already sent a proposed itinerary. If the alternate request adds any cost at all, he rejects their ideas and falls back on APQN pricing guidelines (need to write this up). Delegates are not encouraged to make their own arrangements and seek reimbursement due to the time and cost involved in wiring money. All of this extra time goes into my hourly fee. Outer Cape Travel tries to discourage discussion, but also tries to avoid sounding imperious.

Due to the cost of managing flight bookings, any delegate who agrees to a flight and subsequently requests an alteration will be subject to penalties. These penalties consist of the standard airline charges plus the time involved in Outer Cape Travel making the requested changes. This is charged at USD\$50 per hour and USD\$25 per transaction.

Because travel is organised for APQN specific activities, any alteration or delay in ticketing due to deliberation for personal or alternate professional variations in itinerary are subject to additional charge if the time commitment on Outer Cape Travel exceeds 1 hour.

Routing

Sometimes APQN delegates wish to use their travel opportunity to make alternate APQN will attempt to satisfy any alternate routings but will not be responsible for the additional cost this may incur. When making initial contact with the APQN travel consultant, please designate the

preferred travel path. This will be taken into consideration when making your booking. This will save time and confusion later in the booking.

Sample letter from Dan

Dear APQN delegate

My name is Dan Wexman (some of you may already know me), and on behalf of the Asia Pacific Quality Network (APQN) I will be providing you with airline tickets to the upcoming conference in **City, Country**.

Attached to this email is your proposed flight schedule. Please open the attachment and review your schedule. The itinerary I have constructed is based on economy and efficiency. I hope it will be suitable. It is not advisable to request alterations in transportation schedules provided by the APQN for personal or unrelated business reasons. Trying to modify your itinerary to incorporate other agendas is time consuming and therefore costly. Unless the schedule provided here causes undue hardship, I urge you to accept the itinerary as presented.

Please also:

- Make sure that the name on your reservation is the same as it appears in your passport. **THIS IS VERY IMPORTANT**. Your ticket must show your family name first, followed by your given names.
- Make sure that all necessary travel documents, such as passports and visas, will be ready for your travel. Please consult your nearest **Country** consulate for details about entry requirements.
- Give me the complete address—including postal code if applicable—to which I should ship your ticket via UPS – in case an electronic ticket cannot be issued.

It is important that you reply to this email as soon as possible; I hope to have your reply within 48 hours.

Thank you for your help. I wish you a safe and pleasant trip to **City**.

Best regards

Dan Wexman
on behalf of the Asia Pacific Quality Network

Due to the high cost of managing flight bookings, any delegate who agrees to a flight schedule and subsequently requests an alteration will be subject to penalties. These penalties consist of the standard airline charges plus the time involved in Outer Cape Travel making the requested changes. These penalties are charged at USD\$50 per hour. Because travel is organised for APQN specific activities, any alteration or delay in ticketing due to deliberation for personal or alternate professional variations in itinerary is also subject to these charges. Fees will be collected by means of debiting the delegate's per diem allotments, which are distributed during APQN events.

Travel (Trainers)

Longer stays can lower the airfares. If a delegate can stay for 5 days this could reduce their fare by 25%. The ticket may cost less, but the extra cost of accommodation would need to be taken into consideration.

Any person attending an APQN event in the capacity of a trainer or consultant will be issued with the same standard APEX economy fare as other delegates. In the event of travel taking more than 15 hours air time a trainer or consultant may be issued with a business class flight.

This privilege is for APQN-supported trainers and consultants only, and only when travelling more than 15 hours in-flight time.

Appendix: Forms

Application for Support



Application for Support

Name of applying APQN organisation:

Name of applicant:

Address:

Tel:

Fax:

Email:

Nature and purpose of support:

*(technical assistance; professional consultation; speaker; workshop coordinator; etc.)
(attach details of the proposed activity)*

Date(s) support is required:

Personnel involved (from the applying agency or other agencies):

Expected benefit to the applicant:

What is your local currency?

Total budget for the activity (attach details of budget in local currency):

Amount requested from the Network:

Amount to be contributed by the applying agency:

Amount to be contributed by other bodies:

Are you willing to open this program to APQN member participation? Yes / No

Signature of applicant:

Bank details for payment of funds

(Payment will be made by wire transfer from the DGF Offices in Washington DC, USA):

In what currency should the payment be made?

Bank name:

Bank mailing address:

Name on account:

Number of account:

International bank code (SwiftCode):

BSB / IBAN / other:

APQN undertakes to provide the support requested.

Name of Office Bearer supporting application on behalf of APQN:

Signature:

Position (APQN Office Bearer):

Date:

Office use only

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Application for Reimbursement



Name of APQN organisation requesting reimbursement: _____
 Name of applicant: _____
 Position: _____
 Mailing address: _____
 Phone: _____ Fax: _____
 Email: _____
 Name of person who approved reimbursable goods and/or services: _____
 What is your local currency? _____
 Details of goods and/or services to be reimbursed:

Date	Goods and/or services	Cost (local currency)
Total		

If you require additional space, please attach the information to the back of this form.

- I confirm that the above details are a true and accurate record of activities undertaken by myself/my organisation, and that the reimbursable amount is just and fair.
- I have attached relevant originals/copies of documents/receipts relating to the costs to be reimbursed to support my application for reimbursement.

Signature of applicant: _____

Notes:

- If requesting reimbursement for an airfare, please note that only the cost of an economy class APEX fare will be reimbursed.
- All receipts must be retained for reimbursement purposes. Payment will only be made upon presentation of receipts submitted in conjunction with this form.
- Activities can only be reimbursed if prior approval has been granted.

Bank information for reimbursement

In what currency should the payment be made? _____

Bank name: _____

Bank mailing address: _____

Name on account: _____

Number of account: _____

International bank code (SwiftCode): _____ BSB / IBAN / other: _____

Payment will be processed as soon as possible by wire transfer from the DGF Offices in Washington DC, USA.

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Contract for Professional or Technical Services



Name of APQN Organisation Requesting Service: _____
Location where Services are to be Rendered: _____
Proposed Date(s) of Activity: _____

Nature of Services Required (technical assistance; professional consultation; speaker; workshop coordinator; etc.) (attach details as necessary):

Name of Service Provider: _____
Position: _____
Organisation: _____
Mailing Address: _____

Phone: _____ Fax: _____ Email: _____
Website: _____

Fee (in US\$): _____
Other support for the provider (e.g. travel, accommodation, facilities, etc):

I undertake to provide the above service, for the fee and support indicated.

Signature of provider: _____

Bank information for payment of fee

(Payment will be made by wire transfer from the DGF Offices in Washington DC, USA):

In what currency should the payment be made? _____

Bank Name: _____

Bank Mailing Address: _____

Name on Account: _____

Number of Account: _____

International bank code (e.g. SwiftCode, BSB, IBAN): _____

Name of Person Completing the Form on behalf of APQN:
APQN undertakes to provide the fee and support indicated in return for the above service
Signature: _____
Position (APQN Office Bearer): _____
Date: _____

Event attendance contract



APQN member agency requesting support to attend event:

Name of attendee's Executive Director:

Name of attendee:

Position:

Mailing address:

Country:

Phone:

Fax:

Email:

List the details of the APQN event you wish to attend in the space provided below.

Event	Location	Date
Total days	I will attend for	days

If you require additional space, please attach the information to the back of this form.

Applicant

- I confirm that the above details are a true and accurate record of activities to be undertaken by myself/my organisation, and that I have the approval of my Executive Director to attend.
- As a recipient of APQN financial support, I understand that if I fail to attend all sessions listed above, I understand that I may forfeit my right to receive funding for future APQN events.
- If I am presenting at an APQN event, it is understood that my presentation will be published on the APQN website.
- I agree to the terms and conditions of my attendance at the above mention APQN event.

Signature of applicant: _____

Approved by

- I confirm that I give permission for the applicant to attend the above mentioned event.

Signature of applicant's superior: _____

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Sample workshop budget



APQN member agency requesting support to attend event:

Name of attendee's Executive Director: _____

Name of attendee: _____

Position: _____

Mailing address: _____

Country: _____

Phone: _____

Fax: _____

Email: _____

List the details of the APQN event you wish to attend in the space provided below.

Event	Location	Date
Total days	I will attend for _____ days	

If you require additional space, please attach the information to the back of this form.

Applicant

- I confirm that the above details are a true and accurate record of activities to be undertaken by myself/my organisation, and that I have the approval of my Executive Director to attend.
- As a recipient of APQN financial support, I understand that if I fail to attend all sessions listed above, I understand that I may forfeit my right to receive funding for future APQN events.
- If I am presenting at an APQN event, it is understood that my presentation will be published on the APQN website.
- I agree to the terms and conditions of my attendance at the above mention APQN event.

Signature of applicant: _____

Approved by

- I confirm that I give permission for the applicant to attend the above mentioned event.

Signature of applicant's superior: _____

Complete all the above information in this online form. Print this form out. Sign and send to APQN Administrator either by fax on +61 3 9639 7377, or post to Level 10, 123 Lonsdale Street, Melbourne, 3000, Australia.

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