

REQUEST FOR PROPOSALS

INQAAHE Permanent and Legal Establishment

The International Network of Quality Assurance Agencies in Higher Education (INQAAHE) issues this Request for Proposals (RFP) regarding the permanent and legal infrastructure of the network.

Introduction

INQAAHE is currently established in New Zealand.

The INQAAHE Board seeks to consolidate legal and banking operations in a single country, to ensure that the network has maximum flexibility and minimal barriers in working with members, volunteers, and staff members across the globe. The Board seeks to ensure that the location chosen facilitates accountability and good governance, allows for free policy operation of the Board, provides appropriate legal infrastructure, and will be reasonably sustainable over time.

To ensure due diligence in selection, the INQAAHE Board requests that organisations interested in seeing the permanent Secretariat established in an alternate country (beyond the current incorporation) provide a detailed proposal, as outlined in this document. Note that the legal establishment may not necessarily be the eventual location of staff or other operations, as the organization will continue to operate flexibly across borders. Permanent staff may not be geographically located in the country of legal establishment. Rather, this location will be the center for legal reporting and actions, and banking operations.

Background

INQAAHE is a world-wide association of 300+ organisations that is active in the theory and practice of quality assurance (QA) in higher education (HE). The central purpose and role of INQAAHE is to promote and advance excellence in higher education through the support of an active international community of quality assurance agencies. In order to achieve this goal, the network focuses on the development of the theory and practice of quality assurance, the exchange and understanding of the policies and actions of its members, and the promotion of quality assurance for the benefit of higher education, institutions, students and society at large.

INQAAHE was established in 1991 in New Zealand and has historically operated with contracted Secretariats, through time-limited contracts to member agencies to administer the functions of INQAAHE. These Secretariats have used their own legal establishments and infrastructure within their context to support the legal and banking needs of the organization.

To support INQAAHE's future goals and enhance the organization's ability to serve its members, the INQAAHE Board is establishing an independent Secretariat that will ensure the sustainability of INQAAHE's operations and standing into the future.

Eligibility

Organisations willing to support the legal establishment of INQAAHE in a specific country should submit a full and complete proposal for doing so, including the costs, timelines, and support for the qualitative dimensions of successful INQAAHE operations.

Proposals need to be submitted by organisations legally established and incorporated in the country/state where the location of the permanent Secretariat is proposed. Submissions made by individuals will not be accepted.

Timeline

The current Secretariat contract at AQU Catalunya will end in June 2021, and legal and banking establishments will need to be completed by this date.

Intent to submit a proposal notice due to INQAAHE Board	September 1, 2020
Full proposal due	October 1, 2020
Final decision by INQAAHE Board	November 1, 2020
Final incorporation and banking establishments complete	June 1, 2021

Decision Process

The INQAAHE Board will make a final decision based on the criteria outlined in the template below.

Submission Requirements and Criteria

The proposal should, at a minimum, cover the following:

- Establishing an incorporation status that allows for full Board operation and an employment infrastructure outside of the country, specific to an international non-profit organization.
- Analysis of the legal environment for the incorporation and permanent secretariat establishment, legal requirements and legal reporting in that country.
- Description of financial operability and risks of banking in that country.
- Feasibility and sustainability of the proposed infrastructure.
- Articulating the ongoing requirements for organizational support. INQAAHE seeks to establish its permanent and independent secretariat and organizational support of its members in the particular context will add value in terms of feasibility and sustainability.

Evidence should be as detailed as possible, to facilitate comparisons. Proposals with nonspecific or aspirational statements about the incorporation and banking processes are unlikely to be successful. Proposals should be supported by evidence and links to publicly available documents, where applicable. Proposals should also reference external measures and analyses of NGO operations for that region or country.

Annex: Proposal guidelines

The proposal could consider the following evidence and analysis:

- 1. Overview of the motivations** of the applicant and the **benefits** of incorporation for INQAAHE in a particular location.
- 2. Country / State reputation**
 - a. Evidence of anti-corruption and other accountability measures as evidenced by external ratings of reputable global governance or research organizations.
 - b. Evidence of the international reputation of the Country/State as a global leader of higher education and quality assurance.
 - c. Country/state's capacity to facilitate business activities and to support non-profit organizations. For example, special opportunities or using evidenced by external raters (Ex: Transparency International, World Bank Ease of Doing Business, WEF Global Competitiveness Index, Civicus Civil Society monitoring, Lilly Global Philanthropy Index, International Center for Nonprofit Law)
 - d. Country/State analysis that ensures that INQAAHE will be able to continue its operations with non-discrimination practices in its employment, members, board members, volunteers, partners, and contractors.
- 3. Ongoing support**
 - a. Description of the administrative and legal commitment and any other supports of the member submitting the proposal to provide assistance to INQAAHE to ensure establishment and ongoing maintenance of the incorporation.
 - b. Capacity and scale of INQAAHE members and/or QA agencies in a particular country/state, such that there is redundancy and scale in potential support.
- 4. Initial costs**
 - a. Costs of incorporation of an international non-profit organization (Ex: Direct fees, professional services, etc.).
- 5. Ongoing costs**
 - a. Average costs of the employees in the country/state, according to their professional competences (Ex: CEO, administrative staff, etc.).
 - b. Costs of ongoing operations (Ex: fees for required reporting for organizational legal operations, taxes, insurances, etc.).
 - c. Costs of the typical professional support needed to maintain reporting and legal infrastructures.
- 6. Operations**
 - a. Description of how an international employment infrastructure would operate from this location.

- b. Description of the ease of operation across borders, including banking, contracting, and employment.
- c. Description of banking (ease of collecting and making international banking transfers, operations with different currency, on-line banking, etc.).
- d. Description of accounting requirements and policies in the country/state and the ease with which these relate to international standards.
- e. Description of legal requirements in the country/location