



The Accreditation Council
of Trinidad and Tobago

Established by Chapter 39:06

Quality is the Key

Administrative Report

*Oct 01, 2017 –
Sep 30, 2018*



This Administrative Report summarises the activities of The Accreditation Council of Trinidad and Tobago for the period October 01, 2017 to September 30, 2018.

Published at
Level 1, Maritime Centre
29 Tenth Avenue, Barataria, San Juan
250606, Trinidad and Tobago, W.I.

T: 285-9177
E: info@actt.org.tt
W: www.actt.org.tt

Table of Contents

EXECUTIVE SUMMARY	7
1.0 Vision, Mission, Strategic Goals and Core Values	9
1.1 Vision	9
1.2 Mission	9
1.3 Strategic Goals	9
1.4 Strategic Goals	9
2.0 Organisational Structure	11
2.1 The ACTT's Organisational Structure	12
2.2 The ACTT's Staff	12
2.3 Legislative and Regulatory Framework	12
2.4 Delegated Levels of Authority	13
2.5 Reporting Functions	13
3.0 Core Functions/Services	15
3.1 Conferment of Institutional Title	15
3.2 Registration of Post Secondary and Tertiary Institutions	16
3.3 Accreditation of Post Secondary and Tertiary Institutions	18
3.4 Programme Approval	20
3.5 Recognition	21
3.6 Registration of Local Awarding Bodies	23
3.7 Statements on Recognition	24
3.8 Equivalence Assessment	24

3.9 Quality Enhancement/Institutional Development	25
4.0 Special Activities and Projects	27
4.1 Quality Assurance Month – October 2017	27
4.1.1 Excellence in Higher Education Awards Ceremony	27
4.1.2 National Essay/Poster Competition for Secondary Schools and Tertiary Institutions	29
4.1.3 5th National Quiz on Quality Assurance in Higher Education and Training	30
4.2 Development of the National Qualifications Framework	31
4.3 Comparison of Major Achievements between October 01, 2016 – September 30, 2017 and October 01, 2017 – September 30, 2018	32
5.0 Policy and Development Initiatives	37
5.1 Technical Policies	37
5.2 Financial Policies	37
5.3 Administrative Policies	37
6.0 Financial Operations	39
6.1 Budget Formulation	39
6.2 Budget/Recurrent Expenditure	39
6.3 Budget/PSIP Expenditure	41
6.4 Debt Policy	41
6.5 Investment Policy	41
7.0 Human Resource Development	43
7.1 Organisational Establishment	43
7.2 Employee Support Services	43
7.3 Training	43
8.0 Procurement Procedures	45

9.0 Client and Public Access to Services/Service Delivery Systems	47
9.1 Career Fairs	47
9.2 Strategic Partnerships	48
9.2.1 The ACTT Partners	48
9.2.2 Membership	48
9.2.3 Affiliations	48
CONCLUSION	49

LIST OF TABLES

Table 1	13
Summary of the ACTT's Reporting Functions to the Government of the Republic of Trinidad and Tobago	
Table 2	29
Winners of the ACTT's National Essay Competition 2017	
Table 3	39
The ACTT's Budget Releases/Actual Expenditure	
Table 4	40
The ACTT's Internally-Generated Revenues	

LIST OF ACRONYMS

ACTT	Accreditation Council of Trinidad and Tobago
CAAM-HP	Caribbean Accreditation Authority for Education in Medicine and other Health Professions
CQF	CARICOM Qualifications Framework
CANQATE	Caribbean Area Network for Quality Assurance in Tertiary Education
NTA	National Training Agency
NQF	National Qualifications Framework
QuiTE	Quality in Tertiary Education

Executive Summary

From October 01, 2017 through September 30, 2018, the Accreditation Council of Trinidad and Tobago (ACTT) continued to fulfil its mandate to the nation through its quality assurance services as well as a number of related ventures.

During the period under review, the Council registered fourteen (14) institutions and conferred institutional accredited status (continuing) on four (4) institutions; these institutions accounted for approximately ninety percent (90%) of public higher education enrolment. As at September 30, 2018, there were forty-one (41) registered institutions, thirteen (13) accredited institutions and eighteen (18) recognised foreign awarding bodies/institutions.

A priority for ACTT has been to encourage and ensure continual quality enhancement in registered, accredited and recognised post secondary and tertiary level institutions. ACTT hosted its Quality in Tertiary Education (QuiTE) Awards Ceremony, aimed at recognising and rewarding institutions that design and successfully implement innovative quality improvement projects. In 2017, institutions participated in the following categories: Excellence in Student Support Services, Excellence for an Established Quality Management System and Excellence in Teaching and Learning.

Committed to the advancement of quality higher education, the Council has

continued to work assiduously towards the development of the National Qualifications Framework (NQF) for Trinidad and Tobago, in collaboration with the National Training Agency (NTA). In 2018, the Council endorsed the regional CARICOM Qualifications Framework (CQF). The NQF will thus be aligned to the CQF and will establish national standards for the development and award of qualifications at different levels.

In recognising that students need to carefully consider many factors when choosing higher education programmes and institutions, the Council continued its sensitisation efforts through its 5th Annual National Quiz on Quality Assurance in Higher Education and Training and its National Essay/Poster Competition 2017. The Quiz targeted secondary school students of Forms 3 and 4; the Essay component of the new dual competition targeted Forms 5, 6 and undergraduate students of registered and accredited tertiary level institutions, while the Poster Component was open to lower Forms 1, 2 and 3.

Through its public education programme, the 'Students Caravan Initiative', ACTT's staff visited twenty-eight (28) schools and participated in career/education fairs. ACTT remains committed to educating the student population on the importance of quality higher education and protecting the interest of all stakeholders through these activities.

In addition to the endeavours listed above, ACTT continued to update the online *Compendium of Registered, Accredited and Recognised Institutions, Awarding Bodies and Programmes*, which went live in 2011, to assist students and other stakeholders in making informed decisions when choosing institutions and programmes.

As ACTT pursues its statutory mandate of assuring quality in the higher education and training sector, the management and staff of the Council remain focussed on serving Trinidad and Tobago with renewed vigour, to ensure that a culture of quality assurance is built and sustained.

1.0

VISION, MISSION, STRATEGIC GOALS AND CORE VALUES

1.1

VISION

The Accreditation Council of Trinidad and Tobago (ACTT) will be the principal authority in Trinidad and Tobago for quality assurance and continuous improvement in higher education and a leader in innovation and best practice.

1.2

MISSION

To assure the quality and integrity of higher education primarily through recognition, registration and accreditation as well as public education and related activities, while ensuring the efficiency and transparency of our operations and demonstrating commitment to national development and global competitiveness.

1.3

STRATEGIC GOALS

Guided by the Council's vision and mission, the ACTT strives to achieve the following strategic goals:

- Facilitate the growth and development of human capital to meet national development needs
- Support the continual improvement of quality within institutions inclusive of their programmes
- Provide an enabling framework to monitor the development and

implementation of quality standards and to enforce the law applicable to its services

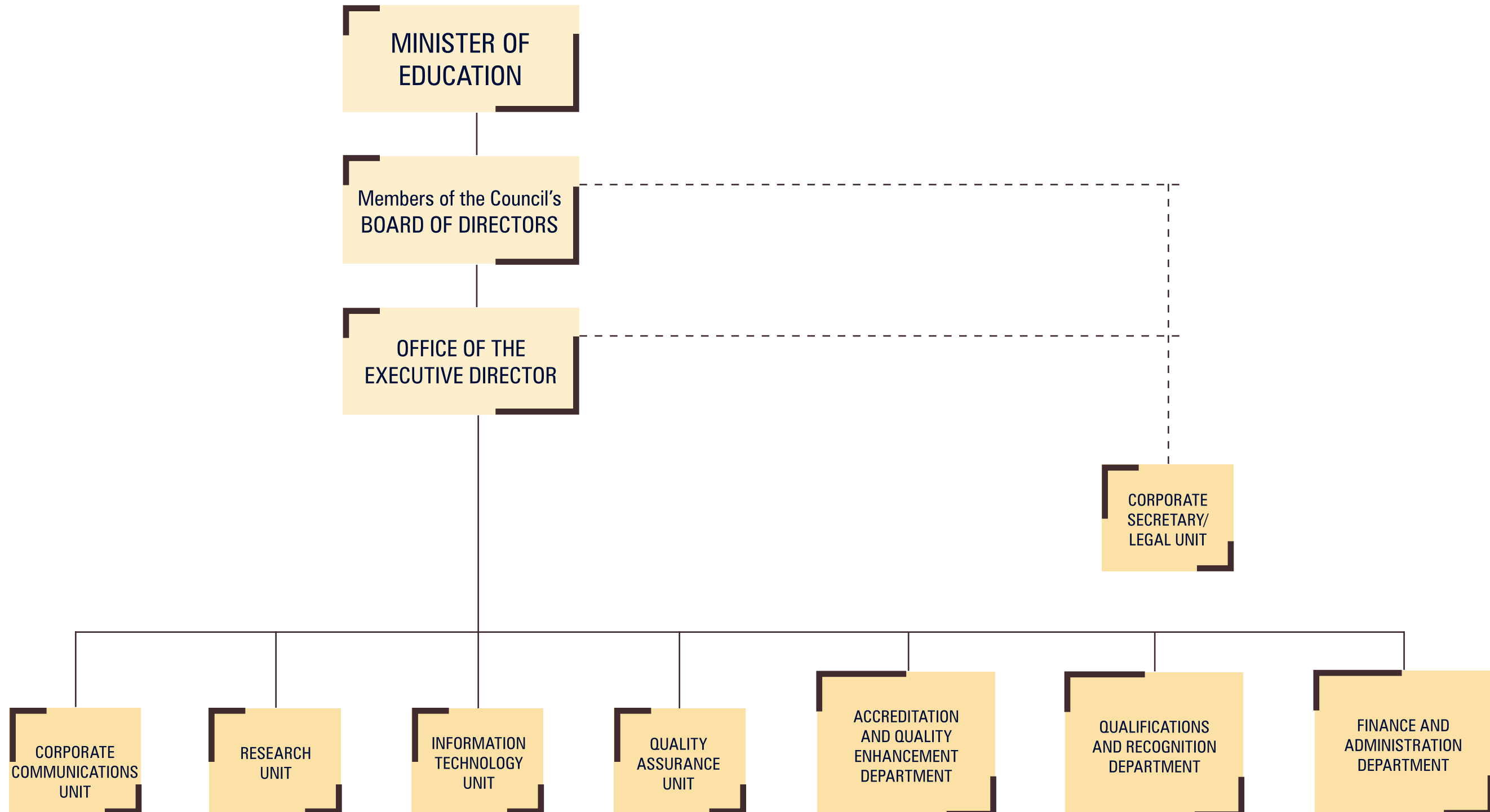
- Strengthen relationships with local, regional and international stakeholders towards the learning and sharing of international best practice in quality assurance
- Create a corporate image that positions the ACTT as the leader in quality assurance and accreditation
- Introduce the latest developments in information and communication technology throughout the organisation
- Strengthen and develop the ACTT's internal human resource capacity
- Acquire facilities to house the ACTT's head office

1.4

CORE VALUES

- Accountability
- Commitment to Personal Growth and Development
- Customer Focus
- Integrity
- Teamwork
- Trust

2.0 ORGANISATIONAL STRUCTURE



2.1
THE ACTT’S ORGANISATIONAL
STRUCTURE

The ACTT is governed by no less than ten (10) and no more than thirteen (13) members appointed by the President of the Republic of Trinidad and Tobago who are responsible for charting the overall direction of the organisation. Section 4 of the Accreditation Council of Trinidad and Tobago Act, Chapter 39:06 (the Act) provides the areas of representation on the Board. All appointments to the Board are required to be published in the Trinidad and Tobago Gazette.

2.2
THE ACTT’S STAFF

The ACTT’s staff comprises forty-eight (48) members in the following departments/units:

- Office of the Executive Director
 - o Research Unit
 - o Quality Assurance Unit
- Accreditation and Quality Enhancement Department
- Qualifications and Recognition Department
- Finance and Administration Department
- Corporate Secretary/Legal Unit
- Corporate Communications Unit
- Information Technology Unit

2.3
LEGISLATIVE AND REGULATORY
FRAMEWORK

The ACTT has the overarching responsibility for and jurisdiction over the registration and accreditation of post secondary and tertiary education institutions and programmes in Trinidad and Tobago. By virtue of the Act, the ACTT is empowered, *inter alia*, to:

- develop, implement and monitor national quality standards for the higher education sector
- confer institutional titles
- register post secondary and tertiary level institutions
- accredit institutions and programmes
- recognise qualifications awarded by foreign institutions
- grant approval for locally developed programmes
- collaborate with recognised accrediting and professional bodies in the fulfilment of its mission

In the execution of its functions and in accordance with Section 66D of the Constitution of the Republic of Trinidad and Tobago, the ACTT is required to report to the public on its performance annually. In this regard, the ACTT submits an annual Administrative Report to its line Minister detailing the Council’s activities and containing financial statements and such other information relating to the operations and policies of the Council.

2.4

DELEGATED LEVELS OF AUTHORITY

The levels of authority for the approval of expenditure for the purchase of articles/works/services that have been procured, in keeping with the Policy and Procedures, is summarised below.

VALUE OF PURCHASE/TENDERS	Authority
Up to TTD\$30,000.00	Director, Finance and Administration
Up to TTD\$100,000.00	Executive Director
TTD\$100,001.00 - TTD\$5,000,000.00	The Board on the recommendation of the Tenders Committee

2.5

REPORTING FUNCTIONS

Table 1 overleaf summarises the ACTT's reporting functions and responsibilities, in relation to the Council's operations.

REPORTS	Line Minister	Ministry of Planning	Ministry of Finance	Auditor General	Parliament	Office of Procurement
Annual Operating Budgets	✓	✓	✓			
Strategic Plan	✓	✓				
Monthly/Annual Financial Reports	✓		✓			
Annual Financial Statements	✓		✓	✓	✓	
Monthly/Annual Performance Reports	✓	✓	✓			
Annual Audit Report	✓			✓	✓	

TABLE 1
Summary of the ACTT's Reporting Functions to the
Government of the Republic of Trinidad and Tobago

REPORTS	Line Minister	Ministry of Planning	Ministry of Finance	Auditor General	Parliament	Office of Procurement
Annual Administrative Report	✓				✓	
Public Sector Investment Programme: Monthly, Quarterly, Bi-annual and Annual Reports	✓	✓	✓			
Freedom of Information Report	✓					
Contribution to the Ministry of Education's (MoE's) Budget Presentation/Achievement Reports	✓	✓	✓			
Confirmed Minutes of Board Meetings	✓					
Performance Monitoring Reports	✓	✓				
Quarterly Reports on 1-year Action Plan	✓	✓				
Litigation Quarterly Reports	✓					
Annual Procurement Plan						✓
Quarterly Return of Award of Contracts Report	✓					✓

TABLE 1 (CONT'D)
Summary of the ACTT's Reporting Functions to the Government of the Republic of Trinidad and Tobago

3.0

CORE FUNCTIONS / SERVICES

3.1

CONFERMENT OF INSTITUTIONAL TITLE

Conferment of Institutional Title is the granting of permission to institutions to use any of the titles protected by law. These titles are as follows:

- ‘Community College’ – a post secondary or tertiary institution that offers a variety of programmes primarily at the sub-baccalaureate level geared to meet the needs of the community in which it exists;
- ‘Polytechnic’ or ‘Technical College’ or ‘Technical Institute’ – a post secondary institution that offers programmes that prepare graduates for technical occupations and grants sub-baccalaureate awards in applied disciplines;
- ‘Technical University’ – a tertiary institution that has as its major emphasis the preparation of graduates for technological occupations through the award of baccalaureate and post-baccalaureate awards and also conducts research of an applied nature;
- ‘Tertiary College’ or ‘College’ – a tertiary institution that offers a range of programmes and grants awards mainly at the sub-baccalaureate level; and
- ‘University’ – a tertiary institution that offers programmes leading to awards at the baccalaureate or post baccalaureate levels and is characterised as well by a commitment to research that maintains, advances, disseminates and assists the application of knowledge.

In accordance with Chapter 39:06, the ACTT has the authority to confer institutional titles on post secondary and tertiary level institutions in Trinidad and Tobago. This applies to institutions established subsequent to the proclamation of the Act in 2004, as well as to institutions that wish to change their name. In Trinidad and Tobago, an institution must apply for Conferment of Institutional Title if it wishes to carry any of the protected titles.

Conferment of Institutional Title is the only service offered by the ACTT prior to Registration. All other services of the Council are accessible after Registration.

There were no institutions requiring Conferment of Institutional Title during the period under review.

3.2 REGISTRATION OF POST SECONDARY AND TERTIARY INSTITUTIONS

Section 8 (2) (c) of the Act requires that local and foreign post secondary and tertiary level institutions desirous of operating in Trinidad and Tobago be registered by the ACTT. Registration is mandatory and is the process through which an institution is evaluated to determine if it has met the requirements to offer post secondary and tertiary education and training to the public. Registration provides the legal status to do so.

An institution must be registered before it can access any of the other quality assurance services offered by the ACTT. The only service that may be accessed before Registration is Conferment of Institutional Title. There are seven (7) criteria and twenty-two (22) standards that cover a wide scope of institutional activities such as: i) Legal, Policy and Regulatory Requirements, ii) Governance and Administration, iii) Quality Management System, iv) Resource Management, v) Teaching-Learning Process, vi) Review and vii) Continuous Improvement. An institution must provide relevant narrative and evidence, demonstrating how it has met or surpassed the requirements of the standards for Registration.

As part of the evaluation process, a site visit is conducted to verify the evidence through interviews with key stakeholders and examination of documents and resources. The evaluation is conducted by a team of External Evaluators who are education and subject matter experts in fields relevant to the programmes to be offered by the institution. An institution may be registered for a maximum period of three (3) years. For the period being reported, ACTT received nineteen (19) new applicants for registration, which are being processed.

During the reporting
period, the ACTT conferred
Registered status (Initial)
on **1** new institution
and Registered status
(Continuing) on
14 institutions.

During the
reporting period,
the ACTT reviewed
22 Registered
Institution Annual
Reports (RIARs)
for the following
institutions:

- CTS-COLLEGE OF BUSINESS AND COMPUTER SCIENCE LTD
- TRINIDAD AND TOBAGO BIBLE COLLEGE
- SITAL COLLEGE OF TERTIARY EDUCATION LIMITED
- DARUL ULOOM (TRINIDAD AND TOBAGO) LIMITED
- THE SCHOOL OF BUSINESS AND COMPUTER SCIENCE LIMITED
- TRINIDAD AND TOBAGO ASSOCIATION OF INSURANCE AND FINANCIAL ADVISORS LIMITED
- SHADRACK SAFETY INSTITUTE COMPANY LIMITED
- TRINIZUELA TECHNICAL & VOCATIONAL COLLEGE LIMITED
- ACADEMY OF TERTIARY STUDIES
- THE INSTITUTE OF MEDICAL EDUCATION
- NATIONAL ENERGY SKILLS CENTER
- TRINIDAD AND TOBAGO CIVIL AVIATION AUTHORITY
- TRINIDAD & TOBAGO COLLEGE OF THERAPEUTIC MASSAGE & BEAUTY CULTURE LTD
- DAWILL LAW ACADEMY AND CONSULTANCY SERVICES LIMITED
- EMERGENCY TRAINING INSTITUTE OF TRINIDAD AND TOBAGO
- INSTITUTE OF LAW AND ACADEMIC STUDIES LTD
- CARIBBEAN COLLEGE OF THE BIBLE INTERNATIONAL LIMITED
- STUDENTS ACCOUNTANCY CENTRE LIMITED
- AUTOMATION TECHNOLOGY COLLEGE LIMITED
- SERVOL LIMITED
- COUNCIL OF LEGAL EDUCATION (HUGH WOODING LAW SCHOOL)
- COLLEGE OF LEGAL STUDIES LIMITED

The number of registered institutions as
at September 30, 2018 was **41**.

3.3 ACCREDITATION OF POST SECONDARY AND TERTIARY INSTITUTIONS AND PROGRAMMES

The ACTT is the official body responsible for accrediting post secondary and tertiary institutions operating locally, as well as programmes offered by these institutions. Accreditation is a voluntary process through which the ACTT, as the external quality assurance body, evaluates registered institutions in order to assure academic quality, improve accountability and support continual institutional development. While registration ensures that institutions have basic systems to operate, institutional accreditation examines the effectiveness of these systems. The evidence to be provided and the comprehensive site visit for institutional accreditation are greater in scope and depth than that of registration. Institutional accreditation is a status granted to an educational institution that has been evaluated and found to have met or exceeded stated criteria of educational quality. An institution may be accredited for a maximum period of seven (7) years.

The purpose of accreditation is to:

- evaluate the standard of education to assure its quality;
- encourage institutions to improve the quality of their offerings;
- ensure that institutions are accountable for their educational offerings; and
- foster public confidence in educational institutions

The benefits of accreditation include:

- acceptance of qualifications internationally from graduates of accredited institutions and programmes;

- easier access to programmes and scholarships;
- smoother transfer of students and credits between institutions; and
- increased confidence that graduates from accredited institutions have the requisite knowledge, skills and attitudes for the workplace.

Specialised programme accreditation examines programmes offered at an accredited institution, focussing on programmes requiring a licence to practise, such as Medicine, Engineering and Law. These specialised programmes are evaluated in collaboration with the relevant national, regional or international statutory and regulatory bodies, such as the Nursing Council of Trinidad and Tobago for programmes in Nursing and the Caribbean Accreditation Authority for Education in Medicine and other Health Professions (CAAM-HP) for programmes in Medicine and Allied Health. A close working relationship between the ACTT and recognised professional associations helps to ensure that the requirements for accreditation are related to the current requirements for professional practice.

Programme accreditation evaluates programmes using criteria that include, but are not limited to, the quality of teaching and the support of learning; design and planning of programmes of study; assessment and feedback to learners; learning environments and learner support systems; programme evaluation and quality assurance systems.

During the reporting period, the ACTT
awarded Continuing Institutional
Accreditation to the following
institutions for periods of 5 and 7 years:

- CIPRIANI COLLEGE OF LABOUR AND CO-OPERATIVE STUDIES – 5 YEARS
- COLLEGE OF SCIENCE, TECHNOLOGY AND APPLIED ARTS OF TRINIDAD AND TOBAGO – 7 YEARS
- THE UNIVERSITY OF THE WEST INDIES, ST AUGUSTINE CAMPUS – 7 YEARS
- THE UNIVERSITY OF TRINIDAD AND TOBAGO – 7 YEARS

By the end of the
reporting period,
the total number
of accredited
institutions was
13, as follows:

- THE UNIVERSITY OF THE WEST INDIES, ST AUGUSTINE CAMPUS
- THE UNIVERSITY OF TRINIDAD AND TOBAGO
- COLLEGE OF SCIENCE, TECHNOLOGY AND APPLIED ARTS OF TRINIDAD AND TOBAGO
- ARTHUR LOK JACK GLOBAL SCHOOL OF BUSINESS
- UNIVERSITY OF THE SOUTHERN CARIBBEAN
- CIPRIANI COLLEGE OF LABOUR AND CO-OPERATIVE STUDIES
- CARIBBEAN NAZARENE COLLEGE
- ST ANDREW’S THEOLOGICAL COLLEGE
- TRINIDAD AND TOBAGO HOSPITALITY AND TOURISM INSTITUTE
- TOBAGO HOSPITALITY AND TOURISM INSTITUTE
- MIC INSTITUTE OF TECHNOLOGY
- WEST INDIES SCHOOL OF THEOLOGY
- UWI SCHOOL OF BUSINESS AND APPLIED STUDIES LIMITED

During the period,
the ACTT reviewed
Annual Accredited
Institution Reports
(AAIRs) for the
following **9**
institutions:

- CIPRIANI COLLEGE OF LABOUR AND CO-OPERATIVE STUDIES
- COLLEGE OF SCIENCE, TECHNOLOGY AND APPLIED ARTS OF TRINIDAD AND TOBAGO
- MIC INSTITUTE OF TECHNOLOGY
- THE UNIVERSITY OF THE WEST INDIES, ST AUGUSTINE CAMPUS
- THE UNIVERSITY OF TRINIDAD AND TOBAGO
- TOBAGO HOSPITALITY AND TOURISM INSTITUTE
- TRINIDAD AND TOBAGO HOSPITALITY AND TOURISM INSTITUTE
- UNIVERSITY OF THE SOUTHERN CARIBBEAN
- UWI SCHOOL OF BUSINESS AND APPLIED STUDIES LIMITED

3.4 PROGRAMME APPROVAL

This quality assurance process ensures that local programmes are consistent with the institution's mission, are appropriately designed and structured, have stated learning outcomes and assessment strategies appropriate to the level of the qualification to be awarded and are adequately resourced for delivery. Also, it ensures that programmes developed locally are aligned or referenced to other countries. It is a mandatory activity that registered post secondary and tertiary institutions access as a means of validating the quality of their locally developed programmes.

Programmes submitted by institutions for approval are evaluated by an External Evaluator who is an expert in the relevant field. Programmes, once evaluated and found to have met the standards, are approved for a maximum period of three (3) years or for a period that coincides with the institution's

period of registration. Prior to the expiration of the period of approval, programmes must be submitted for re-evaluation. Further, any substantive changes to programmes must be approved by the ACTT before being implemented.

During the reporting period,
the ACTT approved **55**
programmes from accredited
institutions and **4** programmes
from registered institutions.

3.5 RECOGNITION

The Act mandates that the ACTT recognise programmes and awards of foreign institutions operating in Trinidad and Tobago. The aim of recognition is to verify that requirements are met for the delivery of foreign post secondary and tertiary education and training programmes through partnership arrangements with institutions registered by the ACTT. While local institutions may apply for recognition of individual transnational programmes, a foreign awarding body/institution may alternatively seek recognition by the ACTT. A transnational institution is one that has its origin and main establishment in a foreign territory and is offering programmes in collaboration with a registered institution in Trinidad and Tobago.

Through this process, foreign awarding bodies and institutions must provide evidence that the transnational qualifications offered locally are equivalent and comparable to qualifications that carry the same or similar titles in the country of the awarding institutions. The foreign awarding bodies/institutions must also ensure that the local context is considered in the design and/or delivery of the programmes.

Foreign awarding bodies/institutions must also implement reliable and tested systems to avoid credential fraud and maintain the highest integrity of the qualification. Enrolled students should also have the same rights of access to information regarding changes in fees, policy, examination results and other information available to students at the awarding institutions.

During the reporting period, the ACTT:

- conducted **5** site visits for Continuing Recognition of the following transnational programmes at the following institutions:
 - THE ARTHUR LOK JACK GLOBAL SCHOOL OF BUSINESS FOR THE PROFESSIONAL CERTIFICATE IN EVENTS MANAGEMENT AWARDED BY GEORGE WASHINGTON UNIVERSITY
 - AUTOMATION TECHNOLOGY COLLEGE FOR THE INTERNATIONAL GENERAL CERTIFICATE IN OCCUPATIONAL SAFETY AND HEALTH AWARDED BY THE NATIONAL EXAMINATION BOARD IN OCCUPATIONAL SAFETY AND HEALTH
 - SAM CARIBBEAN LIMITED FOR THE BACHELOR OF SCIENCE IN BUSINESS COMPUTING AWARDED BY LONDON METROPOLITAN UNIVERSITY
 - SAM CARIBBEAN LIMITED FOR THE LEVELS 4 AND 5 DIPLOMAS IN COMPUTING AND LEVELS 4 AND 5 DIPLOMAS IN BUSINESS INFORMATION TECHNOLOGY AWARDED BY NCC EDUCATION LIMITED
 - OCCUPATIONAL SAFETY HEALTH AND ENVIRONMENTAL SERVICES LIMITED FOR THE INTERNATIONAL GENERAL CERTIFICATE IN OCCUPATIONAL SAFETY AND HEALTH AWARDED BY THE NATIONAL EXAMINATION BOARD IN OCCUPATIONAL SAFETY AND HEALTH
- conducted **1** site visit for continuing Recognition of the following awarding institution:
 - UNIVERSITY OF NEW BRUNSWICK

During the period, the ACTT:

— reviewed Annual Reports from the following **14** ACTT-recognised foreign awarding bodies and institutions and the registered institutions in Trinidad and Tobago, through which their programmes are delivered:

- ANGLIA RUSKIN UNIVERSITY
 - › None received from partner institution
- ASSOCIATION OF BUSINESS EXECUTIVES:
 - › CTS College of Business and Computer Science Limited
 - › SITAL College of Tertiary Education
 - › School of Higher Education Limited
- ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS:
 - › Omardeen School of Accountancy Limited
 - › Professional School of Accountancy
 - › School of Business and Computer Science Ltd
 - › Student Accountancy Centre Limited
- AUSTRALIAN INSTITUTE OF BUSINESS:
 - › School of Higher Education Limited
 - › CTS College of Business and Computer Science Limited
 - › SITAL College of Tertiary Education
 - › Trinidad and Tobago Hospitality and Tourism Institute
- BPP UNIVERSITY:
 - › SAM Caribbean Limited
- CHARTERED INSTITUTE OF PROCUREMENT AND SUPPLY:
 - › School of Business and Computer Science Ltd
- CITY AND GUILDS OF LONDON INSTITUTE:
 - › Automation Technology College
 - › Kenson School of Production Technology
 - › School of Business and Computer Science Ltd
 - › Trinizuela Technical and Vocational College
 - › Madonna Doyle and Associates
- HERIOT-WATT UNIVERSITY:
 - › School of Business and Computer Science Ltd
 - › School of Higher Education Limited
- PEARSON EDUCATION LIMITED:
 - › School of Business and Computer Science Ltd
- UNIVERSITY OF BEDFORDSHIRE:
 - › CTS College of Business and Computer Science Limited
 - › School of Higher Education Limited
 - › SITAL College of Tertiary Education
- UNIVERSITY OF GREENWICH:
 - › School of Business and Computer Science Ltd
- UNIVERSITY OF LONDON INTERNATIONAL PROGRAMMES:
 - › College of Legal Studies
 - › DAWILL Law Academy and Consultancy Services Limited
 - › Institute of Law and Academy Studies
 - › School of Business and Computer Science Ltd
- UNIVERSITY OF NEW BRUNSWICK:
 - › UWI-School of Business and Applied Studies Limited
- UNIVERSITY OF SUNDERLAND:
 - › School of Business and Computer Science Ltd

During the period, the ACTT:

— reviewed Annual Reports for the following **6** recognised transnational programmes:

- ARTHUR LOK JACK GLOBAL SCHOOL OF BUSINESS FOR THE PROFESSIONAL CERTIFICATE IN EVENTS MANAGEMENT AWARDED BY GEORGE WASHINGTON UNIVERSITY
- ARTHUR LOK JACK GLOBAL SCHOOL OF BUSINESS FOR THE INTERNATIONAL DIPLOMA IN SUPPLY CHAIN MANAGEMENT AWARDED BY THE INTERNATIONAL TRADE CENTRE
- AUTOMATION TECHNOLOGY COLLEGE FOR THE INTERNATIONAL GENERAL CERTIFICATE IN OCCUPATIONAL HEALTH AND SAFETY AWARDED BY THE NATIONAL EXAMINATION BOARD IN OCCUPATIONAL SAFETY AND HEALTH
- ENSAFE: INSTITUTE FOR HEALTH, SAFETY AND COUNSELLING TRAINING LTD FOR THE NATIONAL GENERAL CERTIFICATE IN OCCUPATIONAL HEALTH AND SAFETY AWARDED BY THE NATIONAL EXAMINATION BOARD IN OCCUPATIONAL SAFETY AND HEALTH
- OCCUPATIONAL SAFETY HEALTH AND ENVIRONMENTAL SERVICES LIMITED FOR INTERNATIONAL GENERAL CERTIFICATE IN OCCUPATIONAL HEALTH AND SAFETY AWARDED BY THE NATIONAL EXAMINATION BOARD IN OCCUPATIONAL SAFETY AND HEALTH
- UWI SCHOOL OF BUSINESS AND APPLIED STUDIES LIMITED FOR THE BACHELOR OF SCIENCE IN BUSINESS PSYCHOLOGY AWARDED BY FRANKLIN UNIVERSITY

3.6 REGISTRATION OF LOCAL AWARDING BODIES

Section 8(2)(c) of Chapter 39:06 empowers the Council “to register post secondary institutions, foreign and local, which offer programmes in Trinidad and Tobago”. Organisations that develop content and/or standards for educational programmes leading to the award of qualifications in their name are known as awarding bodies. Awarding bodies are not directly involved in the delivery of the tuition for the programme. Awarding bodies are also subject to 8(2)(c). In order for the Council to determine whether an awarding body meets the criteria and standards for registration of an awarding body, it is required to submit to an evaluation by the Council.

During the reporting period, the ACTT:

— reviewed Annual Reports from the following **2** local awarding bodies registered by the ACTT:

- INSTITUTE OF BANKING AND FINANCE OF TRINIDAD AND TOBAGO
- TRINIDAD AND TOBAGO INSURANCE INSTITUTE

— reviewed **1** Annual Report submitted for an accredited qualification from The Institute of Banking and Finance

3.7 STATEMENTS ON RECOGNITION

Employers, higher education institutions and other entities (e.g. those responsible for awarding scholarships) require that local and foreign institutions and programmes be recognised. The ACTT provides authoritative advice and guidance on the recognition of local and foreign qualifications through Statements on Recognition. A Statement on Recognition confirms the status of qualifications from local and foreign institutions/awarding bodies.

During the reporting period, the ACTT:

- processed **1,108** Statements on Recognition
- collaborated with the Ministry of Foreign and CARICOM Affairs on the assessment of **380** qualifications for issuing CARICOM Skills Certificates

From the start of its operations to the end of the reporting period, the ACTT has issued **16,222** Statements on Recognition.

3.8 EQUIVALENCE ASSESSMENT

This service determines the comparable academic value of foreign qualifications in Trinidad and Tobago. An Equivalence Assessment is an evaluation of a foreign qualification to determine its comparative level and value to a similar qualification awarded by an institution in Trinidad and Tobago.

The ACTT conducts assessments of foreign post secondary and tertiary level qualifications and issues statements on the equivalence of these qualifications. A Statement on Equivalence also provides information on the accreditation/recognition status of the institutions and programmes of study, which may:

- assist a student to gain access to further study in Trinidad and Tobago; and
- facilitate credit exemptions.

However, in the case of further study, the institution receiving the student makes the final decision on the acceptability and value of credits towards completion of its programmes.

During the reporting period, the ACTT completed **32** Equivalence Assessments.

3.9

QUALITY ENHANCEMENT / INSTITUTIONAL DEVELOPMENT

Quality enhancement support is afforded to institutions to provide guidance on meeting the requirements of the ACTT's criteria and standards for the various services offered. Quality Enhancement is achieved through one-on-one preparatory meetings, workshops, seminars, training and technical support.

Quality enhancement support is also provided to registered and accredited institutions to strengthen an institution's ability to deliver quality education and training. It also extends its services to quality assurance bodies in the wider CARICOM region, facilitating attachments to the ACTT and observation at site visits for registration and accreditation.

Monitoring of registered or accredited institutions is also under the remit of quality enhancement support. This monitoring is achieved through the evaluation of progress reports, annual reports, mid-term reviews, scheduled focussed site visits and unscheduled site visits.

During the reporting period, the ACTT:

- conducted Comprehensive Site Visits for Continuing Institutional Accreditation to **3** accredited institutions:
 - THE UNIVERSITY OF THE WEST INDIES, ST AUGUSTINE CAMPUS
 - CARIBBEAN NAZARENE COLLEGE
 - ARTHUR LOK JACK GLOBAL SCHOOL OF BUSINESS
- conducted a Comprehensive Site Visit for Initial Institutional Accreditation to the following institution:
 - NATIONAL ENERGY SKILLS CENTER
- conducted Focussed Site Visits to the following **2** accredited institutions:
 - CIPRIANI COLLEGE OF LABOUR AND CO-OPERATIVE STUDIES, TOBAGO CAMPUS
 - THE UNIVERSITY OF TRINIDAD AND TOBAGO, CAMDEN CAMPUS
- conducted a Mid-Term Review on **1** accredited institution:
 - WEST INDIES SCHOOL OF THEOLOGY
- hosted **1** 'Guide to the Self Study Process' Workshop for:
 - TOBAGO HOSPITALITY AND TOURISM INSTITUTE

4.0

SPECIAL ACTIVITIES AND PROJECTS

4.1

QUALITY ASSURANCE MONTH – OCTOBER 2017

The ACTT's Quality Assurance Month featured activities aimed at promoting quality assurance in higher education and training and included the hosting of the *Excellence in Higher Education Awards Ceremony* to recognise the contributions of institutions and individuals to the development and advancement of post secondary and tertiary education.

4.1.1 Excellence in Higher Education Awards Ceremony

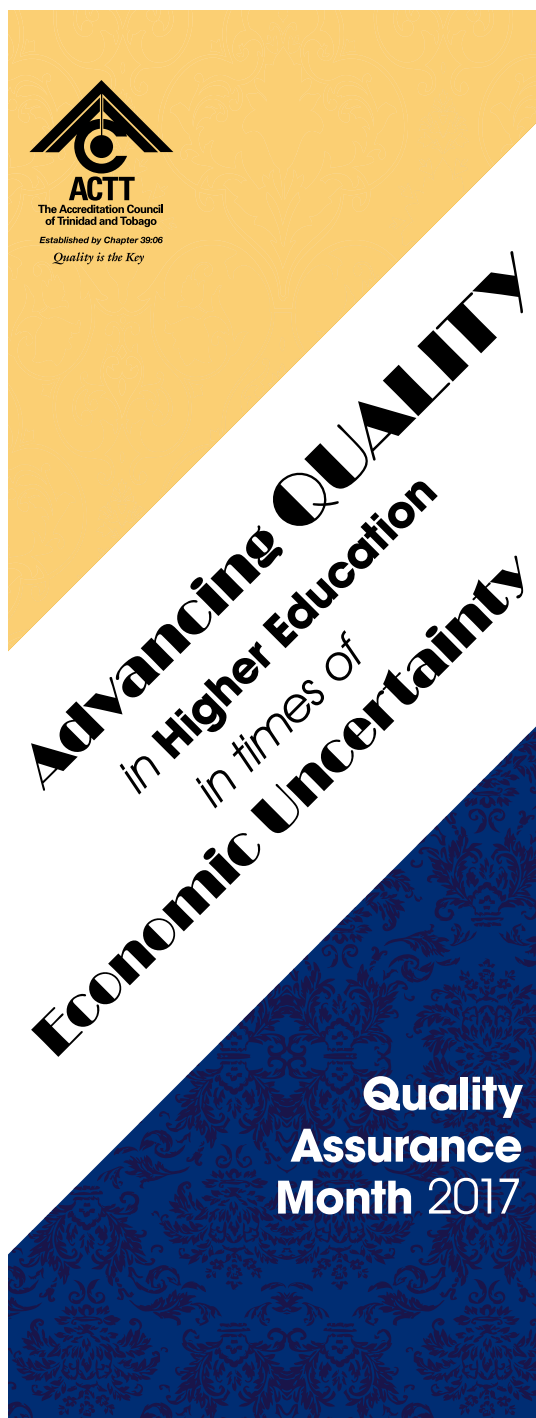
The ACTT hosted the *Excellence in Higher Education Awards Ceremony* on October 31, 2017, at which Quality in Tertiary Education (QuiTE) Awards were presented to exemplary institutions in the following categories:

- Excellence for an Established Quality Management System
- Excellence for Student Support Services in Tertiary Education
- Excellence in Teaching and Learning

The ACTT also presented awards to individuals in the higher education sector in the following categories:

- Excellence in Applied and Academic Research
- Excellence in Teaching

Winners of 2017 QuiTE Awards were as follows:



Institutional Awards

Excellence for an Established Quality Management System

1st Place: National Energy Skills Center

Honourable mention: Arthur Lok Jack Global School of Business



(l-r) Rafael Mohammed, Vice President, Student Services, NESC; Michael Bradshaw, Executive Director, the ACTT; and Kern Dass, President, NESC after presentation of the Excellence for an Established Quality Management System 1st place award.



The Honourable Dr Lovell Francis, Minister of State in the Ministry of Education, presents the Excellence in Teaching and Learning 1st place award to Dr Kamla Mungal, Director, Accreditation and Quality Enhancement Centre/Leadership Institute, Arthur Lok Jack Global School of Business. Looking on is Dr John Prince, Chairman, the ACTT.

Individual Awards

Excellence in Applied and Academic Research

Dr Laurette Bristol, Director of Academic Services, UWI ROYTEC

Excellence in Teaching

Alana Jameson, Course Director and Tutor, Council of Legal Education, Hugh Wooding Law School

Excellence in Student Support Services

1st Place (Large Category): UWI School of Business and Applied Studies Limited

1st Place (Medium Category): Trinidad and Tobago Hospitality and Tourism Institute

Honourable Mention (Medium Category): CTS College of Business and Computer Science Ltd

Excellence in Teaching and Learning

1st Place: Arthur Lok Jack Global School of Business

4.1.2 National Essay/Poster Competition for Secondary Schools and Tertiary Institutions

The Essay component of the competition targets secondary school students of Forms 5 and 6 and undergraduate students of local registered and accredited institutions. It aims to foster an appreciation for issues related to quality assurance in higher education and create awareness of the impact on and benefit to students, institutions, society and the economy. In 2017, the theme for the competition was 'Quality Assurance: safeguarding the interest of students at post secondary and tertiary education and training institutions'. As seen in Table 2, twelve (12) secondary school students received awards in the ACTT's National Essay Competition.



Winners of the ACTT's National Essay Competition.

TABLE 2
Winners of the ACTT's National Essay Competition 2017

CATEGORY	Winners, School
Form 5	
1st place	Ruqayya Juman – Naparima Girls' High School
2nd place	Dipak Balladin – Naparima College
School Prize	Naparima Girls' High School
Form 6	
1st place	Khaleem Ali – Bishop Anstey High School East and Trinity College East
2nd place	Emily Toolsieram-Maharaj – Naparima Girls' High School
3rd place	Kernea Waldron – El Dorado East Secondary School
	Amy Ramdath – Naparima Girls' High School
Honourable Mention	Mary-Anna Boodhram – Naparima Girls' High School
School Prize	Bishop Anstey High School East and Trinity College East
Undergraduate	
1st place	Lisa Thomas – The University of the West Indies (UWI), St Augustine
2nd place	Sheryl-Lyn Ali – The University of the West Indies (UWI), St Augustine
3rd place	Deborah Subran-Ganesh – The University of the West Indies (UWI), St Augustine
Honourable Mention	Renuka Singh – The University of the West Indies (UWI), St Augustine

4.1.3 5th National Quiz on Quality Assurance in Higher Education and Training

The ACTT hosted its 5th annual National Quiz for third-form and fourth-form secondary school students from October 04 to November 02, 2017. This competition was conceptualised to inform students, their parents and teachers about the importance of pursuing programmes at quality assured higher education and training institutions. The top four (4) schools in the 5th National Quiz were as follows:

1st Place

St Mary's College

2nd Place

Cowen Hamilton Secondary School

3rd Place

Bishop's High School, Tobago

4th Place

Shiva Boys' Hindu College



1st Place winner of the ACTT's 5th National Quiz on Quality Assurance in Higher Education and Training – St Mary's College.



Top 4 Schools – the ACTT's 5th National Quiz on Quality Assurance in Higher Education and Training.

4.2

DEVELOPMENT OF THE NATIONAL QUALIFICATIONS FRAMEWORK

The National Qualifications Framework (NQF) is designed to assist in recognition and equivalence of qualifications in different jurisdictions. It will also regulate all qualifications at various levels of the education and training system in Trinidad and Tobago. The NQF will also lead to greater transparency, comparability and portability of citizens' qualifications and will establish national standards for knowledge, skills and competencies.

The framework allows for harmonisation of the education system in Trinidad and Tobago. Further, it will assist in assessing equivalence of foreign qualifications, and will allow for the recognition of skills across the CARICOM region to support the free movement of skilled persons.

During the reporting period, the ACTT collaborated closely with the National Training Agency (NTA) on the following:

- refinement of the Action Plan for the Development of the NQF
- adoption of the CARICOM Qualifications Framework (CQF)
- hosting of focus group to inform the development of the draft Qualifications Statement for Trinidad and Tobago
- development of the Draft Qualifications Statement for Trinidad and Tobago
- development and dissemination of the Online Survey of Local Qualifications in Trinidad and Tobago.

The ACTT will analyse the survey responses and work closely with the NTA and other stakeholders, as both agencies continue towards the development and implementation of the NQF in Trinidad and Tobago.

4.3

COMPARISON OF MAJOR ACHIEVEMENTS BETWEEN OCTOBER 1, 2016 – SEPTEMBER 30, 2017 AND OCTOBER 1, 2017 – SEPTEMBER 30, 2018

DESCRIPTION	October 1, 2016 – September 30, 2017	October 1, 2017 – September 30, 2018
Conferment of Institutional Title	None	None
Registration	<ul style="list-style-type: none"> • registered two (2) new institutions • re-registered eleven (11) institutions • denied initial registered status to one (1) institution • number of registered institutions as at September 30, 2017 was fifty-five (55) 	<ul style="list-style-type: none"> • registered one (1) new institutions • re-registered fourteen (14) institutions • number of registered institutions as at September 30, 2018 was forty-one (41)
Institutional Accreditation	<ul style="list-style-type: none"> • no institutions conferred accredited status • number of accredited institutions as at September 30, 2017 was thirteen (13): <ul style="list-style-type: none"> – The University of the West Indies, St Augustine Campus – The University of Trinidad and Tobago – College of Science, Technology and Applied Arts of Trinidad and Tobago – Arthur Lok Jack Graduate School of Business – University of the Southern Caribbean – Cipriani College of Labour and Co-operative Studies – Caribbean Nazarene College – St Andrew’s Theological College 	<ul style="list-style-type: none"> • conferred continuing institutional accredited status on four (4) institutions • number of accredited institutions as at September 30, 2018 was thirteen (13): <ul style="list-style-type: none"> – The University of the West Indies, St Augustine Campus – The University of Trinidad and Tobago – College of Science, Technology and Applied Arts of Trinidad and Tobago – Arthur Lok Jack Global School of Business – University of the Southern Caribbean – Cipriani College of Labour and Co-operative Studies – Caribbean Nazarene College – St Andrew’s Theological College

DESCRIPTION	October 1, 2016 – September 30, 2017	October 1, 2017 – September 30, 2018
Institutional Accreditation (cont'd)	<ul style="list-style-type: none"> – Trinidad and Tobago Hospitality and Tourism Institute – Tobago Hospitality and Tourism Institute – MIC Institute of Technology – West Indies School of Theology – UWI School of Business and Applied Studies Limited 	<ul style="list-style-type: none"> – Trinidad and Tobago Hospitality and Tourism Institute – Tobago Hospitality and Tourism Institute – MIC Institute of Technology – West Indies School of Theology – UWI School of Business and Applied Studies Limited
Programme Approval	<ul style="list-style-type: none"> • approved sixteen (16) programmes from accredited institutions • approved six (6) programmes from registered institutions 	<ul style="list-style-type: none"> • approved fifty-five (55) programmes from accredited institutions • approved four (4) programmes from registered institutions.
Statements on Recognition	<ul style="list-style-type: none"> • processed one thousand, one hundred and thirty two (1,132) Statements on Recognition • number of statements processed as at September 30, 2017 - fifteen thousand, one hundred and fourteen (15,114) 	<ul style="list-style-type: none"> • processed one thousand, one hundred and eight (1,108) Statements on Recognition • number of statements processed as at September 30, 2018 - sixteen thousand, two hundred and twenty two (16,222)
Equivalence Assessments	<ul style="list-style-type: none"> • issued thirty-eight (38) Equivalence Assessments 	<ul style="list-style-type: none"> • issued thirty-two (32) Equivalence Assessments
Workshops	<ul style="list-style-type: none"> • hosted three (3) workshops titled 'Guide to the Self Study Process' for the purpose of Continuing Institutional Accreditation for the following institutions: <ul style="list-style-type: none"> – Arthur Lok Jack Graduate School of Business – April 12, 2017 – University of the Southern Caribbean – June 08, 2017 – MIC Institute of Technology – July 21, 2017 	<ul style="list-style-type: none"> • hosted one (1) workshop titled 'Guide to the Self Study Process' for: <ul style="list-style-type: none"> – Tobago Hospitality and Tourism Institute.

DESCRIPTION	October 1, 2016 – September 30, 2017	October 1, 2017 – September 30, 2018
Workshops (cont'd)	<ul style="list-style-type: none"> • hosted two (2) workshops to prepare External Evaluators to conduct evaluations on behalf of ACTT: <ul style="list-style-type: none"> – External Evaluator Training – October 17-19, 2016 – Report Writing for Team Chairs – October 25 & 26, 2016 	
Special activities/projects	<ul style="list-style-type: none"> • ACTT hosted the following activities during quality assurance month: <ul style="list-style-type: none"> – Excellence in Higher Education Awards Ceremony on November 02, 2016 – 6th National Essay Competition for Secondary Schools and Tertiary Institutions – 4th National Quiz on QA in Higher Education and Training for Secondary Schools 	<ul style="list-style-type: none"> • ACTT hosted the following activities during quality assurance month: <ul style="list-style-type: none"> – Excellence in Higher Education Awards Ceremony on October 31, 2017 – National Essay/Poster Competition for Secondary Schools and Tertiary Institutions – 5th National Quiz on QA in Higher Education and Training for Secondary Schools
Staff Count	<ul style="list-style-type: none"> • Management Team (6) • Technical Staff (21) • Administrative Staff (23) 	<ul style="list-style-type: none"> • Management Team (6) • Technical Staff (19) • Administrative Staff (23)

FINANCIAL COMPARISONS
for years ended September 30, 2017 and September 30, 2018

ITEM	2017	2018	Variance	Comments
INCOME				
Government Subventions	16,543,300.00	12,747,875.00	(3,795,425.00)	
Evaluation/Registration/ Certification Fees	911,768.00	48,665.00	(863,103)	
Statements on Recognition Fees	233,191.00	228,658.00	(4,533)	
Conferences and Workshops	471,727.00	61,400.00	(410,327.00)	Consultancy services provided in Fiscal 2017
Total Recurrent Income	18,159,986.00	13,086,598.00	(5,073,388.00)	
EXPENDITURE				
Personnel Expenditure	253,742.00	675,000.00	(421,258.00)	Board was appointed 04.05.17
Goods and Services	16,272,234.00	14,415,201.00	1,857,033.00	
<i>of which Contract Employment</i>	10,679,322.00	9,184,036.00	1,495,286.00	
Vehicles, Furniture, Fixtures & Equipment	9,188.00	184,690.00	175,502.00	8 Desktop Computers purchased in Fiscal 2018
Current Transfers and Subsidies	1,635,896.00	1,890,756.00	(493,044.00)	
Total Recurrent Expenditure	18,171,060.00	17,165,647.00	1,005,413.00	
Surplus/(Deficit)	(11,074.00)	(4,079,049.00)	(4,067,975.00)	Deficit funded from ACTT's reserves

5.0

POLICY AND DEVELOPMENT INITIATIVES

5.1 TECHNICAL POLICIES

The Council's core services, as mandated by the Act, are governed by its Technical Policies on Conferment of Institutional Title, Registration of Post Secondary and Tertiary Institutions, Accreditation of Institutions, Programme Approval, Recognition of Foreign Awarding Bodies and Institutions, Recognition of Transnational Programmes, and Statements on Recognition and Equivalence.

5.2 FINANCIAL POLICIES

The Council's financial policies are guided by the public service regulations and are in compliance with the following:

- The Exchequer and Audit Act, Chapter 69:01
- The Statutory Authorities Act, Chapter 24:01
- Guidelines for Contract Employment in Government Ministries, Departments and Statutory Authorities subject to the Statutory Authorities Act, Chapter 24:01
- Circulars from the Chief Personnel Officer (CPO), Ministry of Finance, Comptroller of Accounts and the Director of Personnel Administration
- Public Procurement and Disposal of Public Property Act No. 1 of 2015
- State Enterprises Performance Monitoring Manual

5.3 ADMINISTRATIVE POLICIES

The Council maintains an Administrative and Personnel Policies Manual that provides information and procedures to all staff. This equips them with clear, specific and systematic approaches to executing their duties and to developing and maintaining the ACTT's relationships with various stakeholders. It is a fundamental communication tool containing information and instructions pertinent to the duties, responsibilities and functions of staff.

The Administrative and Personnel Policies are currently being revised in accordance with Public Service guidelines and best practice related to contract employment in the Government service.

6.0 FINANCIAL OPERATIONS

6.1 BUDGET FORMULATION

The ACTT is funded through government subventions for recurrent expenditure and under the Public Sector Investment Programme (PSIP) for specific projects and programmes. Based on the Council's projected activities for the fiscal year, and in accordance with the ACTT's strategic direction, a budget request of \$19,316,058 for Recurrent Expenditure was submitted to the line Ministry. Arising from the budget presentation for fiscal 2017/2018, the Council was advised that its allocation of funds under Recurrent Expenditure for fiscal year 2017/2018 was \$14,000,000 and \$2,000,000 under PSIP.

6.2 BUDGET / RECURRENT EXPENDITURE

For the financial year ended September 30, 2018, the ACTT was allocated \$14,000,000 to fund its recurrent expenditure. As at September 30, 2018, however, total releases received from Ministry of Education amounted to \$12,747,875. The Council had incurred total recurrent expenditure of \$17,165,647 for the fiscal year. Table 3 below summarises ACTT's recurrent expenditure for the period October 01, 2017 to September 30, 2018.

SUB-HEAD	Budget Releases \$	Actual Expenditure \$	Variances \$
Personnel Expenditure	675,000	675,000	-
Goods and Services	10,845,738	14,415,201	(3,569,463)
<i>of which contract employment</i>	<i>8,259,682</i>	<i>9,184,036</i>	<i>(924,354)</i>
Minor Equipment	-	184,690	(184,690)
Current Transfers and Subsidies	1,227,137	1,890,756	(663,619)
Total Recurrent Expenditure	12,747,875	17,165,647	(4,417,772)

TABLE 3
The ACTT's Budget Releases / Actual Expenditure
October 01, 2017 to September 30, 2018

Personnel Expenditure relates to fees paid to members of the Council's Board. The ACTT's Board, comprising eleven (11) non-executive members, was appointed with effect from May 4, 2017.

The Council's unavoidable expenditure on salaries (\$9,184,036), gratuity (\$1,890,756) and rent (\$3,059,552) amounted to \$14,134,344. These three (3) items of expenditure alone exceeded the ACTT's total 2018 subventions of \$12,747,875 by \$1,386,469. It should be noted that all the ACTT's staff members are employed on contract and a gratuity becomes payable upon successful completion of each employment contract.

Minor equipment expenses included software upgrades and purchases of a laptop and security cameras. There was no allocation for these expenses resulting in a negative variance of \$184,690. Throughout the fiscal period 2017/2018, the Council employed stringent cost-cutting measures and opted to repair rather than replace its equipment to better manage its finances. Notwithstanding these measures, the Council still incurred a deficit of (\$4,417,772). This was due to the ACTT's significantly reduced 2017/2018 allocation and the fixed nature of over 80% of the Council's recurrent expenses. The Council's deficit in fiscal 2018 was funded from revenues generated from previous years. A breakdown of revenue earned for the period under review is shown in Table 4.

REVENUE/EXPENDITURE	Actual Amounts \$
Site Visit Fees	686,312
Registration/Certification Fees	210,905
Recognition Fees	228,658
Quality Assurance Month Supplement	45,600
Tender Fees	15,800
Interest Income	139,269
Less: Site Visit Expenses	(820,446)
Internal Staff Events	(28,106)
Net Internal Revenue	477,992

TABLE 4
The ACTT's Internally Generated Revenues
October 1, 2017 to September 30, 2018

6.3

BUDGET / PSIP EXPENDITURE

Total funding approved under PSIP for fiscal 2017/2018 was \$2,000,000. This allocation was approved for funding an Enterprise Wide Document Management System (EWDMS) that was to be developed in collaboration with the Ministry of Education. No funds were released to the ACTT to fund this project in fiscal 2017/2018. As at year end, September 30, 2018, the ACTT was advised that the Council's allocation for the EWDMS project was revised to nil. Funding for this project was no longer available.

6.4

DEBT POLICY

Section 19 of the Act gives the Council the power to borrow for the purpose of discharging its functions, subject to the approval of the Minister of Finance. To date, the Council has never sought to exercise this power.

6.5

INVESTMENT POLICY

Under Section 18 of the Act, the Council may *"... accumulate reserves and such reserves and all other funds of the Council not immediately required to be spent in meeting the obligations of the Council or the discharge of any of its functions may be invested, from time to time, in such securities as the Council may with the approval of the Minister with responsibility for finance deem fit."* The Council currently maintains an interest bearing account with its bankers, First Citizens Bank (FCB), under this proviso. Revenues generated by the Council are held in this account.

7.0

HUMAN RESOURCE DEVELOPMENT

7.1

ORGANISATIONAL ESTABLISHMENT

For the development of the organisation, personnel and the effective and efficient execution of its operations, the Council places emphasis on planning its human resource needs in order to achieve its strategic goals and objectives.

Category of Employees

- Management Team (6)
- Technical Staff (19)
- Administrative Staff (23)

Career Path Systems

The employees of ACTT are contract employees. When positions become vacant eligible officers may apply for higher positions when advertised in the daily newspapers.

Performance Assessment/Management Strategies

The ACTT utilises a Performance Management Appraisal System as detailed in Policy 4:09 of the Council's Administrative and Personnel Policies Manual. Job Descriptions have been developed for all offices. Periodic reviews, as well as annual Performance Appraisals, are completed to evaluate officers' performance.

Selection Procedures

The Council recruits persons on contract in accordance with terms and conditions approved by the Chief Personnel Officer.

7.2

EMPLOYEE SUPPORT SERVICES

The ACTT offers employee support as follows:

- Employee Assistance Programme (EAP)
- Coaching and mentoring activities
- Professional development workshops
- Access to learning resources
- Examination leave
- No pay study leave
- Employee recognition

7.3

TRAINING

With respect to training, staff participated in two workshops:

- *Refresh and Refocus You... let your transformation begin*
 - hosted by Lisa Beckles Consulting
- *Unlocking Your True Professional Potential*
 - hosted by the MIC Institute of Technology

8.0

PROCUREMENT PROCEDURES

The Council is guided by its existing Procedures for Procurement and Disposal of Assets and has ensured that all its procurement activities are in keeping with the Standard Procurement Procedures for the Acquisition of Articles, Provision of Services, Undertaking Works and Disposal of Unserviceable Items in State Enterprises/ Statutory Bodies (State Agencies). The following forms of tendering are used by the Council:

Open tendering

This is a process where Tenders and/or Bids are invited through advertisements or other forms of public notice. Open tendering is used in the following instances:

- when the Council's list of approved Vendors does not cater or adequately cater for particular types of articles/works/ services;
- where it is competitively more advantageous; and
- where the terms and conditions of the Council's borrowings so require.

Selective tendering

Tenders and/or Bids are invited from the Council's list of approved suppliers. A minimum number of invitees shall be set so as to allow adequate competition in the procurement process. The invitees selected shall be the top ten (10) ranked suppliers registered to provide the particular articles/ works/services. In cases where there are less than ten (10) registered suppliers, all

the suppliers registered to provide the particular articles/works/services shall be invited.

Sole tendering

Where the circumstances so require, Merit Awards for purchase of materials/works/ services shall be issued without inviting competitive bids.

Consultancy services

The Council recognises that, due to the specialist nature of certain types of professional and technical services classified as Consultancy Services, it may not be viable or economically sensible to engage in open or selective tendering. Once a determination is made by the office of the Corporate Secretary/Legal Officer that the Services are classified according to Tenders and Procurement Policies, Rules and Procedures as Consultancy Services, and suitable consultants/service providers with a proven record/reputation of efficiently providing services of the kind required have been identified, the following procedure shall apply:

- **Consultancy Firms:** Except for Merit Consultancy contracts, all consulting services shall be competitively tendered out either using open tendering or selective tendering as appropriate.
- **Individual Consultants:** Individual consultants are normally hired to carry out assignments for which the experience

and qualifications of the individual are crucial to the task. They are selected on the basis of their qualifications and relevant experience for the assignment. Advertisement may not be required and Consultants do not need to submit proposals. Consultants shall be selected through comparison of qualifications and relevant experience of at least three (3) candidates among those who have expressed interest in the assignment or who have been approached directly by the Council. Individuals considered for comparison of qualifications and relevant experience shall meet the minimum qualifications deemed relevant for the assignment and those selected by the Council shall be the best qualified and fully capable of carrying out the assignment. Capability is judged on the basis of academic/ professional competence, as well as experience. Where appropriate, knowledge of the local conditions (such as local language, culture and administrative system), as well as the capacity to deliver on the proposed products or service within the prescribed timeframe required by the Council, may also be considered.

Emergencies

In cases of emergency where the safety of people, property, plant and equipment is in jeopardy, the most senior official responsible for that operation, if unable to contact the Executive Director or the Chairman of the Tenders Committee, may award contracts for Articles, Works or Services necessary to avert the danger or to bring the situation under control. These contracts will then be brought to the attention of the relevant authority in the ACTT for subsequent ratification.

9.0

CLIENT AND PUBLIC ACCESS TO SERVICES / SERVICE DELIVERY SYSTEMS

ACTT currently operates three (3) offices:

Head Office

Ground Floor and Level 3, Building B

Pan American Life Plaza

91-93 St Vincent Street

Port of Spain, Trinidad

South Outreach Office

40-44 Sutton Street

2nd Floor SSL Building

San Fernando, Trinidad

Tobago Office

MIC-IT/YTEPP Tobago Technology Centre

79 Milford Road

Canaan, Tobago

The public may also access ACTT's services through its website (www.actt.org.tt) and social media sites (www.facebook.com/ACTTNews and www.twitter.com/ACTTNews).

9.1 CAREER FAIRS

The ACTT participated in twenty-six (26) career fairs that were geared towards sensitising students to the importance of attending quality assured institutions for further education and to introduce them to the ACTT's services: Registration, Accreditation and Recognition. These included visits to:

- A.S.J.A Girls' College, Charlieville
- Belmont Secondary School
- Bishop's High School, Tobago

- Bishop Anstey High School East and Trinity College East
- Bishop Anstey High, Port of Spain
- Chaguanas North Secondary School
- Couva East Secondary School
- Diego Martin Central Secondary School
- Goodwood Secondary School, Tobago
- Holy Name Convent, Port of Spain
- La Romaine Secondary School
- Malabar Secondary School
- MIC Institute of Technology, Tobago
- Naparima College
- Penal Secondary School
- Preysal Secondary School
- Princes Town East
- Point Fortin West Secondary School
- Southern Academy of SDA
- St Anthony's College
- St Francois Girls' College
- St Francis Boys' College
- St Joseph's Convent, Port of Spain
- St Stephen's College
- UWI-ROYTEC
- Woodbrook Secondary School

The ACTT also participated in:

- US Embassy College Fair
- Spark Education Fair

9.2

STRATEGIC PARTNERSHIPS

The Council recognises the importance of establishing and maintaining good relations with its stakeholders which ensures the longevity of its operations. The ACTT continually seeks new ways to improve relations with existing stakeholders and to establish strong relationships with new stakeholders.

9.2.1 The ACTT Partners

Local:

- The Association of Professional Engineers of Trinidad and Tobago (APETT)
- The Institute of Chartered Accountants of Trinidad and Tobago (ICATT)
- The Medical Board of Trinidad and Tobago (MBTT)
- The National Training Agency of Trinidad and Tobago (NTA)
- The Nursing Council of Trinidad and Tobago (NCTT)
- The Trinidad and Tobago Association of Psychologists (TTAP)
- The Trinidad and Tobago Group of Professionals Association (TTGPA)

Regional:

- Caribbean Evangelical Theological Association (CETA)

International:

- The Council for Adult and Experiential Learning (CAEL), US
- Quality Assurance Agency for Higher Education (QAA), UK
- UK National Recognition Information Centre (UK NARIC)

9.2.2 Membership

The ACTT has full membership with the following organisations:

- Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE)
- International Association of Universities (IAU)
- International Network for Quality Assurance Agencies in Higher Education (INQAAHE)

9.2.3 Affiliations

The ACTT is affiliated with the following organisations:

- American Society for Quality (ASQ), USA
- Council for Adult and Experiential Learning (CAEL)
- Council for Higher Education Accreditation – International Quality Group (CHEA-CIQG)
- Educational Credential Evaluators (ECE), USA
- North Central Association Higher Learning Commission (NCA-HLC)
- Scottish Qualifications Authority (SQA)
- The Canadian Information Centre for International Credentials (CICIC)
- The National Assessment and Accreditation Council (NAAC)
- The Office of Qualifications and Examinations Regulation (Ofqual), UK
- The Quality Assurance Agency for Higher Education (QAA)

Conclusion

The ACTT is responsible for regulating the higher education and training sector in Trinidad and Tobago and as a consequence plays a key role in the development of a creative and productive workforce. The Council is committed to ensuring an empowered human resource sector capable of supporting national development.

The ACTT has carved a niche as a reputable quality assurance body in the Caribbean and continues to stimulate conversations on issues related to quality assurance in higher education. External Quality Assurance Agencies in the region continually consult the Council on quality assurance matters in the higher education and training sector.

Future initiatives and plans

- Annual Conference of Accredited Institutions (ACAI) – The ACTT intends to host its first Annual Conference of Accredited Institutions in October 2018. It is expected that higher education professionals aligned with accredited institutions will share their expertise, experiences and research in fostering the transformation of the local higher education sector into one that is globally competitive.
- External Evaluator Training – The Council will host an External Evaluator Workshop for Team Chairs, facilitated by Dr Lynn Priddy, in October 2018. Dr Priddy is regarded as a leader in the field of higher education and serves as Provost and Chief Academic Officer of the National American University (NAU). This workshop will focus on providing training that will enhance the skills of the Council's External Evaluators.
- Stakeholder Sensitisation Sessions on the Adoption of CQF – The Council and NTA plan to hold three (3) stakeholder sessions (two in Trinidad and one in Tobago) in November 2018. Details of the CQF will be shared and stakeholders will be given the opportunity to provide feedback. In addition, stakeholders will acquire an appreciation of how the CQF will inform the development of the National Qualifications Framework for Trinidad and Tobago.
- Completion of the NQF – the Council will continue working with the NTA and other stakeholders to complete the NQF for Trinidad and Tobago and ensure its implementation.
- The ACTT, together with the NTA and the Tobago House of Assembly, will host the 15th Annual Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) Conference and AGM under the theme "Quality Higher Education: Making it a Reality" at the Magdalena Grand Hotel and Beach Resort in Tobago, which is scheduled for November 13-15, 2018.



*Published in 2021 by
The Accreditation Council of Trinidad and Tobago*