



Administrative Report

20/
21



The Accreditation Council of
Trinidad and Tobago





This Administrative Report summarises the activities of The Accreditation Council of Trinidad and Tobago for the period October 01, 2020 to September 30, 2021.

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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
GORTT	Government of the Republic of Trinidad and Tobago
MoE	Ministry of Education
NTA	National Training Agency
NQF-TT	National Qualifications Framework of Trinidad and Tobago
PSTE	Post Secondary and Tertiary Education



Executive Summary

From October 01, 2020 through September 30, 2021, the Accreditation Council of Trinidad and Tobago (ACTT) continued to fulfil its mandate through its quality assurance services, as well as a number of related initiatives.

ACTT is the principal body for conducting and advising on the accreditation and recognition of higher education and training institutions, programmes and awards in Trinidad and Tobago. In 2004, the ACTT was established by Act No. 16 of 2004, now Chapter 39:06 of the Laws of the Republic of Trinidad and Tobago and the organisation was launched in November, 2005. The ACTT is responsible for quality assurance through the services of Conferment of Institutional Title, Registration, Accreditation, Programme Approval and Recognition of Transnational Programmes, Foreign Awarding Bodies and Institutions. At the end of the reporting period, the ACTT had on its Register thirty-three (33) registered institutions, twelve (12) accredited institutions, eighteen (18) recognised foreign awarding bodies and institutions and two (2) registered local awarding bodies.

Though ACTT was challenged, like many other organisations that continued to conduct business during the COVID-19 pandemic, the organisation continued to engage in activities which would benefit its stakeholders. One key development during this reporting period was the

submission of the National Qualifications Framework of Trinidad and Tobago (NQF-TT) to the Ministry of Education (MoE) for approval by the Cabinet. This was achieved through collaboration between the National Training Agency (NTA) and the ACTT. During the reporting period, the ACTT also hosted its first online conference, two panel discussions and its Annual Business Meetings for Registered and Accredited Institutions.

As the ACTT continues to fulfil its mandated role of ensuring that the highest education standards are applied to the higher education and training sectors, the organisation ensures its standards are benchmarked through relationships with international accreditation agencies. The ACTT aspires to the continual improvement of the higher education and training sectors and being a leader in innovation and best practice.



1.0

VISION, MISSION, STRATEGIC GOALS AND OBJECTIVES AND CORE VALUES

1.1

VISION

ACTT is to be the *vanguard* and *catalyst* of a quality post-secondary and tertiary education sector which is *globally relevant*, *responsive* and *supportive of the development* of a qualified workforce and society in Trinidad and Tobago and the wider Caribbean.

1.2

MISSION

ACTT assures and enhances the quality of post-secondary and tertiary education nationally and abroad through innovative business, globally-benchmarked standards and service excellence.

The Vision and Mission Keywords

Vanguard: ACTT is leading and paving the pathway for a quality PSTe sector

Catalyst: ACTT stimulates and challenges PSTe institutions to meet its standards

Globally relevant: ACTT embraces and adapts international models, best practices and standards in the design of its systems and services

Responsive: ACTT understands that it operates in an environment of constant change, is nimble and responds to needs

Supports the Development: ACTT ensures that PSTe institutions contribute to the development of a knowledgeable and skilled workforce and society

Assures and enhances: ACTT applies its policies, standards and processes for external quality assurance of PSTe institutions and qualifications

Nationally and abroad: ACTT engages and supports PSTe institutions and awarding bodies located in Trinidad and Tobago and overseas institutions and awarding bodies offering in-country or education abroad programmes via distance and online learning

Innovative business: ACTT establishes new business models and approaches that have been adopted or modelled after its own best practices

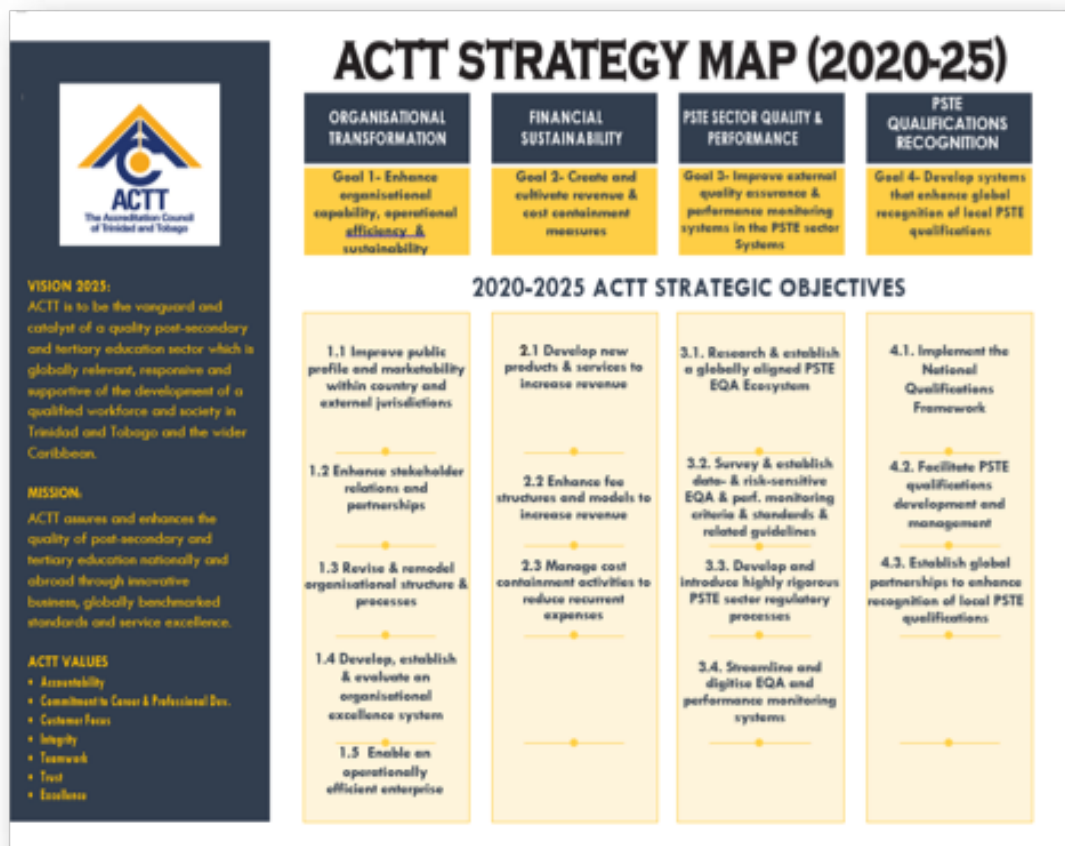
Globally benchmarked standards: ACTT contextualises and adapts global external quality standards to design its own

Service excellence: ACTT establishes standards for providing efficient and effective service to stakeholders

1.3 STRATEGIC GOALS AND OBJECTIVES

During the years 2020 to 2025, the Strategic Plan will focus on four priority areas: i) Organisational Transformation, ii) Financial Sustainability, iii) PSTE Sector Quality and Performance and iv) PSTE Qualifications Recognition.

Below is the strategy map for the ACTT outlining the four priority areas, four strategic goals and strategic objectives, together with the Vision, Mission and Core Values.



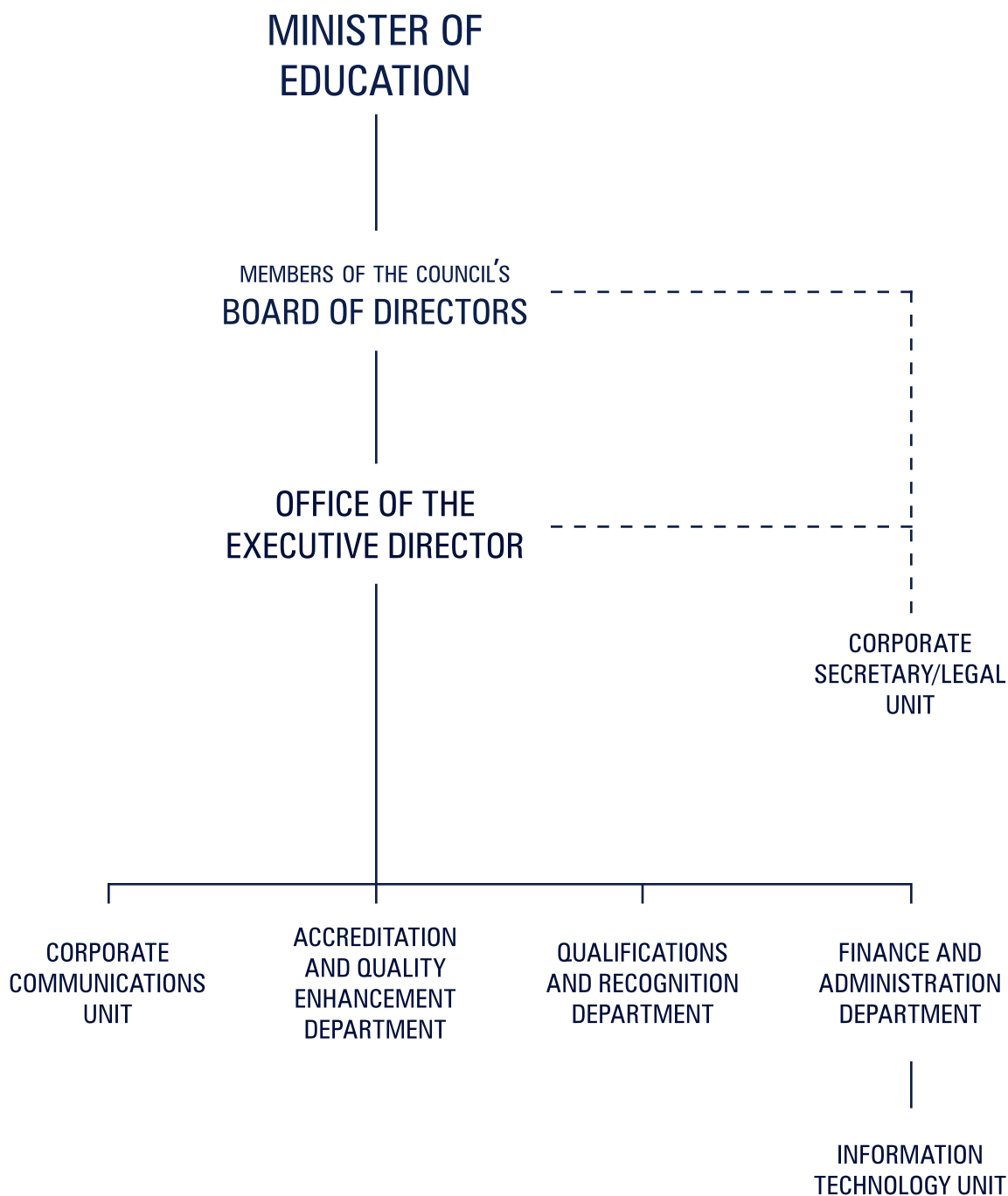
ACTT Strategic Plan, 2020

1.4 CORE VALUES

- Accountability - we answer to our governing authorities and ensure that our stakeholders do the same
- Commitment to Career and Professional Development - we support the career and professional development of our employees
- Customer Focus - we listen to and consider our customers' needs when making decisions and taking action
- Integrity - we embrace, comply with and administer national laws, Government policy, organisational policies and best-in-class post-secondary and tertiary education quality practices. We are above reproach in our actions
- Teamwork - we perform better together while seeking our stakeholders' interests instead of attempting to work individually
- Trust - we speak the truth and support and respect each other. We guarantee honest business when we engage our stakeholders
- Excellence - we model innovations and best practices, going beyond what our customers expect of us



2.0 ORGANISATIONAL STRUCTURE



2.1 THE ACTT'S ORGANISATIONAL PROFILE

A twelve (12) member Council (11 Executive Members and 1 Non-Executive Member), which is responsible for charting the overall direction of ACTT, governs ACTT's corporate structure. The Council composition and term of office are contained in Section 4 of Chapter 39:06 (GORTT, 2004). All appointments to the Council are required to be published in the Trinidad and Tobago Gazette.

The board members for the period were:

- Professor June George – Chairman
- Dr Ruby S. Alleyne – Deputy Chairman
- Professor Emeritus Winston Mellowes
- Dr Sandra Reid
- Dr Alvin Ashton
- Mr Archibald Prime
- Mrs Denise Dennis-Horsford
- Mrs Wafaa Mohamed-Ghanny
- Mrs Pramatee Gajadhar
- Mrs Lennon Ballah-Lashley
- Mrs Shalene Suchit-Dwarika
- Dr Eduardo Ali – *Ex Officio* (up to June 30, 2021)

A staff of forty-three (43), divided into three (3) departments and three (3) units, performs the operations of the organisation. Contract workers in these three (3) subgroups are:

- Management Team – three (3) members
- Technical staff – twenty-one (21) members
- Administrative Staff – nineteen (19) members

ACTT comprises the following departments/units:

- Office of the Executive Director
- Accreditation and Quality Enhancement Department
- Qualifications and Recognition Department
- Finance and Administration Department
- Corporate Secretary/Legal Unit
- Corporate Communications Unit (reporting to the Office of the Executive Director)
- Information Technology Unit (reporting to the Director of Finance and Administration)

In the organisational structure, all departments report to the Office of the Executive Director.

2.2 LEGISLATIVE AND REGULATORY FRAMEWORK

The ACTT has the overarching responsibility for and jurisdiction over the 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 other information relating to the operations and policies of the Council.

2.3

DELEGATED LEVELS OF AUTHORITY

Table 1 summarises the levels of authority for the approval of expenditure for the purchase of articles/works/services that have been procured in keeping with the Council's Policy and Procedures.

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

TABLE 1
Levels of Authority

2.4 REPORTING FUNCTIONS

Table 2 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	✓			✓	✓	
Annual Administrative Report	✓				✓	
Public Sector Investment Programme: Monthly, Quarterly, Bi-annual and Annual Reports	✓	✓	✓			
Contribution to the Ministry of Education'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 2
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 and 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 names. 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 ACTT are accessible after Registration.

During this period,
there were no institutions
requiring Conferment of
Institutional Title.

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, with the exception of 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. From October 01, 2020 to September 30, 2021, the ACTT received eleven (11) Letters of Intent from institutions seeking to be registered.

During the reporting period, the ACTT:

- conferred registered status (Initial) on **0** new institutions
- conferred registered status (Continuing) on **0** institutions

During the reporting period, the ACTT reviewed **14** Registered Institution Annual Reports (RIARs) for the following institutions:

- Automation Technology College Limited
- Caribbean College of the Bible International
- Emergency Training Institute of Trinidad and Tobago
- Open Bible Institute of Theology
- Occupational Safety and Health and Environmental Services Limited
- SAM Caribbean Limited
- SBCS Global Learning Institute Ltd
- School of Higher Education Limited
- Score Valves (Trinidad and Tobago) Limited
- Shadrack Safety Institute Company Limited
- Students Accountancy Centre Limited
- The Institute of Medical Education Limited
- Trinidad and Tobago Association of Insurance and Financial Advisors (TTAIFA) Ltd
- Trinidad & Tobago College of Therapeutic Massage & Beauty Culture Ltd

The number of registered institutions as at September 30, 2021 was **33**.

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 in Trinidad and Tobago, 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 that require 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.

By the end of the reporting period, the total number of accredited institutions was **12**, as follows:

- Arthur Lok Jack Global School of Business, The University of The West Indies
- Caribbean Nazarene College
- Cipriani College of Labour and Co-operative Studies
- College of Science, Technology and Applied Arts of Trinidad and Tobago
- MIC Institute of Technology
- National Energy Skills Center
- The University of the West Indies, St Augustine Campus
- The University of Trinidad and Tobago
- Tobago Hospitality and Tourism Institute
- University of the Southern Caribbean
- UWI School of Business and Applied Studies Limited
- West Indies School of Theology

During the period, the ACTT reviewed Annual Accredited Institution Reports (AAIRs) for the following **5** institutions:

- Cipriani College of Labour and Co-operative Studies
- MIC Institute of Technology
- The University of Trinidad and Tobago
- The University of the West Indies, St Augustine Campus
- West Indies School of Theology

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 **10**
programmes from accredited
institutions and **0** programmes
from registered institutions.

3.5 RECOGNITION

The Qualifications and Recognition Department (Q&R) is responsible for the execution of four (4) main areas of responsibility of the ACTT Act as dictated by Section 8 of Chapter 39:06. The areas of the Act executed by Q&R are:

- “to recognise accredited programmes and awards of foreign institutions operating in Trinidad and Tobago” [Section 8(2) (d)]
- “to determine the equivalency of programmes and awards” [Section 8(2) (f)]
- “to develop and advise on a unified credit-based system for the post secondary and tertiary education sector” [Section 8(2) (g)]
- “to facilitate the free movement of skills and knowledge within the Caribbean Community” [Section 8(2) (v)]

3.6 RECOGNITION OF FOREIGN AWARDING BODIES AND INSTITUTIONS

Foreign universities and awarding bodies are accredited or quality assured in their country of origin and, as such, are only recognised by the ACTT. 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 or accredited 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 or accredited institution in Trinidad and Tobago.

Through this process, foreign awarding bodies and institutions must meet the ACTT's published criteria and standards. The requirements include ensuring 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.

The recognition process includes an application by the foreign awarding body or institution for recognition by ACTT, submission of a self-study report and, finally, the conduct of a site visit by a team of external evaluators.

During the reporting period, the ACTT:

- conducted **1** virtual site visit for continuing Recognition of the following transnational programme at the following institution:
 - Automation Technology College Limited – International Certificate in Occupational Health and Safety offered in collaboration with the National Examination Board in Occupational Safety and Health (NEBOSH)
- conducted one (1) virtual site visit for continuing Recognition of the following foreign awarding institution:
 - Heriot-Watt University
- reviewed **17** Annual Reports from the following ACTT-recognised foreign awarding bodies/institutions and their local partner institutions:
 - ABMA Education Limited
 - ABE Global Limited
 - Chartered Institute of Procurement and Supply
 - City and Guilds of London Institute
 - CTS College of Business and Computer Science Limited for programmes awarded by ABE Global Limited
 - CTS College of Business and Computer Science Limited for programmes awarded by the University of Bedfordshire
 - CTS College of Business and Computer Science Limited for programmes awarded by the University of Hertfordshire
 - Heriot-Watt University

- SBCS Global Learning Institute Ltd for programmes awarded by the University of Greenwich
- School of Higher Education Limited for programmes awarded by ABE Global Limited
- SITAL College of Tertiary Education for programmes awarded by ABE Global Limited
- SITAL College of Tertiary Education for programmes awarded by the University of Bedfordshire
- SBCS Global Learning Institute Ltd for programmes awarded by ABMA Education Limited
- SBCS Global Learning Institute Ltd for programmes awarded by ACCA
- SBCS Global Learning Institute Ltd for programmes awarded by the University of Sunderland
- University of Greenwich
- University of Sunderland

During the reporting period, the ACTT:

— reviewed Annual Reports
for the following **4**
recognised transnational
programmes:

- Arthur Lok Jack Global School of Business, The University of The West Indies for the International Diploma in Supply Chain Management awarded by the International Trade Centre
- Occupational Safety Health and Environmental Services Limited (OSHES) for the International General Certificate in Occupational Health and Safety awarded by the National Examination Board in Occupational Safety and Health
- Shadrack Safety and Health for the National General Certificate in Occupational Safety and Health 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

3.7 REGISTRATION OF LOCAL AWARDING BODIES

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, both local and foreign, are also subject to Section 8(2)(c). While ACTT registers local awarding bodies, it recognises those that are foreign. To determine whether an awarding body meets the criteria and standards for registration, it is required to submit to an evaluation by the ACTT.

During the reporting period, the ACTT:

- awarded registered status with conditions to **1** local awarding body as follows:
 - Institute of Banking and Finance of Trinidad and Tobago
- reviewed an Annual Report for **1** local awarding body registered by the ACTT:
 - Institute of Banking and Finance of Trinidad and Tobago

3.8 RECOGNITION OF PROGRAMMES AND AWARDS

Employers, higher education institutions and other entities (e.g. those responsible for awarding scholarships) require that 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. This service was transitioned to an online service during this reporting period. A service quality standard of ten (10) days turnaround time was established.

During the reporting period, the ACTT:

- processed **944** applications for Statements on Recognition

From the start of its operations to the end of the reporting period, the ACTT has issued **19,434** Statements on Recognition.

3.9 NATIONAL QUALIFICATIONS FRAMEWORK

Section 8(2)(g) of Chapter 39:06 mandates the ACTT to “*develop and advise on a unified credit-based system for the postsecondary and tertiary education sector*”. In this reporting period, the ACTT continued to collaborate with the NTA to facilitate the submission of the National Qualifications Framework of Trinidad and Tobago (NQF-TT) to the MoE for approval by the Cabinet. This initial version of the NQF-TT identifies the ten (10) levels of the framework but does not include credits. The NQF-TT is aligned with the CARICOM Qualifications Framework (CQF) which has been adopted by the GORTT and, as such, will simplify the process of comparing and establishing equivalence among qualifications issued throughout the region.

3.10 FREE MOVEMENT OF SKILLS

Section 8(2)(v) of Chapter 39:06 empowers the ACTT “to facilitate the free movement of skills and knowledge within the Caribbean Community”. To this end, the ACTT also collaborated with the Ministry of Foreign and CARICOM Affairs on the assessment of two hundred and eighty-five (285) qualifications for issuing CARICOM Skills Certificates.

3.11 EQUIVALENCE ASSESSMENT

Section 8(2)(f) of Chapter 39:06 mandates the ACTT “to determine the equivalency of programmes and awards”. The Equivalence Assessment service involves evaluation

of a foreign qualification to determine the comparable academic value of the foreign qualification with a similar qualification awarded in Trinidad and Tobago. The ACTT conducts assessments of foreign post secondary and tertiary level qualifications and issues statements to applicants 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. The Equivalence Assessment service was suspended from March 2020 to February 2021 when the COVID-19 pandemic forced a lockdown. During this time, policies and procedures were implemented to transition the service to a fully online one.

During the reporting period,
the ACTT completed **10**
Equivalence Assessments.

The total number of Equivalence
Assessments processed from June 26,
2009 to September 30, 2021 is **343**.

3.12 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 a Focussed Site Visit to the following accredited institution:
 - The University of Trinidad and Tobago, Tamana Campus
- conducted Mid-Term Reviews to the following four (4) accredited institutions:
 - Cipriani College of Labour and Co-operative Studies
 - National Energy Skills Center
 - The University of Trinidad and Tobago
 - UWI School of Business and Applied Studies Limited
- hosted one (1) 'Guiding the Self Study Process' Workshop for the following accredited institution:
 - Cipriani College of Labour and Co-operative Studies

3.13

COMPARISON OF MAJOR ACHIEVEMENTS BETWEEN OCTOBER 01, 2019 – SEPTEMBER 30, 2020 AND OCTOBER 01, 2020 – SEPTEMBER 30, 2021

DESCRIPTION	October 01, 2019 – September 30, 2020	October 01, 2020 – September 30, 2021
Conferment of Institutional Title	None	None
Registration	<ul style="list-style-type: none"> • registered one (1) new institution • re-registered nine (9) institutions • number of registered institutions as at September 30, 2020 was forty-three (43) 	<ul style="list-style-type: none"> • registered zero (0) new institution • re-registered zero (0) institutions • number of registered institutions as at September 30, 2021 was thirty-three (33)
Institutional Accreditation	<ul style="list-style-type: none"> • Zero (0) institutions received initial institutional accredited status • conferred continuing institutional accredited status on three (3) institutions • number of accredited institutions as at September 30, 2020 was twelve (12): <ul style="list-style-type: none"> – Arthur Lok Jack Global School of Business, The University of The West Indies – Caribbean Nazarene College – Cipriani College of Labour and Co-operative Studies – College of Science, Technology and Applied Arts of Trinidad and Tobago – MIC Institute of Technology* – National Energy Skills Center – The University of the West Indies, St Augustine Campus 	<ul style="list-style-type: none"> • Zero (0) institutions received initial institutional accredited status • Zero (0) institutions received continuing institutional accredited status • number of accredited institutions as at September 30, 2021 was twelve (12): <ul style="list-style-type: none"> – Arthur Lok Jack Global School of Business, The University of The West Indies – Caribbean Nazarene College – Cipriani College of Labour and Co-operative Studies – College of Science, Technology and Applied Arts of Trinidad and Tobago – MIC Institute of Technology – National Energy Skills Center – The University of the West Indies, St Augustine Campus – The University of Trinidad and Tobago

DESCRIPTION	October 01, 2019 – September 30, 2020	October 01, 2020 – September 30, 2021
Institutional Accreditation (cont'd)	<ul style="list-style-type: none"> – The University of Trinidad and Tobago – Tobago Hospitality and Tourism Institute* – University of the Southern Caribbean* – UWI School of Business and Applied Studies Limited – West Indies School of Theology 	<ul style="list-style-type: none"> – Tobago Hospitality and Tourism Institute – University of the Southern Caribbean – UWI School of Business and Applied Studies Limited – West Indies School of Theology
Recognition of Foreign Awarding Bodies/ Institutions	<ul style="list-style-type: none"> • zero (0) foreign awarding bodies/institutions received initial recognised status • number of recognised foreign awarding bodies/institutions was eighteen (18): <ul style="list-style-type: none"> – ABMA Education Limited – Anglia Ruskin University – Association of Business Executives (ABE) – Association of Chartered Certified Accountants (ACCA) – Australian Institute of Business (AIB) – BPP University – Chartered Institute for Securities and Investment (CISI) – Chartered Institute of Procurement and Supply (CIPS) – Chartered Professional Accountants of Canada – City and Guilds of London Institute – Heriot-Watt University – Pearson Education Ltd – University of Bedfordshire – University of Greenwich – University of Hertfordshire – University of London International Programmes 	<ul style="list-style-type: none"> • zero (0) foreign awarding bodies/institutions received initial recognised status • number of recognised foreign awarding bodies/institutions was eighteen (18): <ul style="list-style-type: none"> – ABMA Education Limited – Anglia Ruskin University – ABE Global Limited – Association of Chartered Certified Accountants (ACCA) – Australian Institute of Business (AIB) – BPP University – Chartered Institute for Securities and Investment (CISI) – Chartered Institute of Procurement and Supply (CIPS) – Chartered Professional Accountants of Canada – City and Guilds of London Institute – Heriot-Watt University – Pearson Education Ltd – University of Bedfordshire – University of Greenwich – University of Hertfordshire – University of London International Programmes

DESCRIPTION	October 01, 2019 – September 30, 2020	October 01, 2020 – September 30, 2021
Recognition of Foreign Awarding Bodies/ Institutions (cont'd)	<ul style="list-style-type: none"> – University of New Brunswick – University of Sunderland 	<ul style="list-style-type: none"> – University of New Brunswick – University of Sunderland
Registration of Local Awarding Bodies	<ul style="list-style-type: none"> • zero (0) local awarding bodies received initial registered status • number of registered local awarding bodies was two (2): <ul style="list-style-type: none"> – Institute of Banking and Finance of Trinidad and Tobago – Trinidad and Tobago Insurance Institute 	<ul style="list-style-type: none"> • zero (0) local awarding bodies received initial registered status • number of registered local awarding bodies was two (2): <ul style="list-style-type: none"> – Institute of Banking and Finance of Trinidad and Tobago – Trinidad and Tobago Insurance Institute
Programme Approval	<ul style="list-style-type: none"> • approved fourteen (14) programmes from accredited institutions • approved four (4) programmes from registered institutions 	<ul style="list-style-type: none"> • approved ten (10) programmes from accredited institutions • approved zero (0) programmes from registered institutions
Statements on Recognition	<ul style="list-style-type: none"> • processed eight hundred and twenty-nine (829) applications for Statements on Recognition • number of Statements processed as at September 30, 2020 was eighteen thousand, two hundred and ninety-three (18,293) 	<ul style="list-style-type: none"> • processed nine hundred and forty-four (944) applications for Statements on Recognition • number of Statements processed as at September 30, 2021 was nineteen thousand, two hundred and thirty-seven (19,237)
Equivalence Assessments	<ul style="list-style-type: none"> • issued six (6) Equivalence Assessments 	<ul style="list-style-type: none"> • issued ten (10) Equivalence Assessments
Workshops	None	<ul style="list-style-type: none"> • hosted one (1) 'Guiding the Self Study Process' workshop for Cipriani College of Labour and Co-operative Studies

DESCRIPTION	October 01, 2019 – September 30, 2020	October 01, 2020 – September 30, 2021
Special activities/projects	<ul style="list-style-type: none"> • Hosted three (3) Annual Business Meetings with stakeholders from registered institutions, accredited institutions and external evaluators on April 15, 16 and 17, 2020 • Hosted a panel discussion entitled 'External Quality Assurance of Online Learning' on June 01, 2020 • Hosted a webinar on 'Digitisation Practices for Effective Employee Performance Management' on June 08, 2020 • Hosted an online meeting on September 03, 2020 to discuss challenges and adjustments faced by PSTE institutions (registered and accredited) and local awarding institutions 	<ul style="list-style-type: none"> • Hosted two (2) Annual Business Meetings with stakeholders from registered institutions and accredited institutions on April 14 and 15, 2021, respectively • Hosted an online conference entitled 'Future of Online Learning Quality: Best Practices in Artificial Intelligence and Competency-Based Credentialing' on November 05, 2020 • Hosted two (2) panel discussions entitled 'Leading Tertiary Education Institutional Capacity-Building through a Time of Crisis' and 'Strategies for Student Recruitment and Retention during a Pandemic' on January 08, and March 26, 2021 respectively
Staff Count	<ul style="list-style-type: none"> • Management Team (4) • Technical Staff (20) • Administrative Staff (21) 	<ul style="list-style-type: none"> • Management Team (3) • Technical Staff (21) • Administrative Staff (19)

3.14 THE ACTT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • First port of call in the country for registration, programme approval, institutional accreditation, transnational programme recognition and recognition of qualifications • Specialised technical staff performing roles that support regulation of tertiary education institutions • Receives income from clients and customers for services offered • Stable/permanent location of headquarters • Positive reputation among students, graduates, CARICOM nationals and employers for Statements on Recognition • Qualified Board members representing different sectors impacting higher education governance • Quality assurance standards, policies and processes regularly utilised by institutions • Frequently consulted and utilised evaluators and Team Chairs to support the evaluation process • Potential to establish unified credit-based system or National Qualifications Framework articulated to the CARICOM Qualifications Framework • Potential for systems and structures to be developed to meet the requirements for external review 	<ul style="list-style-type: none"> • Varied response times for services create frustration • Insufficient coordination between the ACTT and NTA as it pertains to regulation of programmes • Staff qualifications, compensation, knowledge, skills and competencies are not at a comparable level to other international accreditation agencies in most instances • Volume of income streams is inadequate and fees are not at desired rates as compared to other accreditation agencies • Lack of online payment platform to receive payment from stakeholders • Absence of Boards for prolonged periods negatively impacting workflows and approvals • Standards, policies and processes have not been sufficiently revised or updated since inception • Inadequate number of qualified, competent and experienced locally-based evaluators in certain areas or fields • Delay in finalisation and implementation of a National Qualifications Framework • Lack of readiness to undergo external review

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Market position can be maintained given that there are no competing entities except for specialised accreditation • Channels for expansion of ACTT services to stakeholders online with a special emphasis on Tobago • Technical staff to be trained and compensated to provide higher level value-added services to support sector accountability and quality assurance • Revenue generation through the provision of traditional as well as diversified services • Several local providers available for processing online payments at low cost • Market available for additional accreditation services in countries with no accrediting bodies • Alternative cost-effective facilities available on the market to relocate headquarters • Available online and mobile-friendly application solutions to automate workflows • Readily available international best practices in higher education quality assurance which can be used for benchmarking • Available highly qualified and experienced evaluators/experts documented on database from national and international jurisdictions • CARICOM Quality Assurance Register (CQAR) recently established by CARICOM to facilitate regional external review 	<ul style="list-style-type: none"> • International accreditation agencies offering transnational and international accreditation services • Existing technical staff attrition due to resignations or poaching by institutions • Institutions with declining revenues may not be in a financial position to remit fees • Loss in income when moving to new facility; adjustment period for stakeholders • Workflow automation solutions are unavailable or customers not using applications • Inadequate budgetary allocations for automated services • Board does not sanction revised corporate governance processes, policies and regulations to ensure that decisions can be made in the absence of Board • Absence of Board could lead to greater Ministry involvement in Council affairs • Absence of budget and personnel to facilitate revisions of standards, policies and processes • Inability to source and recruit potential evaluators • Cabinet does not approve the NQF • Funding unavailable for research-based project for implementation of the NQF • Lack of funding and personnel to facilitate external review

*(This list has been adapted
from the ACTT Strategic
Plan 2020-2025)*

4.0

SPECIAL ACTIVITIES AND PROJECTS

Amidst the inevitable changes that accompany a global public health phenomenon, the ACTT forged ahead and maintained virtual outreach with its most important customer segment – its institutions. Between October 01, 2020 and September 30, 2021, the ACTT hosted its first fully online conference, two panel discussions and its Annual Business Meetings for Registered and Accredited Institutions.

Future of Online Learning Quality: Best Practices in Artificial Intelligence and Competency-Based Credentialing was ideated as a forum to consider emerging models, approaches and best practices in online learning, which would have implications for the ACTT's regulation of post secondary and tertiary education. In partnership with the Association of Chartered Certified Accountants (ACCA), the ACTT sought to draw upon expert knowledge and experiences from educational practitioners, industries, regulators and AI practitioners to understand the innovations in both artificial intelligence and competency-based credentialing that may support transformational learning in higher education and business. The conference on November 05, 2020 was a success, with over 170 participants from local and international post secondary and tertiary institutions and other organisations.

Leading Tertiary Education Institutional Capacity-Building through a Time of Crisis, the first of two panel discussions hosted in the period, was held on January 08, 2021. The ACTT invited seven national and international academics to offer insight to the senior leadership teams of local PSTE institutions on the impact of leadership on capacity-building. In the end, over 80 stakeholders shared with their peers their institutions' experiences, challenges and lessons in bolstering the resilience of higher education through unforeseen crises.

Strategies for Student Recruitment and Retention during a Pandemic sought to provide institutional personnel involved in enrolment management (recruitment, retention of students) with best practices and student recruitment strategies to maximise PSTE institutions' intake of domestic and international candidates "in a time of COVID-19". Representatives of both registered and accredited institutions were hosted on March 26, 2021 and were able to share their views with fellow local as well as international enrolment and admissions officers.

The ACTT held its Annual Business Meetings for Registered and Accredited Institutions for the second consecutive year; on April 14 and 15, 2021, for registered and accredited institutions, respectively. As in 2020, the ABMs provided a forum for the ACTT to introduce proposals for Micro-credentials and Recognition and approval,

as well as engage with its institutions in a shared governance mechanism for policy formulation, standards setting and operational models and systems. This year, key information shared during the two days included decisions made by the Council regarding extension of institutional status; open, distance and online learning evidence requirements for programme approval; the proposed PSTE External Quality Assurance System; substantive change; the drive to onboard new persons to the External Evaluator Corps; and micro-credential recognition and approval. As part of the ABM programme, participants also had the opportunity to learn from their peers in a panel discussion on the theme: *'How do Post Secondary and Tertiary Education Institutions Become Entrepreneurial in This Particular Type of Environment.'* Overall ACTT's invitation was well received as participants represented 22 registered institutions and 12 accredited institutions.

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 subventions from the Government of Trinidad and Tobago for recurrent expenditure. Based on the ACTT's projected activities for the fiscal year, and in accordance with its strategic direction, a budget request of \$20,272,120.00 for Recurrent Expenditure was submitted to the line Ministry. Arising from the budget presentation for fiscal 2020/2021, the ACTT was advised that its allocation of funds under Estimates of Recurrent Expenditure for fiscal year 2020/2021 was \$10,000,000.00 in the first instance.

6.2 BUDGET / RECURRENT EXPENDITURE

For the financial year ended September 30, 2021, the ACTT was allocated \$10,000,000.00 to fund its recurrent expenditure, and as at September 30, 2021, total releases received from the MoE amounted to \$10,000,000.00. The ACTT had incurred total recurrent expenditure of \$13,851,027.00 for the fiscal year. Table 3 summarises the ACTT's recurrent expenditure for the period October 1, 2020 to September 30, 2021.

SUB-HEAD	Budget Releases \$	Actual Expenditure \$	Variances \$
Personnel Expenditure	669,000.00	724,952.00	(55,952.00)
Goods and Services	1,909,875.00	3,528,125.00	(1,618,250.00)
Contract Employment	6,311,563.00	8,303,715.00	(1,992,152.00)
Minor Equipment	0.00	9,301.00	(9,301.00)
Current Transfers and Subsidies	1,109,562.00	1,284,933.00	(175,371.00)
Total Recurrent Expenditure	10,000,000.00	13,851,026.00	(3,851,026.00)

TABLE 3
The ACTT's Budget Releases / Actual Expenditure
October 01, 2020 to September 30, 2021

The ACTT's unavoidable expenditure on salaries (\$8,303,715.00), gratuity (\$1,284,933.00) and rent (\$1,792,592.00) amounted to \$11,381,240.00. These three (3) items of expenditure alone exceeded the ACTT's total 2021 subventions of \$10,000,000.00 by \$1,381,240.00. 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.

There was no budgetary allocation for minor equipment expenses, resulting in a negative variance of \$9,301.00. Throughout fiscal 2020/2021, the ACTT employed stringent cost-cutting measures and opted to repair rather than replace its equipment to better manage its finances. Notwithstanding these measures, the ACTT still incurred a deficit of

(\$3,851,026.00). This was due to the ACTT's significantly reduced 2020/2021 allocation and the fixed nature of over 80% of the ACTT's recurrent expenses.

The ACTT's deficit was funded from accumulated revenues generated through its services from previous years. A breakdown of revenues for the period under review is shown in Table 4.

REVENUE/EXPENDITURE	Actual Amounts \$
Fee Income	556,424.00
Interest Income	106,163.00
Less: Expenses	(84,143.00)
Net Internal Revenue	578,444.00

TABLE 4
The ACTT's Internally Generated Revenues
October 01, 2020 to September 30, 2021

6.3 BUDGET / PSIP EXPENDITURE

The ACTT did not receive any allocations under the Public Sector Investment Programme (PSIP) for fiscal year ended September 30, 2021.

6.4 DEBT POLICY

Section 19 of the Act gives the ACTT 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 ACTT currently maintains an interest-bearing account with its bankers, First Citizens Bank (FCB), under this proviso. Revenues generated by the ACTT are held in this account. The Council follows guidelines set out in the State Enterprises Performance Monitoring Manual, outlined by the Ministry of Finance.

6.6 FINANCIAL COMPARISONS

ITEM	2020	2021	Comments
INCOME			
Government Subventions	12,000,000.00	10,000,000.00	
Evaluation/Registration/ Certification Fees	(108,772.00)	227,836.00	
Statements on Recognition Fees	173,375.00	244,445.00	
Total Recurrent Income	12,064,603.00	10,472,281.00	
EXPENDITURE			
Personnel Expenditure	574,444.00	724,952.00	
Goods and Services	5,008,324.00	3,528,125.00	Overall reduction in expenditure
Contract Employment	8,228,995.00	8,303,715.00	
Vehicles, Furniture, Fixtures & Equipment	2,125.00	9,301.00	
Current Transfers and Subsidies	1,210,078.00	1,284,933.00	Contracts matured in FY 2020 were paid in FY 2021, resulting in increased gratuity payments
Total Recurrent Expenditure	15,014,966.00	13,851,026.00	
Surplus/(Deficit)	(2,950,363.00)	(3,378,745.00)	<i>Deficit funded from ACTT's reserves</i>

TABLE 5
Financial Comparisons
for years ended September 30, 2020 and September 30, 2021

7.0 HUMAN RESOURCE DEVELOPMENT

7.1

ORGANISATIONAL ESTABLISHMENT

For the development of the organisation and its 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.

7.1.1 Categories of Employees

- Management Team (3)
- Technical Staff (21)
- Administrative Staff (19)

7.1.2 Career Path Systems

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

7.1.3 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. Position descriptions have been developed for all officers. Periodic reviews, as well as annual Performance Appraisals, are completed to evaluate officers' performance. These annual Performance Appraisals are usually completed at the end of the performance period.

7.1.4 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)
- Professional development workshops
- Examination leave
- No pay study leave
- Employee recognition

8.0 PROCUREMENT PROCEDURES

The ACTT is guided by its existing Procedures for Procurement and Disposal of Assets and is currently revising these procedures to ensure that all its procurement activities are in keeping with the provisions of the Public Procurement and Disposal of Public Property Act No. 1 of 2015 as amended by the Public Procurement and Disposal of Public Property (Amendment) Act, 2016 and 2017. Section 7 of the ACTT's Procurement policy prescribes the forms of procurement used.

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 is set so as to allow adequate competition in the procurement process. The invitees selected are 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 are invited.

Sole tendering

Where the circumstances so require, Merit Awards for purchase of materials/works/services are 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 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. An 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.

8.1 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

PUBLIC AND COMMUNITY RELATIONS

9.1

CLIENT AND PUBLIC ACCESS
TO SERVICES / SERVICE DELIVERY
SYSTEMS

On December 01, 2020, ACTT relocated its Head Office and will now continue its service to stakeholders from:

Level 1, Maritime Centre
29 Tenth Avenue
Barataria
San Juan

During the period ACTT's South Outreach Office located at SSL Building, 2nd Floor 40-44 Sutton Street, San Fernando, was closed. Further ACTT's Tobago Office, located at MIC-IT/YTEPP Tobago Technology Centre, 79 Milford Road, Canaan, is temporarily closed to the public until further notice.

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

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 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
- UK National Recognition Information Centre (UK NARIC)

Conclusion

The ACTT continues to carry out its mandate as set out in Chapter 39:06. This is being accomplished despite diminishing and aging resources; the Council's achievements outlined in this Report are testament to this. As the ACTT continues to make adjustments to the needs of the sector during the COVID-19 pandemic, the following initiatives are planned to continue meeting the needs of its stakeholders:

17th Annual CANQATE Conference and AGM

The ACTT, in collaboration with the National Accreditation Council, St Vincent and the Grenadines, will host the 17th Annual CANQATE Conference and AGM entitled *Quality Standards and the Global Higher Education Market in Response to Force Majeure* scheduled for October 28-29, 2021. The conference is expected to be held online and will feature knowledgeable and experienced professionals in the field of higher education.

Annual Business Meetings

The ACTT will continue to host Annual Business Meetings in 2022, with both registered and accredited institutions. The aim of these meetings will be to provide an opportunity for registered and accredited institutions to consider new proposals from the ACTT, to discuss changes that are being made or proposed and to engage institutions in a shared governance mechanism for policy formulation, standards setting and operational models and systems.



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