

**University of London External System
Institutions Sub Committee**

Implementation of Graduated Framework for partner institutions

Drawing together progress reports in respect of the implementation of the Framework, this paper describes the considerable work undertaken following ISC3 in the following areas:

<i>Communication:</i>		<i>Paras:</i>	
Preliminary consultation		2.0 - 2.3	
Analysis of key markets		2.7 & appendix 3	
Timeline		2.5 & 4.8	
Letters to AC and RC institutions		2.4; Rec 1a-c; appx 2	
<i>Transition:</i>			
Allocation		3.0-3.11; appendices 1a-c	
Procedure for provisional approval		3.4-5; Rec 1a-c; (ISC 4/3)	
Incorporation of PTT arrangements		3.6 – 3.9	
Accommodation of prospective institutions		3.10 -3.13; Rec 4a-d	
Analysis and Accommodation of existing MOUs		3.10; Rec 4a-d	
<i>Implementation:</i>			
Costing		4.0 (and ISC 4/4)	
MOAs and MOUs		4.1	
'Virtual Task Groups'		4.3-4.5	

A number of recommendations are made, and presented overleaf.

Recommendation 1a:

In October, those existing centres that in the view of the Dean, and on advice from the ISC, have the record and capacity to be provisionally recognised in either category will be contacted as below, invited to consider their options and respond to the University by 31 January 2009. The Institutions Office will inform all Lead Colleges of the names of such institutions.

Recommendation 1b:

Affiliate Centres: To be sent letter as per appendix 2, informing them of automatic provisional allocation on the basis of extensive and commendable past experience. Arrangements for their formal reapproval are to be undertaken within the next 5 years. Subsequent agreement will have a lifespan 7 years. Annual monitoring arrangements will commence during academic year 09/10.

Recommendation 1c:

Registered Centres: To be sent letter as per appendix 2, informing them of their provisional allocation to 'Registered Centre' category, but that should they wish to be reconsidered for inclusion within the higher category, they are invited to make a brief narrative submission to support their case, for the Committee's consideration. The format for this submission is covered in paper ISC4/3. Otherwise, arrangements for their formal reapproval as a Registered Centre are to be undertaken within the next 3 years. Subsequent agreement will have a lifespan of 5 years. Annual monitoring arrangements will proceed as above. Appendix 1a describes the handling of Registered Centres in two phases.

Recommendation 2:

In addition, a general notice will be posted on the website on 01 November 2008 advising those responsible for existing teaching institutions of the new policy relating to Affiliate and Registered centres. It will state that a limited number of centres will be recognised in 2009 and will give the broad outlines of the criteria and the timing of the approval process.

Recommendation 3:

That the Institutions Sub Committee agree a number of visits that can be undertaken in any one year.

Recommendation 4a:

That one standard template enabling document (MOU) is prepared for all serious 'prospective' relationships, and that such documents be rolled out to cover all those institutions yet to be admitted to Affiliate or Registered Centre categories, following due diligence.
[Note: The format and wording of this MOU is scheduled to be determined at ISC5.]

Recommendation 4b:

That guidelines are developed for the operation and public presentation of our work with those institutions yet to be admitted to Affiliate or Registered Centre categories, and presented for consideration at ISC6.

Recommendation 4c:

That a definitive list of institutions to receive this treatment in the first instance is produced and subject to report at ISC6, and that the list subsequently be maintained and Committee updated regularly.

Recommendation 4d:

That from January 09, following ISC6, letters be sent to agreed prospective institutions, providing them with details of the framework and steps to be taken in order to obtain, in the first instance, an MOU, specifying a timeframe for their consideration by ISC for inclusion in the framework, and inviting any institution unhappy with its allocation to provide a submission as described in Recommendation 1c, above, for the Committee's consideration.

**University of London External System
Institutions Sub Committee**

Implementation of Graduated Framework for partner institutions

- 1.0 This paper draws together, for the Committee's information and consideration, various reports in respect of the implementation of the new policy framework for supporting institutions, drawing upon proposals made in the papers ISC2.4 Allocation and Transition; ISC2.6 Communications Strategy; ISC3.3 Framework Proposals; 3.6 MOAs and outstanding documentary requirements.
- 1.1 This paper subdivides into the following sections:
- Communication
 - Transition
 - Implementation

Communication

- 2.0 Preliminary consultation has taken place with Colleges and College Consortia regarding the framework's implementation, and this has been both useful and positive. Outcomes of these discussions are condensed within the Transition section of this paper on Transition. At the time of writing, discussions are yet to take place with LSHTM; Birkbeck re OPHRM; CeDEP; Lead Colleges for Humanities. This work will be concluded by November, in time for report to ISC5.
- 2.2 Extensive informal discussions have taken place within EISA, chiefly within the operational areas of Registry Services, Transformation, SITS and Operations. In October two lunchtime seminars have been arranged to present further details of new policy development more widely/formally within the University. These seminars will include current debates about these relationships and how they may change in the future and a presentation of work funded by two Teaching and Research Awards, focussed upon training and development programmes for LLB supporting institutions. The seminars are anticipated to provide a useful basis for development of a programme of activity with regard to competence and capacity building.
- 2.3 Feedback has been informally sought from a wide range of future 'AC' and 'RC' centres, with the proposed policy changes meeting with general enthusiasm. Moreover the Institutions Office has actively reviewed around 1000 other institutions on record to ascertain their current teaching status. Future administration of these arrangements is discussed further in section 3 of this paper, on Transition.
- 2.4 Appendix 2 presents templates for letters to be individually tailored, and sent in October to institutions provisionally allocated to categories AC and RC, and to those institutions yet to be admitted to Affiliate or Registered Centre categories ('TBC'). This is discussed in detail below.
- 2.5 The timeline presented in paper ISC2.6 has been updated as agreed, and work in all areas is proceeding to deadline. Some commentary on emerging key dates is presented in 4.8 below.
- 2.6 In the coming months, meetings will be held with colleagues in marketing and media sections regarding update of web content and publications; development of a suite of glossy information/reference materials for institutions; consideration of PR/Media issues relating to the framework.
- 2.7 Consultation with Programme Directors has taken place to identify priority country issues that either relate to implementation of policy proposals, or that stand as a

significant hindrance to the further development of relationships with institutions. Appendix 4 details the countries/issues identified. The Programme Director/s identified in appendix 4 have been nominated to devise approaches to resolving these issues and to advise the Global Networks and Communities Directorate of EISA, which holds responsibility for such matters and should progress and report to ISC as appropriate.

Transition

- 3.0 Following consultation, institutions have been given an indicative allocation to the categories 'AC', and 'RC'. See Appendix 1a.
- 3.1 This allocation was employed in the preparation of country prioritisation analyses, and in the development of detailed procedure for approval monitoring and review (cf paper ISC 4/3). As predicted, reconciling such a large number of institutions within the framework is highly challenging and continues to raise concerns as to the practicability of scrutinising, assessing, and visiting all of the (approx) 115 institutions included in the indicative allocation in appendix 1a within the 5 year timeframe discussed.
- 3.2 Moreover, a large number (see appendix 1b below) of prospective institutions are currently at various stages of working with ULES to develop support for ULES students. These centres are increasingly being provided with MOUs as 'enabling' documents. The MOU template has been amended to reflect impending policy change, and the need to seek Committee approval in due course in order to be incorporated into the framework.
- 3.3 With a view to rationalising the large numbers of prospective organisations currently on the University's books, the status of around 1000 centres' provision for External students has been reviewed. Of the centres contacted, around half expressed keen interest in working with the University in future and receiving further information from the University about the new framework and less than a quarter informed us they would no longer be supporting University of London programmes. The remainder were uncontactable. Many have been advertising support for London programmes for some years but have never recruited students. Many state they are still in the course of 'launching a programme of support'. Some are supporting a small number of students. Any institution manifesting serious intent to work with External students has been identified as 'TBC' in appendix 1b and further work should be undertaken to determine which of these should be invited to apply for inclusion in the framework. This work is ongoing, and the question of prospective institutions is addressed further below.
- 3.4 It is, however, taken as axiomatic that most existing, active institutions should receive a provisional classification within the framework. In order to balance operational constraints with the need for security of audit, it has been necessary to devise an approach that will provide:
- Operational efficiency and simplicity
 - A concrete and consistent baseline upon which to finalise allocation
 - Transparent and reasoned prioritisation of those institutions to be visited, and capacity for additional institutions to be considered, as required.
 - A platform for management of expectations in order to reduce any risk of unwittingly provoking embarrassment or offence through summary action.
- 3.5 Appendix 1c presents an indicative phased itinerary of activity that is likely to result from the approach recommended below (see also ISC 4/2: Procedures for approval, monitoring and reapproval). Although the proposed approach provides means for making better progress than might otherwise be the case, the number of visits that can be undertaken in any one year remains to be agreed and will be a significant factor in the rate at which the new structure can be introduced. The precise form of the website notice should reflect the agreement as to numbers. It would be unfortunate either to encourage false hopes or to depress the market, or indeed both.

Recommendation 1a:

In October, those existing centres that in the view of the Dean, and on advice from the ISC, have the record and capacity to be provisionally recognised in either category will be contacted as follows, invited to consider their options and respond to the University by 31 January 2009. The Institutions Office will inform all Lead Colleges of the names of such institutions.

Recommendation 1b:

Affiliate Centres: To be sent letter as per appendix 2, informing them of automatic provisional allocation to top category on the basis of extensive and commendable past experience. Arrangements for their formal reapproval are to be undertaken within the next 5 years. Subsequent agreement will have a lifespan 7 years. Annual monitoring arrangements will commence 09/10.

Recommendation 1c:

Registered Centres: To be sent letter as per appendix 2, informing them of their provisional allocation to 'Registered Centre' category, but that should they wish to be reconsidered for inclusion within the higher category, they are invited to make a brief narrative submission to support their case, for the Committee's consideration. The format for this submission is covered in paper ISC4/3. Otherwise, arrangements for their formal reapproval as a Registered Centre are to be undertaken within the next 3 years. Subsequent agreement will have a lifespan of 5 years. Annual monitoring arrangements will proceed as above. Appendix 1a describes the handling of Registered Centres in two phases.

Recommendation 2:

In addition, a general notice will be posted on the website on 01 November 2008 advising those responsible for existing teaching institutions of the new policy relating to Affiliate and Registered centres. It will state that a limited number of centres will be recognised in 2009 and will give the broad outlines of the criteria and the timing of the approval process.

Recommendation 3:

That the Institutions Sub Committee agree a number of visits that can be undertaken in any one year.

- 3.6 As previously agreed, incorporation of Permission To Teach arrangements for inspections is to be staged across the next few years. Discussion in this regard has so far determined that there is no objection to the phasing out of Permission To Teach terminology, and for diploma inspection costs to be remitted to Colleges/Consortia via the Central University.
- 3.7 Agreements relating to Diploma teaching arrangements established during this period will carry reference to the forthcoming change in policy and the intention to incorporate diploma teaching arrangements within the framework. No new PTT arrangements will be established during this period without reference to the Central University.
- 3.8 In a number of cases, planned diploma teaching inspection visits are being postponed until such time as everything is in place to inspect for both the Diploma programme, and for inclusion in the framework, simultaneously. Whilst it is recognised this will not always be possible, there are clear benefits to both the University and the institutions in streamlining the various visits and documentary submissions as early as possible.
- 3.9 It should be noted that all PTT visits and inspections for academic year 08-09 will continue as usual but from the start of academic year 09-10, approval for Diploma Teaching status will be undertaken under the auspices of this policy framework.

- 3.10 As noted above, an increasing number of MOUs have been signed in recent times to signal the University's intent to enter into an informal relationship. Analysis of current MOUs shows over 80 current MOUs, with expiry dates ranging up to and including 2014 (in seven cases, the MOU stipulates no expiry date). Where MOUs exist, it has been agreed that these may run their full term prior to the centre's transition into the framework, unless agreed otherwise by mutual consent.
- 3.11 There is clear sense in providing prospective institutions with enabling documentation in some form, and it is acknowledged that an MOU would appear to be more suitable for the purpose than a letter of 'intent'. It would however be in the interests of transparency and consistency for all institutional prospects to receive the same enabling documentation, which moreover could serve as an appropriate point to indicate the dates when the University intends to undertake formal approval procedures for inclusion within the framework.
- 3.12 It is evidently prudent to stipulate what advertising and support constraints apply for institutions yet to be admitted to Affiliate or Registered Centre categories, what time limitations the University can place on an institution operating with tacit support from ULES before an application for inclusion in the framework is considered, or conversely, what criteria should apply before ULES desists from further involvement.
- 3.13 It has already been acknowledged that, in addition to those institutions with MOUs, work has commenced in recent years with many other prospective institutions, all of whom have been progressing such arrangements in good faith and often at considerable expense. It would be highly undesirable to appear to be summarily cutting such relationships adrift, and goodwill must be retained and developed. A critical review will be undertaken of the prospective centres listed in Appendix 1b, issuing enabling documentation where appropriate, as per Recommendation 4a below, and progressing these arrangements within established procedural guidelines, as per Recommendation 4b.

Recommendation 4a:

That one standard template enabling document (MOU) is prepared for all serious 'prospective' relationships, and that such documents be rolled out, to cover all those institutions yet to be admitted to Affiliate or Registered Centre categories, following due diligence.

[Note: The format and wording of this MOU is scheduled to be determined at ISC5.]

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That guidelines are developed for the operation and public presentation of our work with those institutions yet to be admitted to Affiliate or Registered Centre categories, and presented for consideration at ISC6.

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That a definitive list of institutions to receive this treatment in the first instance is produced and subject to report at ISC6, and that the list subsequently be maintained and Committee updated regularly.

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That from January 09, following ISC6, letters be sent to agreed prospective institutions, providing them with details of the framework and steps to be taken in order to obtain, in the first instance, an MOU, and specifying a timeframe for their consideration by ISC for inclusion in the framework, and inviting any institution unhappy with its allocation provide a submission as described in Recommendation 1c above, for the Committee's consideration.

- 3.14 During the course of consultation with Colleges, a number of cases have been identified where a collaborative relationship exists that is inappropriate for inclusion within the

framework as it would not normally be listed in University publications. The principle being applied is that the framework is not intended to be administrative straitjacket to collaborative venture and in no way precludes the University or constituent Colleges developing academic or business partnerships outside the aegis of the Framework under the terms of separate policy and procedure.

Implementation

- 4.0 An indicative costing and business plan has been refined and developed for consideration at ISC4. (cf ISC 4/3)
- 4.1 The Memorandum of Agreement is being drafted and will receive the Committee's consideration at ISC5. A template Memorandum of Understanding for prospective institutions (as per Recommendation 4a above) will also be prepared for consideration at that meeting.
- 4.2 A one-year pilot programme has recently been launched with Holborn College with the objective of streamlining administrative process. Agreement in this case has been signalled in an MOU, which has been drafted to reflect the imminent introduction of new policy, and in such a way that the agreement may be replicated as an annex to Holborn College's future MOA. Similarly, an agreement has recently been drafted for ICEF in Moscow to streamline administrative arrangements in respect of bulk payment of fees. This will also provide a useful template for such arrangements following introduction of the new framework, and agreement has been reached with Registry Services that there is no objection to the replication of such arrangements with any 'Affiliate Centre'.
- 4.3 Work on scholarships and fellowships is anticipated to commence in late 2008, following consideration by Finance Committee on funding proposals (cf: ISC 4/4).
- 4.4 The proposed Virtual Task Group relating to Quality will be convened following ISC's approval of the procedures proposed in respect to approval, monitoring and review in paper ISC 4/3, and will address, *inter alia*, articulation of monitoring arrangements with internal APR processes.
- 4.5 Full functionality for reporting and monitoring on institutions has, as discussed, been incorporated in the specification document for SITS. Progress on the SITS and Portal projects will be subject to separate oral report at ISC4.
- 4.6 Systematic arrangements have been established for approved Registered and Affiliate Centre staff to gain access to all online VLE and Online Library facilities provided to students.
- 4.7 Production has commenced on a reference guide, containing detailed specification of the available services, operating constraints and obligations for Registered and Affiliate Centres, and this is proving a very useful basis for identification of problems, and further consultation with operational staff. A draft reference guide for institutions will be made available for the Committee's initial perusal at ISC5, and final approval at ISC6.
- 4.8 Following drafting of the procedures for approval, monitoring and review an order of business for ISC starts to take shape. Dates for 2009 have received lengthy consideration, in order to accommodate ESAC dates and procedural guidelines recommended in paper ISC 4/3. As such, the dates for future meetings, tentatively set for November, February, June and October, Dates should now be set in line with the schedule overleaf (provided along with a loose anticipated order of business):

Dates:	Committee Business:	Activity:
October – ISC4	~	Letters sent to AC; RC
November – ISC5	<i>Consider</i> MOA and MOU template; <i>Receive</i> Draft Reference Guide; Reports on initial response to letters; Decision whether to approve in Trinidad June 09	Website notice; Correspondence with institutions; Staff training; Publication update; Fellowships and Scholarships Application info to Trinidad (and RSIC)?
December		
January – ISC6	Consider Responses to letters and appeals final allocation; Finalise reference guide; travel planning; Report on TBCs and guidelines	Letters to TBC Development work continues; Provisional MOAs start to be issued; Communication and liaison ongoing; LSE providers meeting March
February - ESAC	To receive papers from ISC4-6.	
March - April		
May – ISC7 <i>[followed by ESAC]</i>	Consideration of Institutions returns; Consider Responses to letters and appeals Scheduling visits for 09/10	
June - August		Opportunity to inspect institutions in Trinidad and Jamaica as first major trial of procedure. Some visits possible according to institutions' returns
September – ISC8	First approvals for AC; RC; TBC, depending upon returns and scheduled travel.	MOAs issued
October - ESAC		

Affiliate Centres (26):

School of Business & Computer Science

[HKU SPACE]

HK PolyU (SPEED)

Lingnan Institute of Further Education

Brickfields Asia College

HELP Academy

ATC School of Law

Intech Training Centre

[University of Cambridge]

Singapore Institute of Management

Institute of Management and Technology

Russell Square International college

Indian School of Business and Finance

Royal Institute Colombo

Arab Academy of Science & Technology

IITM FZ LLC Dubai

[Birkbeck]

[ICEF]

University of Nicosia

Universitat Passau

St Martins Institute of Information Technology

Istanbul Bilgi Universitesi

Roots College International

University College Lahore

[Holborn College]

City of London College

Registered Centres (68):

(Asociacion Internaccional de Estudios)

(Galen University)

(Canada Business College)

Caribbean Legal Practice Institute

Institute of Law and Economics/UTECH

University College of the Caribbean

Academy of Tertiary Studies ↑

College of Legal Studies

(Dawill Law Academy)

Institute of Law and Academic Studies

Institute of Tertiary Tutors

K Beckles and Associates ↑

(International Centre for Legal Studies)

PTPL College

KDU College

(KATC School of Business)

(Crescendo International College)

Mentari School of Law

Ranger College

SeGi College

Bhuiyan Academy ↑

HELP ICT

Dhaka Centre for Law and Economics

Chancery Academy of English Law

Stamford College

(Adler Consulting Group)

PSB Academy

Singapore Accountancy Academy

Stansfield College ↑

University College of Islamabad ↑

L'Ecole for Advanced Studies

SZABIST

Alta Vista college ↑

Bay View College

Institute of Legal Studies

Islamabad School of Law

(Jinnah University College)

(Metropolitan University of Law and Social Sciences)

(English Legal Educational System)

Informatics Institute of Technology

Centre for Professional Studies

(Gulf University College)

(Al Manahil and Horizons HRD)

(Chababar International University)

Mansour University College

London College of Legal Studies ↑

DEI Bachelor and Master Degrees ↑

(Podar World College)

British School of Law ↑

Newcastle Law Academy ↑

(Moscow School of Social and Economic Sciences)

(Russian Academy of Justice) ↑

(Finance Academy of the Russian Federation) ↑

Ecole Internationale de Management

Zenith College

Kenya School of Professional Studies

Lord Diplocks Learning Centre

(London School of Law (Mtius))

Centre for Legal and Business Studies

Institute for Business and Professional Studies

Centre for Law and Business

(International Providential Training Centre) ↑

(Institute for Professional Legal Training)

Holy Trinity College Law School

Limerick Senior college

CESMA – Escuela de Negocios

Escuela Internacional de Protocolo

(Malaga Business College)

[Kazakh British Technical University]↑

UK Registered Centres:

(QED Law)	London College of Business and Computer Studies	London Trinity College
(ILEX Tutorial College)		Middlesex College of Law
Kensington College of Business ↑	London College of Professional Studies	(Pathways to Philosophy)
Kingsbridge College of Management and Technology	London College Wimbledon	Commonwealth Faculty of Advanced Legal Research
Law Studies School of Law and Social Science	St Patricks College	(Exeter College)
Maritime Greenwich College	London Crown College	London School of Science and Technology
London Academy of Law	(London Law Tutors)	
	London School of Business and Management	Metropolitan College of London (Benedictine International School)

Legend and Commentary:

Bold Type indicates existence of an MOU

(Bracketed text) indicates Phase 2

[Square Bracketed text] indicates Special Cases

(eg: Birkbeck, Cantab, KBTU, ICEF, SPACE, Holborn)

↑ indicates those Registered Centres from whom an appeal against provisional allocation is anticipated. These, per Rec 1c, will submit brief narrative submissions in support of their reallocation by Dec 1, for consideration at ISC6, or by Jan 31 for consideration at ISC7.

Phased Approach to Registered Centres:

1. Recommendations 1-3 above outline an approach to streamline process of aggregating information, by means of a staggered approach in line with strategic need, quality requirements, operational priority and resource constraints.
2. Based on a range of geographic, policy and economic factors, a number of Registered Centres have been designated for consideration as part of a second phase. Whereas other Registered Centres are to receive approval visits within three years, with a full application made at that time (and a shortened interim submission with statement made only in event of dispute with provisional allocation), Registered Centres in Phase 2 may not receive an approval visit during this period, and instead a full application should be sought within one year of the launch of arrangements
3. From this approach can be derived the indicative itinerary for activity over the coming three academic years, presented in appendix 1c.

NOTE: This list will be subject to intensive review in the weeks following ISC4, with an updated version circulated to Committee members.

Gen'sis	Australia
The International University	Austria
Galilee College	Bahamas
Success Training College	Bahamas
The College of the Bahamas	Bahamas
Asif International Tutorial	Bangladesh
Centre for Professional Studies	Bangladesh
Informatics Institute Bangladesh	Bangladesh
International Institute of Business, Law & Technology	Bangladesh
London Business School	Bangladesh
London Grace	Bangladesh
School of British Law and Business	Bangladesh
SouthEast University	Bangladesh
Uttara University	Bangladesh
Decatic Commercial School	Botswana
Elite Vocational College	Botswana
Gaborone University College of Law	Botswana
Koketso Vocational College	Botswana
Mompoloki Lesego Kgolagano	Botswana
Mandy	British Virgin Islands
Mary Mossongo Memorial College of Education	Cameroon
Metropolitan Business School	Cameroon
Seneca College	Canada
Institute of Legal Training	Cayman Islands
East Asia International Institute of Beijing	China (People's Republic of)
MT Education and Technology Associates International	China (People's Republic of)
Alexander College	Cyprus
Cyprus Institute of Marketing	Cyprus
Girne American University-Northern Cyprus	Cyprus
University of Lefke	Cyprus
El Dar El Arabia for Training and Consultation	Egypt
Modern University for Technology and Information	Egypt
Universal for Educational Development	Egypt
International Leadership Institute	Ethiopia
University of Gondar	Ethiopia
Academy Access	Finland
MJK Institute	Finland
Demos	France
Universite Omar Bongo	Gabon
Euro Akademie	Germany
European Language School	Germany

Ghana Institute of Management and Public Administration	Ghana
Gideon College	Ghana
Best in Continuing Education	Greece
Europedia Hellas	Greece
European Studies and Research	Greece
International Academic Services	Greece
Universal College	Greece
Nations University	Guyana
MIS Technologies Centre (HK) Ltd	Hong Kong
Aditya Institute of International Studies	India
Centre for Management and Information Technology	India
City School of Social and Managerial Sciences	India
Commonwealth Institute	India
DC School of Management and Technology	India
Education SI Pte Ltd	India
Global Institute of Management Technology	India
IMS Group of Institutions	India
International Centre for Leadership Development	India
International School of Economics and Management	India
Ivy International Graduate School	India
Jagan Institute of Management Studies	India
Jain Educational Institutes	India
Mahendra Koolwal	India
National Centre for Rural Development	India
Rajitil Institute of Technology	India
RIMS International School and College	India
SMT Centre for Advanced Learning	India
Synergy Institute of Advanced Management	India
Times Business School	India
Umeschandra College	India
Sedaya International University	Indonesia
Sun-Dev Inter Campus Network	India
Supra - IEP College of Higher Education	Indonesia
Global Training Associates	Iran
Malekshahi, Hamed	Iran
Sadra International University	Iran
Sarira-Resanatech	Iran
Swift Investment & Development Co. Ltd	Iran
Cihan University	Iraq
European Business School, Dublin	Irish Republic
Grafton College of Management Sciences, Dublin	Irish Republic
HSI Business School	Irish Republic
Infinity Business College/Business Management Institute	Irish Republic
London College Dublin	Irish

	Republic
Medway College	Irish Republic
Ono Academic College	Israel
Maggio, Salvatore, Trapani	Italy
Education Profiling	Ivory Coast
Caribbean International College	Jamaica
National Development Foundation of Jamaica	Jamaica
Arab Academy for Banking and Finance	Jordan
Computer Learning Centre	Kenya
Graffins College	Kenya
Institute of Information Technology Studies & Research	Kenya
Leaders Institute of Business Studies	Kenya
Link-up Institute	Kenya
Strathmore College, Nairobi	Kenya
The Coast Academy	Kenya
Valley Business School	Kenya
ITI Education	Kuwait
KV Personnel & Training Services	Malawi
Makhaza, Mr J.	Malawi
Malawi Posts Corporation	Malawi
AEC Edu Group	Malaysia
EduTrain College	Malaysia
INTI College Sarawak	Malaysia
Kolej Gemilang	Malaysia
Kolej P.I.E	Malaysia
Kolej Tunku Abdul Rahman	Malaysia
McOrange Institute Kuala Lumpur, Malaysia	Malaysia
Mutiara International College Of Technology Innovation	Malaysia
PAAC Business Institute	Malaysia
School of Law	Malaysia
Southern College	Malaysia
Tunku Abdul Rahman College	Malaysia
Appavoo Business School	Mauritius
Biz/IT Education	Mauritius
DCDM Business School	Mauritius
Kennington Institute	Mauritius
Legal Studies	Mauritius
OCEP, The Open College for Educational Programmes	Mauritius
Pegasus Institute	Mauritius
Prime Business School	Mauritius
School of Law and Advanced Studies	Mauritius
Whitefield Business School	Mauritius
Myanmar Directory	Myanmar
SGI	Myanmar
ICBIT Namibia	Namibia
International College of Business & Information Technology	Namibia
ICI International College	Nepal
Kritika Education and Health Foundation	Nepal

Sheel Institute of Technology	Nepal
Tribhuvan University	Nepal
Christwealth University	Nigeria
Hallmark International Education	Nigeria
Kinsey Academy	Nigeria
Maaron Training	Nigeria
Onamo Agboye Training and Development Limited	Nigeria
Unique Management Academy and Technology	Nigeria
Oman Training Institute	Oman
Aims Institute of Management and Sciences	Pakistan
Al Mustafa Foundation	Pakistan
Avicenna School 'A' Levels	Pakistan
Foundation Institute of Management Science	Pakistan
G.C. University, Lahore	Pakistan
Health and Development Center	Pakistan
Institute of Business and Economics	Pakistan
Institute of Business and Technology	Pakistan
Institute of Computer Sciences	Pakistan
Institute of Legal Studies (Peshawar)	Pakistan
Institute of Management and Computer Sciences	Pakistan
Jinnah Muslim Law College	Pakistan
Jurisprudence Centre	Pakistan
Keynesian Institute of Management & Sciences (KIMS)	Pakistan
Legal Studies Centre	Pakistan
London College of Professionals	Pakistan
Lyceum School (The)	Pakistan
Malik Enterprises	Pakistan
Pakistan Health and Education Foundation	Pakistan
Professionals Institute Of Excellence	Pakistan
Sindh Muslim Government Law College	Pakistan
Superior College Lahore	Pakistan
The AIMS-Institute of Professional Studies	Pakistan
The International School	Pakistan
The International School	Pakistan
The Lyceum School	Pakistan
University of Business & Technology	Pakistan
Zahaq Associates	Pakistan
MSA Academic Advancement Institute	Philippines
MSA Tutorial and Review Center	Philippines
Lodz Academy of International Studies	Poland
FORMEDIA Instituto Europeu de Formação de Empresários e Gestores	Portugal
Finance Academy of Russian Federation Government	Russia
Moscow University of Industry and Finance	Russia
Russian Academy of Justice	Russia
Urals Academy of Public Administration	Russia
AM School of Business Studies	Singapore
Brookes Business School	Singapore
Buxton School Of Business	Singapore

Cardiff Learning Centre	Singapore
Coleman College	Singapore
Creative Learning Centre Pte Ltd	Singapore
EASB, Institute of Management	Singapore
East Asia School of Business	Singapore
Elite Business School	Singapore
Goro Language School	Singapore
Harriet Educational Group Pte Ltd	Singapore
Informatics Computer School	Singapore
Management Academy Singapore	Singapore
Management Development Institute of Singapore	Singapore
Meridian Law Tutors	Singapore
MIS Technologies Centre Pte Ltd	Singapore
MTC Asia Education Centre	Singapore
Oxford Business and Language School	Singapore
Process Educational Centre Pte Ltd	Singapore
Systematic Commercial Training Centre	Singapore
Tianjin Institute of Financial and Commercial Management	Singapore
Washington Commercial and Language School	Singapore
Watson Institute	Singapore
West Business School	Singapore
Institute for Professional Legal Training (IPLT)	South Africa
Open Learning Group	South Africa
Kingston College	South Korea
Malaga Business College / Management Center	Spain
EMSO Ltd	Sri Lanka
Institute of Business Studies	Sri Lanka
National Research and Development Foundation	St Lucia
Khartoum International Academy of Journalism	Sudan
University of Swaziland	Swaziland
Mangkulturellt Folkbildningscentrum (MKFC)	Sweden
Politecnico di Studi Aziendali	Switzerland
Great Master Management Consultant Corp	Taiwan
National Institute of Development Administration	Thailand
BorderCom International Business and Technology Learning Center	Trinidad and Tobago
College of Professional Studies	Trinidad and Tobago
College of Science, Technology and Applied Arts of Trinidad and Tobago	Trinidad and Tobago
HCU Institute for Higher Learning	Trinidad and Tobago
Langdons Language Institute	Trinidad and Tobago
Omardeen School of Accountancy Ltd	Trinidad and Tobago
Upper Level Educational Institute Ltd.	Trinidad and Tobago
University of Lefke	Turkey
Yeditepe University	Turkey
32Group/ICSS	United Arab Emirates

Emirates Institute of Banking & Financial Studies	United Arab Emirates
International College (The)	United Arab Emirates
S.P. Jain Center of Management (Dubai)	United Arab Emirates
Academic College of London	United Kingdom
Academy of Corporate Training	United Kingdom
Academy of Professional Training	United Kingdom
African Business School (London Office)	United Kingdom
Albion College	United Kingdom
AT Institute	United Kingdom
Bellerby's College Brighton and Hove	United Kingdom
Birmingham Bible Institute	United Kingdom
Birmingham College	United Kingdom
Birmingham Cosmopolitan College	United Kingdom
Blake Hall College Ltd	United Kingdom
Brit College	United Kingdom
Britannia College	United Kingdom
Britannia College London	United Kingdom
Britannia College of Excellence	United Kingdom
Briton College	United Kingdom
Buckingham College	United Kingdom
Buckingham International School	United Kingdom
Business School of London (The)	United Kingdom
Cambridge College of Advanced Studies	United Kingdom
Cambridge Management College	United Kingdom
Campbell Harris	United Kingdom
Campbell's College Ltd	United Kingdom
CECOS College of IT & Management	United Kingdom
Central College	United Kingdom
City College of London	United Kingdom
City College of Management UK	United Kingdom
City College of Technology	United Kingdom
City of London Institute	United Kingdom
City School of Commerce and Technology	United Kingdom
College of Accounting and Management Studies	United Kingdom
College of Information Technology / Meridian Business School	United Kingdom
College of Technology London	United Kingdom
Commonwealth Business Council Academy	United Kingdom
Commonwealth Institute of Learning	United Kingdom
Commonwealth Law College	United Kingdom
Cromwell College of IT and Management	United Kingdom
Dean College of London	United Kingdom
Ealing International College	United Kingdom
Eden House College	United Kingdom
ETHames Graduate School	United Kingdom

Flourish College of Management and Technology	United Kingdom
Gemal College	United Kingdom
Gemini College	United Kingdom
Glasgow College	United Kingdom
Global Training, Education and Consultancy	United Kingdom
Grafton College of Management Sciences, London	United Kingdom
Guildhall College	United Kingdom
Hamilton College London	United Kingdom
Hammersmith Management College	United Kingdom
Harrow International Business School	United Kingdom
Horizon College of Learning	United Kingdom
Icon Training Academy	United Kingdom
Ideal Training Centre	United Kingdom
Iford College	United Kingdom
Impact College	United Kingdom
Impact International College	United Kingdom
Impact Training UK Limited	United Kingdom
Impex College of London	United Kingdom
Interlink College of Technology	United Kingdom
International Business College	United Kingdom
International Business Institute	United Kingdom
International Centre for Leadership Development (UK) Ltd	United Kingdom
International Centre for Organisational Management	United Kingdom
JIMIS College	United Kingdom
Kelvin Business School	United Kingdom
Kent Law Tutors	United Kingdom
King's Cross College	United Kingdom
Law Tutors Direct, London	United Kingdom
LBT College	United Kingdom
Learning through Cooperation	United Kingdom
Leicester Business Academy	United Kingdom
Leicester College of Professional Studies	United Kingdom
Leicester Commercial College	United Kingdom
Leicester Commercial College	United Kingdom
Leicester International Business College (LIBC)	United Kingdom
Limkokwing University of Creative Technology	United Kingdom
Lincolns College London	United Kingdom
Liverpool College of Management Sciences	United Kingdom
Londinium College	United Kingdom
London Academy for Higher Learning	United Kingdom
London Academy of Administrative Studies	United Kingdom
London Academy of Business and Technology	United Kingdom
London Academy of Higher Education	United Kingdom
London Academy of Management and Science	United Kingdom

London Ambassador College	United Kingdom
London Britannia Management College	United Kingdom
London Business Academy	United Kingdom
London Business College	United Kingdom
London Capital Computer College	United Kingdom
London Center College	United Kingdom
London Churchill College	United Kingdom
London City College of Further Education / of IT and Management	United Kingdom
London City International College	United Kingdom
London College for Further Studies	United Kingdom
London College of Accountancy	United Kingdom
London College of Accountancy and Technology	United Kingdom
London College of Advanced Studies	United Kingdom
London college of Advanced Studies	United Kingdom
London College of Business	United Kingdom
London College of Business & Information Technology	United Kingdom
London College of Business and Accountancy	United Kingdom
London College of Business and Computing	United Kingdom
London College of Business and Law	United Kingdom
London College of Business and Management	United Kingdom
London College of Business and Theological Studies	United Kingdom
London College of Business Education	United Kingdom
London College of CDS and CS	United Kingdom
London College of Commerce	United Kingdom
London College of Computing and Management	United Kingdom
London College of Computing and Management Sciences	United Kingdom
London College of Economics and Sciences	United Kingdom
London College of Engineering and Management	United Kingdom
London College of Excellence	United Kingdom
London College of Law	United Kingdom
London College of Law, Business and Technology	United Kingdom
London College of Management and Research	United Kingdom
London College of Management Ltd	United Kingdom
London College of Management Studies	United Kingdom
London College of Science and Technology	United Kingdom
London College of Technology and Management	United Kingdom
London College University College Kensington	United Kingdom
London Commonwealth College	United Kingdom
London Commonwealth College of Law and Business Studies	United Kingdom
London Community Training College	United Kingdom
London Computer Training Academy	United Kingdom
London Corporate College	United Kingdom

London Cosmopolitan College	United Kingdom
London East Bank College	United Kingdom
London Education and Development Academy	United Kingdom
London Essex College	United Kingdom
London Financial Training College	United Kingdom
London Gateway College (LGC)	United Kingdom
London Goldsmith College	United Kingdom
London Graduate School of Law	United Kingdom
London Guildhall College	United Kingdom
London Imperial College of Advanced Studies	United Kingdom
London Institute for Further Education	United Kingdom
London Institute for Legal and Vocational Training	United Kingdom
London Institute of Commerce and Technology	United Kingdom
London Institute of Further and Higher Education	United Kingdom
London Institute of Law	United Kingdom
London Institute of Management and Technology	United Kingdom
London Institute of Technology	United Kingdom
London Institute of Technology and Research	United Kingdom
London International Business School	United Kingdom
London International College	United Kingdom
London Kensington College	United Kingdom
London Management Academy	United Kingdom
London Metrocity College	United Kingdom
London Metropole College	United Kingdom
London Millennium College	United Kingdom
London Premier College	United Kingdom
London Reading College	United Kingdom
London School of Accountancy and Management	United Kingdom
London School of Advanced Studies	United Kingdom
London School of Business	United Kingdom
London School of Business & E-Commerce	United Kingdom
London School of Business and Computing (LSBC)	United Kingdom
London School of Business -University in Bialystock	United Kingdom
London School of Commerce and Technology	United Kingdom
London School of Law	United Kingdom
London School of Law, Business and IT	United Kingdom
London School of Management	United Kingdom
London School of Management & Technology	United Kingdom
London School of Management Science	United Kingdom
London School of Scholars	United Kingdom
London School of Technology	United Kingdom
London Tottenham College	United Kingdom
London Tower College	United Kingdom
London Training College UK	United Kingdom

London Trinity College	United Kingdom
London Westminster College	United Kingdom
Luton Business & Computing College	United Kingdom
Luton International College	United Kingdom
Manchester Christian College	United Kingdom
Manchester College	United Kingdom
Manchester College of Professional Studies	United Kingdom
Mancunia College	United Kingdom
Meridian Business School	United Kingdom
Meridian College of Computing	United Kingdom
Middlesex College	United Kingdom
Middlesex College - Glasgow	United Kingdom
M-R College of Management & Science	United Kingdom
National Open Learning College	United Kingdom
North London College	United Kingdom
North London College of Business Studies	United Kingdom
Oxford Business College	United Kingdom
Oxford College International	United Kingdom
Oxford College of London	United Kingdom
Oxford College of Management Sciences	United Kingdom
Oxford College of Management Studies	United Kingdom
Pegasus College	United Kingdom
Pimlico Academy	United Kingdom
Pimlico Academy	United Kingdom
Preston International College	United Kingdom
Primrose College	United Kingdom
Rayat London College	United Kingdom
Red Lion Law Tuition	United Kingdom
Regal International College	United Kingdom
RIMS College	United Kingdom
Royal Wells College	United Kingdom
Royel London College	United Kingdom
San Michael College	United Kingdom
Savannah Institute (The)	United Kingdom
School of Computing and Business Studies	United Kingdom
Scott's College London	United Kingdom
Sewardstone College of Education	United Kingdom
SKL College of Excellence Int	United Kingdom
South Chelsea College	United Kingdom
South Lambeth College	United Kingdom
South London Christian College	United Kingdom
South London College	United Kingdom
Specis College London	United Kingdom
St Georges College	United Kingdom
St George's College	United Kingdom
St James's Park College	United Kingdom
St John's College London	United Kingdom

St Joseph College of Further and Higher Education	United Kingdom
St Joseph College of Management & Technology	United Kingdom
St Martin's Business School	United Kingdom
St Patrick's International College	United Kingdom
St Paul's College of Higher Education	United Kingdom
St Peters College of London	United Kingdom
Stamford College	United Kingdom
Stratford College London	United Kingdom
Stratford College of Management	United Kingdom
Sussex College	United Kingdom
Thames College London	United Kingdom
Thames College of Professional Studies	United Kingdom
Thames College of Technology	United Kingdom
The Central College of London	United Kingdom
The City College of London	United Kingdom
The London Academy for Higher Learning	United Kingdom
The London College LUCK	United Kingdom
The LVMT Business School	United Kingdom
The Regal Academic College of London	United Kingdom
The St Joseph College of Further & Higher Education	United Kingdom
Trinity College of Management & IT	United Kingdom
Trinity Western College	United Kingdom
Tudor College London	United Kingdom
Unity College	United Kingdom
Universal College of East London	United Kingdom
Victoria College Nottingham	United Kingdom
Vision College	United Kingdom
Vision College of Theology and Business Studies	United Kingdom
Walsall College of Arts and Technology	United Kingdom
Walton College	United Kingdom
Warnborough College (UK)	United Kingdom
Waterloo School of English	United Kingdom
West End College London	United Kingdom
West London College	United Kingdom
West London College of Business and Management Sciences	United Kingdom
West London School of Management & Technology	United Kingdom
Western Trinity College	United Kingdom
Williams College	United Kingdom
Woolwich European Business School	United Kingdom
Zaskin College	United Kingdom
Bethany Divinity College & Seminary	United States
Hanoiic	Vietnam
British University	Vietnam
Lusaka School of Careers	Zambia
The Lusaka Institute for Business Studies	Zambia

Zambia Graduate College	Zambia
Emirates Centre for Management and Information Technology	United Arab Emirates
Foreign Trade University	Vietnam
Institute of Business and Technology	
ITS Tutorial School	
London Academy of Management Sciences	
London College of Professional Studies	
Mahatab Daresh Institute	
Management Development Insitute of Singapore	
Metropolitan College of London	
MJK Institute	
National Open University of Nigeria	
Ono Academic College	
Regent College	
Tellus Group	
Times Academy	
University of Skopje	
UWI School of Continuing Studies	

And counting...

Appendix 1c – Prioritised allocation and indicative schedule (per 3.5 and appx 1a above)

Affiliate Centres			Visits			
			2008-09	2009-10	2010-11	2011-12
Royal Institute Colombo	Sri Lanka	PTT – 08/09			*	
University of Nicosia	Cyprus					
Arab Academy of Sci & Technology	Egypt	PTT – 08/09		*		
Universität Passau	Germany	PTT – 08/09				
HK PolyU (SPEED)	Hong Kong	PTT – 08/09				
HKU SPACE	Hong Kong	PTTe - ~ PTTI – 08/09				
Lingnan Institute of FE Education	Hong Kong	PTT – 09/10				
Indian Sch of Business and Finance	India	PTT – 08/09				*
Inst of Management and Technology	India	PTT – 08/09				*
Russell Square International college	India	PTT – 08/09	*?			
ATC School of Law	Malaysia				*	
Brickfields Asia College	Malaysia				*	
HELP Academy	Malaysia				*	
St Martins Institute of IT	Malta	PTT – 09/10		*		
Roots College International	Pakistan			*		
University College Lahore	Pakistan	PTT – 08/09		*		
ICEF	Russia					
Intech Training Centre	Singapore	PTT – 10/11			*	
Singapore Institute of Management	Singapore	PTT – 09/10				
Sch of Business & Computer Science	Trinidad	PTT - ??	*			
Istanbul Bilgi Universitesi	Turkey	PTT – 08/09				
IITM FZ LLC Dubai	UAE	PTT – 08/09				*
City of London College	UK	PTT - ??		*		
Holborn College	UK	PTT – 08/09		*		
Sub-total			2	6	5	4

Registered Centres			Visits			
			2008-09	2009-10	2010-11	2011-12
Bhuiyan Academy	Bangladesh	PTT – 08/09	*			
British School of Law	Bangladesh	PTT – 09/10		*		
Chancery Academy of English Law	Bangladesh				*	
Dhaka Centre for Law and Econs	Bangladesh	PTT – 10/11			*	
London College of Legal Studies	Bangladesh	PTT – 08/09				
Newcastle Law Academy	Bangladesh	PTT – 08/09				
Ecole Internationale de Management	France					*
Zenith College	Ghana	PTT - ??				*
DEI Bachelor and Master Degrees	Greece	PTT – 08/09		*		
Holy Trinity College Law School	Ireland	PTT – 10/11				*
Limerick Senior college	Ireland					*
Caribbean Legal Practice Institute	Jamaica		*			
Institute of Law & Economics/UTECH	Jamaica		*			
University College of the Caribbean	Jamaica	PTT – 09/10	*			
Lord Diplocks Learning Centre	Kenya					*
Kenya School of Professional Studies	Kenya				*	*
Mentari School of Law	Malaysia				*	
HELP ICT	Malaysia				*	
PTPL College	Malaysia					
Ranger College	Malaysia				*	
SeGi College	Malaysia				*	
Stamford College	Malaysia				*	
Centre for Law and Business	Nigeria					*
Bay View College	Pakistan					*
University College of Islamabad	Pakistan	PTT - ~				*
L'ecole for Advanced Studies	Pakistan					*
SZABIST	Pakistan					*
Alta Vista college	Pakistan	PTT - ~				*
Institute of Legal Studies	Pakistan					*
Islamabad School of Law	Pakistan					*
PSB Academy	Singapore					*
Singapore Accountancy Academy	Singapore					*
STansfield College	Singapore	PTT – 09/10	*			
Academy of Tertiary Studies	Trinidad	PTT – 09/10	*			
College of Legal Studies	Trinidad		*			
Institute of Tertiary Tutors	Trinidad		*			

Appendix 1c – Prioritised allocation and indicative schedule (per 3.5 and appx 1a above)

K Beckles and Associates	Trinidad	PTT – 09/10	*			
Benedictine International School	UK			*		
Commonw Fac of Adv Legal Res	UK			*		
Exeter College	UK			*		
ILEX Tutorial College	UK			*		
Kensington College of Business	UK	PTT – 09/10	*			
Kingsbridge Coll of Man't & Tech	UK				*	
Law Studies Sch of Law & Soc Sci	UK				*	
London Academy of Law	UK				*	
London Coll of Busn & Compu Studs	UK				*	
London Coll of Professional Studies	UK				*	
London College Wimbledon	UK				*	
London Crown College	UK			*		
London Law Tutors	UK			*		
London Sch of Busn & Management	UK			*		
London Sch of Sci and Technology	UK	PTT - ??				*
London Trinity College	UK					*
Maritime Greenwich College	UK	PTT - ??				*
Metropolitan College of London	UK					*
Middlesex College of Law	UK	PTT – 09/10		*		
Pathways to Philosophy	UK					*
QED Law	UK					*
St Patricks College	UK					*
Sub-total:			10	10	14	23

Grand total			12	16	29	27
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Appendix 2: Correspondence to Affiliate Centres, Registered Centres and Other.

Template letters to be tabled for discussion at ISC4.

Country issues identified via consultation with Course Directors, cf 2.7 above.

Malaysia:- There are some problems with the MQA, relating chiefly to exam fees. Laws is under continual attack and competition is high from weaker universities. Ministry regulation means that degree providers cannot run programmes from other providers. The framework is unlikely to address this, other than by providing more support to the beleaguered institutions. The 'hierarchical' aspect of the framework requires careful presentation lest the Ministry deem only 'AC' centres acceptable.

WM & RG to advise

Pakistan:- Other than travel restrictions and mounting political instability, our more transparent formalised approach should befit a renewed attempt to resolve longstanding problems with UGC/HEC's published information regarding UL programmes and institutions.

RG to advise.

Bangladesh: Our 'tutorial providers' are still under attack from Private Universities. Bangladesh regulations changing again to require start-up deposit totalling millions which will make it very difficult for a current providers to aspire to private university status (if they wanted to). The UGC has responsibility for monitoring both State and Private HE level 3. They require all 'private universities' and 'branch campuses of foreign universities' to register. However, the support centres who offer tuition support to external students, such as NCLA, are neither private universities (they do not award degrees) nor are they branch campuses. They fall into a category that is not covered by current regulation. Never the less several were included in a list published some time ago by the UGC as being unregistered private universities operating illegally. This is a delicate issue and predicated wholly upon misunderstanding of our practice, and difficulty of fitting our current model into the appropriate local regulation.

The Chair of the UGC has assured the University that he now understands the nature of our programme (and Distance learning in General) and that they will introduce more appropriate regulation that has a category that covers these institutions. However, Bangladesh is currently under a caretaker Government (and has been for some time and there is little prospect of change). Introducing new regulations may not be a high priority and the process of creating it in the current climate there is 'tricky'. There have been a number of newspaper articles and a press notice by the University and the British Council that have been put out in an attempt to clarify the situation, but final clarification will await new regulations. **WM to advise.**

India:- Caution is advised when dealing with Ministries and AICTE in particular. Other than introducing the new policy, substantial progress may be made by ensuring that changes to General Entrance Requirements are communicated more widely. In February, QAA will be undertaking an inspection visit to Russell Square International College. Stephanie Wilson and Rosie Gosling are already coordinating matters in this regard.

RG and SW to advise.

Trinidad:- Institutions require teaching support, along with general support to help stave off competition from US programmes. Formalised arrangements will provide a useful platform both for this, for our approaches to ACTT in support of institutions' applications for regional accreditation, and for improving current administrative issues considerably. **RG, WM, DB to advise.**

Nigeria - issues recently arisen concerning 'illegality' of University of London External studies are being investigated by EISA's Corporate Development Office. It would seem that the University's informal relationships with a number of local centres are at the root of much of the student confusion and governmental concern being reported. **Tangjie Ward to advise.**

Other countries receiving particular mention were Russia, Hong Kong, Sri Lanka, Egypt, the UK and Turkey, all requiring sensitive handling. Mauritius received special mention as home to a number of problematic institutions, and where moreover the Ministry has recently started to clamp down on local providers. It was agreed that a prioritised visit to Mauritius would be desirable, as the market would benefit substantially from the clarity and transparency of the forthcoming policy.