INTER-UNIVERSITY COUNCIL FOR EAST AFRICA (IUCEA)

ACADEMIC STAFF MOBILITY

POLICY FRAMEWORK

January 2015

Inter-University Council for East Africa

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PREFACE

The IUCEA Act stimulates encouragement of student and staff exchange between the universities. The staff mobility is one of the major operationalization of modality of student and staff Exchange which on the other hand contributes to the Academic Mobility which is the essence of the Inter-University Council for East Africa , an entity which is one of the surviving institutions of the EAC.

The ideals behind an MOU that led to the birth of the IUCEA of Academic mobility and exchange involving scholars finds its relevance also in the 4 pillars of the EAC integration in the common market protocol, where Free movement of people and Goods is promoted.
The ideals and concepts behind Academic mobility subscribes to Universal ideals in Internalization of Higher Education.

This is the case whereby staff mobility in the EAC partner states is considered to be a special case of Internalization of Higher Education. This policy framework has come up with new developments in relation to the previous programme by introduction of Research and Community interactions /Services as added items in the scope of mobility activities under this programme. This is due to recognition of the need for the Academia to work closely with the public and private sector, under an APPP arrangement.

IUCEA has put APPP high on Agenda and has forged partnerships with the EABC(East African Business Council) and the EADB (East African Development Bank), to ensure that the 3 sectors develop facilities , systems and platforms for co-operation. The staff mobility that include the 3 functions of universities as eligible duties for mobile Academics will attract academics across the career hierarchy and a wider range of stake holders because of EAC regional relevance and global networks.
IUCEA envisions the mobility of staff and that of students and staff playing a significant role in enhancement of Free movement of EAC people and sustainable Regional Integration.

Prof. Mayunga H.H Nkunya
Kampala, January 2015
Executive Secretary, IUCEA

ACRONYMS

EAC	-	East African Community
IUCEA	-	Inter-University Council for East Africa
M&E	-	Monitoring and Evaluation
MOU	-	Memorandum of Understanding
EABC	-	East African Business Council
EADB	-	East African Development Bank

1.0 BACKGROUND

1.1 Introduction

Section 6(i) of the Inter-University Council for East Africa (IUCEA) Act, 2009, stipulates that the Council shall "encourage the exchange of students and staff between member universities". Facilitation of such staff exchange has continued to be one of the main activities of IUCEA since the institution was established in 1980, as well as at the time of its predecessors, Inter-University Committee (IUC). The Staff Exchange Programme is a strategic intervention for enhancing sharing of human resource among universities in the EAC, geared to promoting regional integration. The Programme aims at strengthening inter-university cooperation through academic mobility and enhancing quality of teaching and research as well as effective community services activities in universities in the East African Community. It provides universities with experts and facilities in various fields of study where there is deficiency as well as those needing more colaboration with other universities. The mobility programme will avail opportunities to visiting lecturers to gain experience from the hosting institutions, and hence enhancing their career prospects and capacity of their mother institutions. A modest amount of money within IUCEA annual budget has normally been allocated for the staff exchange programme which has largely involved teaching functions, to serve as an out of station allowance.

For some time now, universities' participation to the staff exchange programme has been low, despite the increase in the number of higher education institutions in the region. On the other hand, shortage of teaching staff especially for newly established universities has been observed. Noting that the programme has not been supported by any policies agreed upon among stakeholders, and that this may constitute one of the factors behind these challenges, IUCEA developed "Regulations governing engagement of staff in member universities of other Partner States" in 2011, to guide implementation of this programme as an interim measure. In order to address these gaps in a more comprehensive manner, IUCEA has developed a policy framework on Academic Mobility which will include staff mobility to guide effective implementation of the programme within member university institutions in the EAC.

1.2   Scope

The scope of the policy covers staff mobility for higher education functions of teaching, research and community services and involves only staff.

1.3   Objectives

The overall objective of the Staff mobility policy is to enhance inter-university academic activities in teaching, research and community service for enhanced regional integration through academic mobility.

Specifically, the policy will,

 (i) Enhance capacity of Higher Education institutions
(ii) Increase participation of Higher Education institutions to the programme
(iii) Enhance exposure of staff to inter-university interactions among faculty in teaching, research and community service activities in the EAC.
(iv) Enhance quality in teaching, research and community services
(v) Strengthen collaboration among universities through increased joint programmes and projects co-ordinated by IUCEA in the EAC and abroad

2. CONCEPTUALIZATION AND RATIONALE

The IUCEA is essentially contributing to the set-ups and activities provided for, under the EAC Common Market Protocol which enables free movement of Human Resource and goods, as well as in the 4th Development Strategy as objective number 12; "To strengthen coordination and operational capacity of Inter University Council for East Africa and develop human resource in all disciplines of higher education in East Africa". On the other hand, Article 5 of the IUCEA Protocol cites the principal objectives for which the council is established among others; strengthening regional communication through networks linking universities with relevant sites in the EAC and the world, collaboration in research, good practice in management of universities, keeping abreast of international developments in Higher Education, encouraging exchange of staff and students, subject meetings, conferences et.c. The profile of activities provided for in the protocol cannot be effectively and efficiently implemented under the current staff exchange set-up, because it is limited to teaching function of the universities, leaving out research and services. On the other hand, the exchange pattern has for a long time been of one model involving staff response to a call for participation, initiated by IUCEA. This arrangement failed to exploit various scenarios which could be more effective and attractive with potential for higher impact to the community. The policy will among others, open for new staff mobility models and patterns, widen the scope of staff mobility

activities and areas, as well as attract and recognize more players in the EAC staff mobility activities and initiatives.

The Staff mobility programme is configured to cater for teaching, research and community services functions of the universities, as well as other functions which have a bearing on the three core functions. The patterns may include short and long term engagement of academic staff among universities, between universities and sites for teaching or learning, research and community services both within one EAC Partner State or any EAC Partner States. On the other hand, the engagement may take place outside the region (EAC) as the staff mobility programme subscribes to the principles of Academic Mobility and Internationalization of Education. The IUCEA Staff mobility programme is supposed to be a special case of Internationalization of Higher Education. The Staff mobility in its comprehensive nature is open to various resources mobilization scenarios compared to the traditional source in Partner States, being complimented by non-traditional sources from within the region, such as the private sector and communities. The success of the Staff Exchange policy framework will rely mainly on the buy-in by the Partner States, coupled with the spirit of East African integration which will be enhanced by sensitization of institutions and citizens of this region on EAC matters. The effectiveness and sustainability of this programme therefore, dwells on the fact that Higher Education is expanding very rapidly in the region, while the disparity on capacity, orientation and modes of delivery among institutions is evident. This is enhanced by emerging international universities into the EAC, providing opportunity and freedom for candidates and sponsors to choose to enroll at institutions of their choice. In line with quality harmonization processes for comparability of programmes and qualifications, the staff mobility programme is a special way of ensuring effective exploitation of the variations in strengths and opportunities within institutions and the EAC Partner states. As the regional quality assurance programmes reach advanced stages, institutions will become closer to each other with the staff and students mobility making a dream of the Higher Education Common Area a reality.

Ideally, the staff mobility policy will address challenges in personnel, facilities and funding channels, as well as filling the gaps in different institutional developmental approaches, more effectively. This therefore calls for the policy which is responsive to many dynamics scenarios for assured prosperity of the knowledge-based region.

3. DEVELOPMENT PROCESS OF THE STAFF MOBILITY POLICY

IUCEA set up a Regional Expert Team from the Five EAC Partner States representing Higher Education institutions and National Higher Education Commissions/Councils to develop the Staff mobility Policy. The team carried out this exercise employing SWOT Analysis approaches based on the current IUCEA Staff Exchange Programme and staff mobility programmes implemented by their respective institutions. The preliminary discussions in the exercise involved the sharing of experiences on staff exchange under bi-lateral and multi-lateral arrangements in the respective institutions and Partner States. This process led to identification of major issues requiring policy interventions in staff mobility. The major issues informed the formulation of policy statements which guided development of strategies.

4. POLICY STATEMENTS

In this section, policy statements and corresponding strategies are presented. They are preceded by issues that need a policy intervention presented as background, followed by objectives.

4.1 Human resource capacity

Background
There is a wide range of academic qualifications among the academic staff in universities in the region with regard to teaching, research and community service. However, universities are at different levels in terms of numbers of academic staff, their qualifications and experience to discharge their functions. It is important to note the value and benefits of staff being deployed under staff exchange programme, the overriding criteria being mutual benefits to institutions and staff.

Objective
To use opportunities in staff exchange to enhance career growth and development for academic staff, and effectively and efficiently use the wealth of knowledge of highly qualified and experienced faculty for wider benefits in the EAC higher education institutions.

Policy Statement
IUCEA shall ensure that the staff exchange programme takes into consideration selection of qualified and experienced staff and optimum utilization of learning opportunities for junior staff.

Strategy

Facilitate the development of rules and regulations for selection of staff in the staff exchange programme considering qualifications, experience and optimum utilization of learning opportunities for junior staff.

4.2 Qualifications recognition

Background

There are varied professional and academic qualifications among academic staff in the institutions in the Partner States of the EAC. However, there have not been comprehensive ways of recognizing diversities and value in qualifications among institutions and in the EAC, leading to ineffective planning and advice on staff mobility programme.

Objective

To develop a mobility programme that will be informed by regionally recognized qualifications and development needs in order to safeguard and provide effective teaching, research and community service.

Policy statement

IUCEA shall ensure that the staff mobility programme is planned, organized and implemented, guided by recognized qualifications systems in the Partner States and in line with the EAC Regional Qualifications Framework.

Strategies

Identify, select and approve participants for staff exchange programme guided by national and regional Qualifications Frameworks.

4.3 Teaching delivery Modes, research and community service interactions

Background

Higher Education institutions have high potential to operate under different modes of delivery and interaction in their programmes. However, diversification of these approaches has not been growing at an appreciable pace, due to poor investment towards that direction. This has been so, despite the need for diversified programmes and advances in information and communication technology.

Objective

To widen population of participants from institutions with different experiences and facilities for delivery modes in teaching and diverse

interaction methods in research and community service.

Policy Statement

IUCEA shall ensure that favorable environment and procedures are in place:

i.   To provide opportunity for usage of various modes of delivery of teaching programmes in the Staff mobility Programme.

ii. To provide opportunities for usage of various modes of carrying out research, team functioning and operational modalities within research teams

iii. To provide opportunities for usage of various modes of interaction and information sharing in community service exchange programmes.

Strategies

Staff mobility guidelines should include:

i.   diversified modes of delivery in teaching

ii. facilitation strategies for diversified modes of interaction in research exchange programme

iii. facilitation strategies for diversified modes of interaction and information sharing in community services

4.4 Teaching Programmes, Agenda Setting for research and community services

Background

Due to numerous and diverse academic programmes for various disciplines, comparability of programmes in terms of level, quality, structure and status of certification, has not been thoroughly established. While the nature and scope of research carried out is expected to be responsive to national, regional and global needs, the regional (EAC) socio-economic trends show that responsiveness to national, regional and global needs has not been well explored. For community services, both the quality of academic programmes and responsiveness of new knowledge and technologies to social economic development have not been well emphasized.

Objective

To ensure that the design, formulation and development of academic programmes, agenda setting strategies for research and community service in exchange programmes are based on comparability of programmes and responsiveness to socio-economic development challenges.

Policy Statements

IUCEA shall ensure that:

i.   academic Programmes are accredited and comparable within institutions and the EAC region.
ii. research programmes are geared towards meeting the national and regional research agenda and addressing global needs.
iii. community service framework is responsive to socio-economic development challenges.

Strategies

To develop guidelines for the facilitation of teaching programmes, agenda setting for research and community services which will consist of the following:

i.   Evidence of accredited and comparable programmes in staff mobility programmes.
ii. Demonstration that national and regional research agenda, as well as global needs are addressed.
iii. Demonstration that the planned community services are responsive to socio-economic development challenges

4.5 Terms of services and benefits in mobility programme

Background

Staff mobility programme for teaching, research and community services involves mobility of personnel from different levels academically, professionally and in terms of seniority. The Terms of Service for the programme are supposed to have provisions which are attractive and responsive to varied aspirations of participants across the career hierarchy and institutions involved. However, that has not been the case except for a number of staff mobility arrangements at bi-lateral and multi-lateral levels. Specifically for the IUCEA Staff Exchange programme, the low level of participation has been observed despite the increase in the number of universities in the region. For research and community service arrangements involving the non IUCEA institutions, the programmes have not been regionally well coordinated and documented.

Objective

To provide attractive Terms of Service for the programme through provisions which are responsive to varied aspirations of institutions, and potential participants across the career hierarchy to improve participation rates

Policy Statement
Conditions and Terms of Service for the mobility Programme shall clearly indicate prospects for institutions and staff at each academic and professional rank, and shall be agreed upon between IUCEA and institutions concerned.

Strategy
Formulate agreements and guidelines for staff mobility, advocating for the programme and clearly elaborating terms, conditions and benefits

4.6 Information/communication

Background
The IUCEA staff mobility programme has faced problems in regards to effective information sharing about the programme and communication during the calls for participation. In particular, IUCEA has never had a formalized programme for staff mobility in research, though staff mobility in research has been going on among institutions. The overriding challenge has been effective information sharing about the programmes and relevant communication. On community service, staff mobility programmes in the non IUCEA set-ups have not had effective communication and information sharing mechanisms within the community.

Objective
To establish and enhance information and communication systems for effective collection, dissemination and communication on staff mobility programme to improve participation and usage of results.

Policy Statement
IUCEA shall ensure that the communication and information system for staff mobility programme is in place.

Strategy
Include information and communication systems in the guidelines for the mobility programme.

4.7 Linkage between academia, public and private sector

Background
Despite the role of Higher Education in teaching, research and community services for socio-economic development of the nations, the teaching role has largely been classroom based, not adequately involving the

public and private sector stakeholders.

On the other hand, the research role has not been well developed and not adequately involving the public and private sector stakeholders. For community service, activities and dissemination has been at low level. This has been the case even when demands for knowledge and technology based solutions are needed for economic enhancement and improved livelihoods.

The result has been unsatisfactory teaching, research and community service mobility programmes relevant to the needs of the stakeholders, lack of attractiveness and competitiveness of research outcomes in productive sector, and poor mechanisms for the realization of generated knowledge and technology.

Objective
To ensure that the mobility programme plays an important role in fostering linkages between the academia, public and private sector for social economic development.

Policy Statement
IUCEA shall ensure that staff mobility programme entails linkages between academia, public and private sectors and should be stated in the calls and responses

Strategy
Develop guidelines for facilitation of staff mobility programme that entail the linkages between academia, public and private sectors.

4.8 Mobility models, patterns and partnerships

Background
The IUCEA staff mobility programme for teaching has been modeled in a structure involving staff moving to another institution for a fixed and uniform period of time across institutions and Partner States. This led to limited opportunities for the staff and recipient institutions, as demonstrated by poor response to the programme as well as limited impact to the community. On research, there have been no established models in staff mobility in research in IUCEA, except for some collaborative research projects such as VicRes. For community service, there has not been a formalized structure for engagement of institutions, organizations and communities involving academicians, professionals and community members in tackling social economic challenges, despite

the evident need for such linkages. On the other hand, information on partnerships on staff mobility arrangements in the EAC has not been well shared across the EAC, in spite of indications that lessons from the various mobility scenarios could be exploited.

Objective
To develop the staff mobility models, patterns and partnerships which are responsive to mobility opportunities, aspirations of staff and needs of institutions as well as having impact to the community.

Policy Statement
The staff mobility models, patterns and partnerships shall be developed in a manner that will enhance opportunities and responsiveness to participation among staff, institutions/organizations and communities.

Strategy
Include staff mobility models, patterns and partnerships in the staff exchange guidelines which should consist of the following:
i.   Facilitation for staff moving to other organizations/institutions or communities
ii.   Diversification of modes of participation in the exchange programme
iii. Plans and operations which ensure optimal use of staff and facilities
iv.   Procedures for development of publicity mechanisms which enhance participation and support from parties and stakeholders.

4.9 Funding of exchange programme

Background
The IUCEA staff mobility programme has been funded by the Partner States, and participating institutions, while other staff mobility programmes in the region have had varied funding modalities. However, the resource base under the current exchange programmes has been limited, in spite of wide need for staff mobility, as observed in the number of staff offering their services in multiple institutions especially within Partner States. For research, the funding has been modeled to limited patterns, mainly collaborative research projects. On the other hand, the regionally coordinated resource base for community service has been inadequate, in spite of wide need for financing of community service arrangements. The limited resource base is partly due to poor external funding and inadequate fundraising.

Objective
To ensure sustainability of funding for teaching, research and community service through robust governance and financial management regimes, coupled with sourcing of internal and external funding in line with national and regional regulations.

Policy Statement
IUCEA shall ensure that:
i.   staff mobility funding entails both internal and external sources, and shall take cognizance of funding obligations to be fulfilled by parties in the programme
ii.   Governance and financial management is effective and is in line with national and regional regulations.

Strategy
Develop comprehensive funding models to cater for;
i.   different mobility models involving participation and mobility of staff, institutions and communities
ii.   a wide range of stakeholders
iii.   a wide range of programme hosting arrangements
iv.   varied governance and administrative regulations in resources management and usage

4.10 Governance and administration

Background
IUCEA staff mobility programme for teaching and research has been in existence with clear governance and administrative structures, while the community service programmes has not been in place. On the other hand, the regional mobility programmes outside IUCEA have not been regionally coordinated. With the diversified staff mobility models and patterns, the coordination of governance and administration is important in order to enhance the benefits of the programme to the EAC.

Objective
To strengthen the coordination and operational capacity of IUCEA in the staff mobility programme in order to enhance efficiency, effectiveness and benefits of the programme to the EAC.

Policy Statement
IUCEA shall ensure that there is appropriate governance and administrative systems for staff mobility programmes.

Strategy
Include governance and administrative instruments in the guidelines for staff mobility programme

4.11 Monitoring and evaluation (M&E)

Background
The staff mobility programme for teaching has not been systematically monitored and evaluated. For research programmes and projects, Monitoring and evaluation has been carried out under programmes or projects-specific arrangements. It is important to have a regular and systematic monitoring and evaluation for staff mobility programme for continuous improvement.

Objective
To employ the IUCEA M&E system in mobility programme for enhanced performance.

Policy statement
IUCEA shall ensure that M&E in the mobility programmes conforms to the IUCEA M&E framework.

Strategy
Plan and implement M&E in the mobility programme in conformity with the IUCEA M&E framework.

4.12 Regionalization

Background
IUCEA mobility programme for teaching and research has been well regionalized in terms of meeting contributory obligations by Partner States and participating institutions. However, regionalization opportunities in terms of proportion of inter-country participation have not been fully utilized among a number of institutions, organizations and communities, in particular for the community services. This has been attributed to low awareness, advocacy, networking, and effective utilization of communication opportunities across the region and attractiveness of the programme.

Objective
To improve regionalization of the staff mobility through enhanced inter-country participation employing appropriate initiatives for awareness, advocacy, networking and attractiveness of the programme and sharing

of resources as part of the EAC integration process.

Policy statement
IUCEA shall ensure that staff mobility programme is characterized by effective capacity building, awareness and advocacy on regionalization .

Strategy
i.   Institute appropriate and regular fora for effective awareness, networking, and advocacy on regionalization.
ii. Develop attractive packages and modalities for sharing resources in the spirit of regional integration

4.13 Internationalization

Background
IUCEA subscribes to many aspects of the principles of internationalization of Higher Education, focused on international recognition of Quality Assurance mechanisms and derived systems namely, Credit Accumulation and Transfer System (CATS) and Qualifications Frameworks, leading to mobility of teaching staff and Post-graduate students between the EAC and abroad. IUCEA is set to provide a platform for cooperation between the EAC and the global community through teaching, research and community service mobility programmes.

Objective
To keep the EAC Higher Education sector and the community abreast with global development trends through cooperation in teaching, research and community service

Policy Statement
IUCEA shall facilitate interaction between institutions and communities in the East African Community and those outside the community to enhance exchange in teaching, research and community service

Strategy
Include internationalization of teaching, research and community service activities in the staff mobility guidelines which includes
i.   facilitating development of international linkages between institutions in the EAC and institutions abroad
ii. exposing regional staff to international best practices in teaching, research and community service

4.14 Ethics

Background
Considering that the staff mobility in teaching, research and community service involves inter-institutional, inter-country and inter-community mobility, issues on ethics, are of paramount importance due to cultural diversity among entities involved. As such, there is need for parties involved to recognize and adhere to the expected ethical norms, values and codes of conduct.

Objective
To ensure that the mobility programme is managed in a manner that shall uphold ethical norms, values and codes of conduct of the respective cultures.

Policy statement
IUCEA shall ensure that participating parties adhere to country, institutional/organizational and community ethical norms, values and codes of conduct.

Strategy
Include in the guidelines for staff mobility programme, a section dedicated to ethical norms, values and codes of conduct.

4.15 Equity

Background
The EAC, IUCEA and participating institutions subscribe to basic values on equity. IUCEA has coordinated a number of forums on gender and youth matters in the context of HIV and AIDS, as well as on Rights Based Approaches for mainstreaming them in academic and administrative systems in higher education institutions. The mobility programme in teaching, research and community service need to comprehensively consider and address emergent equity and gender issues across the parties and communities involved.

Objective
To ensure that the mobility programme adheres to principles of equity and gender values in line with relevant regional and international conventions.

Policy statement
IUCEA shall ensure that the mobility programme is structured in a manner that upholds gender values and equity.

Strategy
Include gender and equity matters in the staff exchange programme and guidelines

5. CONCLUSION AND WAY FOWARD

The Staff Mobility policy will be implemented preceded by operation-alization of the strategies in this policy framework through activities, projects and programmes, improvement of strategies and operational systems.