STUDENT AND STAFF EXCHANGE PROGRAMME POLICY

Version	1.0
Short description	Student and Staff Exchange Programme Policy
Relevant to	Staff, Students and Researchers,
Approved by	University Council
Responsible officer	Deputy Principal (ASA)
Responsible office	Office of the Deputy Principal (ASA)
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Related legislation	Universities Act (2012), CUE Standards and Guidelines (2014)
Key words	Student Exchange, Staff Exchange

September, 2026

APPROVAL

The Kerio Valley University College having been awarded its Charter on 18th June 2026 set itself on a growth path guided by its vision of "To be a university of excellence in knowledge generation, innovation and environmental sustainability for socio-economic transformation". At its foundation, the University is being guided by the 2024 to 2029 strategic plan.

The University has developed and approved several policies that guide decisions of its various organs in order to achieve rational outcomes geared towards the growth of the University. Some of the initial policies developed are under review. This Student and Staff Exchange Programme Policy is one of the many policies that the University requires to strengthen training, research, consultancy, collaboration and partnerships both locally and internationally.

My special thanks go to all those who put in their time, effort and skills to develop this Policy. By virtue of the authority vested in me as the Chairman of Council of the Kerio Valley University College, I hereby sign this Students' Bursaries and Awards Policy this ___ day of _____, 2026.

CHAIRMAN OF COUNCIL

FOREWORD

The Kerio Valley University College seeks to provide quality higher education, training, research and consultancy in science, agriculture and technology. In addition to participation in on-campus academic activities the University's students and staff can benefit from exchange programmes that offer opportunity to train and do research at partner universities in a different environment and cultural setting. To support this training strategy, the Kerio Valley University College has a number of agreements with regional and overseas universities, which specifically facilitate exchange or include it as part of a wider Memorandum of Understanding (MOU).

The Student and Staff Exchange Programme Policy provides a framework within which students and staff of the university may engage in exchanges. The policy underlines terms and procedures for executing exchange agreements to the benefit of all parties involved in the programmes. Implementation of this policy is intended to expand the university's cooperation and partnership globally as part of an internationalization strategy. Exchanges have potential to open opportunities for more engagement with partner universities to strengthen training, research and cooperation at international scales. This policy supports establishment of new exchanges while providing for review of existing ones to ensure that exchanges contribute towards realization of the university's strategic focus.

Prof. Paul K. Tarus

Ph.D, M.Sc, B.Ed (Kenyatta)

PRINCIPAL

EXECUTIVE SUMMARY

The Kerio Valley University College endeavors to improve its service delivery in its mandate areas through strengthening the human capacity for training and research at the institution. The University is committed to offering its students and staff opportunities to diversify their educational experience and skills. The Student and Staff Exchange Programme Policy has been developed to guide the establishment, management and monitoring of exchange programmes between Kerio Valley University College and its partner universities or other collaborators in training and research. It provides a framework for student and staff exchange programmes and outlines procedures for engagement in the exchanges. The policy will be implemented in compliance with existing legislations and institutional policies including the Universities Act (2012), CUE Standards and guidelines (2014), Kerio Valley University College Statutes (2026), Kerio Valley University College Human Resource Policy and Procedures Manual (2026), Staff Training & Development Policy (2026) among others.

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PURPOSE

Students and staff can enrich their career and professional development in relation to innovative ideas and methods of their particular discipline through an exchange programme with an external university or other institution of higher learning. Exchange programmes promote international attentiveness and construct effective partnerships with established universities and educational institutions. They will provide academic and intellectual benefit through the exchange of students or staff between Kerio Valley University College and respective institutions that are party to a formal Exchange Agreement or a Memorandum of Understanding/Cooperation.

This Student and Staff Exchange Programme Policy is intended to:

i. Streamline the process of application and selection of students and staff for the exchange programme ensuring fairness and competitiveness.

ii. Be a guiding document to the University management in establishing formal agreements of exchange, co-operation or mutual understanding between the University and partner institutions on exchange programmes.

iii. Help the University's management and other decision-makers in ensuring reciprocal exchanges for education and training.

POLICY STATEMENT

Student and staff exchange is a common and established approach to partnership and cooperation among universities worldwide. The Kerio Valley University College often receives requests to start new exchange programmes.

The University encourages its students and staff to undertake academic/research exchange at its partner universities as part of their career development. Each exchange agreement will require sponsorship, approval by a host university and endorsement by the Principal.

The University administration will regularly review the existing exchange agreements, and after consideration of the operation of a particular exchange, and in consultation with sponsors and partners take decision to terminate.

Sponsored reciprocal exchange programmes at the University will be managed and approved through an International Programmes Office (IPO).

Transfer of academic credit for students participating in an exchange shall be the responsibility of his/her department and be guided by the CATS policy.

The Kerio Valley University College will only run a given number of exchange agreements that it can service at any one time.

POLICY OBJECTIVES

The objectives of the policy are:

i. To create awareness to students and staff on exchange programmes.

ii. To strengthen the university's partnerships with other institutions through cooperation on professional services, staff development, capacity building, and support to research and teaching developments in agriculture, science and technology.

iii. To provide guidelines for application and selection of exchange participants.

iv. To spell out duties and responsibilities of inbound staff.

v. To spell out duties and responsibilities and associated fee waiver (if any) for inbound PhD students.

vi. To specify credit transfer requirements for outbound exchange students.

vii. To guide decisions on suitability and credibility of institutions for the staff and student exchange.

SCOPE

This policy applies to confirmed permanent and fixed-term staff, and students that have successfully completed at least one year of undergraduate or one semester of postgraduate study at the University. It may also cover students or staff on local or overseas studies exchange

programmes. The policy should be read together with other relevant policies, rules and regulations.

DEFINITION OF TERMS

Home institution: is the university where the student intends to graduate or where the staff is employed.

Host institution: is the university that has agreed to receive exchange students or staff from the home university.

Inbound Exchange: is an exchange that involves students or staff coming to the Kerio Valley University College from another university (herein referred to as 'home university') under the auspices of a specific partnership agreement between the two universities; for a period lasting a few days to one academic year, based on the terms and conditions of the agreement.

Long term exchange: is an exchange that lasts for is at least one semester and requires the exchange participant to attend courses for credit or undertake research in the host university/institution.

Outbound Exchange: is any exchange in which students or staff from the Kerio Valley University College go to another university (herein referred as “the host university”) under the auspices of a specific partnership agreement between the two universities; for a period lasting a few days to one academic year or more based on the terms and conditions of the agreement.

Reciprocal exchange: is an exchange of students between the Kerio Valley University College and a partner university. Such exchanges operate under an inter-institutional student exchange agreement that specifies the maximum number of students who can go each way per year, and commits the University to reciprocity in the arrangement over a specified period.

Short term exchange: is an exchange that does not involve transfer of credits and whose duration does not exceed 10 working days if occurring during a regular semester and requires absence from classes or work in the case of staff.

ACRONYMS

CATS: Credit Accumulation and Transfer System

CUE: Commission for University Education in Kenya

DPRINCIPAL (ASA): Deputy Principal (Academic and Students' Affairs)

HoD: Head of Department

IPO: International Programmes Office

KVUC: Kerio Valley University College

1.0 INTRODUCTION

The Kerio Valley University College (KVUC) aims to enroll qualified students into its competitive programmes with an aim of providing them quality education as well as nurture them to become well-rounded graduates. To achieve this, it has employed competent staff that are expected to continually improve their skills and knowledge as well as develop new ideas that would contribute positively towards enhancing the quality of service delivery to the students. Development and implementation of the Student and Staff Exchange Programme Policy is a deliberate move by the University to enhance the career growth of its students and staff while strengthening the University's international cooperation through academic exchanges. The academic division through the teaching departments and schools will be instrumental in safeguarding the policy in order for its purpose to be realized.

2.0 MISSION, VISION AND CORE VALUES

2.1. Vision

To be a university of excellence in knowledge generation, innovation and environmental sustainability for socio-economic transformation.

2.2. Mission

To provide quality education, training and research in Education, Science, Agriculture, Arts and Technology and inculcate holistic values for societal development.

2.3. Core Values

At Kerio Valley University College, we are committed to:

a) Customer focus

b) Professionalism

c) Innovation

d) Integrity

e) Inclusiveness

f) Accountability

3.0 BACKGROUND INFORMATION

The University encourages and facilitates the exchange of students and staff between universities and partner institutions. International exchange programmes provide opportunities for students to experience studying in a new environment, outside of their usual cultural context. Through exchange activities, students can acquire diverse skills such as the skills for studying and living in a different culture. They may improve proficiency in foreign languages taught in their degree programmes, develop beneficial networks and extend personal competitiveness for future career.

Staff exchange presents an option for enhancing sharing of human resource among universities that seeks to promote integration and internationalization of activities. Staff exchange programmes promote inter-university cooperation through academic mobility to undertake exchange teaching assignments, participate at seminars, workshops and conferences, conduct collaborative research assignments, facilitate the utilization of sabbatical leave appointments and enhance the quality of teaching and research in the partner universities/institutions. The staff exchange programmes provide the partner universities with expertise and facilities in various fields of study where there is deficiency as well as those in need of more collaboration with other institutions. Through these programmes visiting staff have opportunity to gain experience from the hosting institutions, and hence enhancing their career prospects and capacity of their mother institutions.

The responsibility of the partner institutions running an exchange programme depends on the existing agreement between the two institutions. Institutions require clear policies to guide their engagements at all levels to achieve their goals.

4.0 RATIONALE FOR THE POLICY

The Kerio Valley University College's strategic objective on enhancement of quality of teaching and learning embraces development and strengthening of academic exchange programmes through collaborations & partnerships with relevant institutions and industries. The university signs agreements with international universities and other institutions that involve the exchange of students and staff for short or long periods. The process of selection of students and staff for the exchange programmes should meet the core values of the University particularly fairness and transparency. The Kerio Valley University College Student and Staff Exchange Policy is to provide the required guidance to ensure integrity of the process and give guidelines for handling such exchanges with regard to logistics, course equivalencies, selection of students and staff, and financing of exchange programmes, but also ensure credit transfer.

5.0 GUIDING PRINCIPLES OF EXCHANGE PROGRAMMES

The Staff and Student Exchange Policy strives to fulfill the following principles:

i. Globalization and Integration: The University will ensure that the outbound staff and student exchange are linked to programmes that enhance globalization and cultural integration, teaching, learning, research and field exposures.

The university administration will take into consideration whether a proposed exchange agreement would build on existing relations with the partner institution in research or teaching, and gauge its potential for expansion into other areas such as staff exchanges and collaborative research.

ii. Quality and accreditation: The University will ensure that outbound staff and student exchange enroll in accredited universities/institutions that offer quality programmes, teaching and research to assure development of skills, knowledge and ideas. Such partner institutions will have academic and/or research programmes that the Kerio Valley University College considers to be suitable for its students.

iii. Mutual agreement: Exchange programmes will be established by contractual agreements based on negotiated terms of engagement between the University and its partners.

iv. Reciprocity: In the case of reciprocal exchanges, the University shall only enter into agreement with institutions upon ascertaining that such exchanges are attractive to both outbound and inbound participants. Such an exchange shall proceed, based on a balanced probable number of outgoing and incoming participants over the period specified in the agreement.

v. Capacity to service: The University will have administrative structures in place to manage each exchange agreement in a manner that it meets its obligations. Each approved exchange shall be coordinated by competent academic staff working in conjunction with the International Programmes Office and the representative of the partner university. To limit the overall administrative load of exchange programmes, the University shall define a manageable number of exchange agreements to service within a given period.

vi. Competitiveness: The University will ensure that outbound staff and student exchange are selected through a fair, transparent and objective competitive process.

vii. Equity: The University will ensure that equity is upheld when processing opportunities for the outbound staff and student exchange.

viii. Workable Schedules: An assessment will be made to ascertain that semester dates and the timing of exchange opportunities are viable with the University's calendar.

ix. Language Proficiency: Staff and students are encouraged to participate in Exchange programmes conducted in English. Programmes aimed to enhance foreign language teaching and learning as part of degree programmes at the University are also acceptable.

x. Credit transfer: the policy will facilitate (together with other policies) credit transfer for students participating in the exchange programmes, where this is required.

6.0 POLICY IMPLEMENTATION ARRANGEMENTS

6.1 Responsibility of the University

The Deputy Principal (Academic and Students' Affairs) will oversee the implementation and review of the policy.

6.1.1 Role of the University Administration

The university administration will be responsible for:

i. Establishment of partnerships and cooperation with Commission for University Education (CUE) recognized universities and/or Institutions to facilitate exchange programmes.

ii. Approval, evaluation and review of exchange programmes through the relevant offices

iii. Funding exchanges linked to staff training and development as per the University Policy.

6.1.2 Role of the International Programmes Office

The University shall establish an International Programmes Office (IPO), as the office responsible for international academic programmes.

The IPO will serve the following functions:

i. Be the liaison office for external partners and potential exchange students.

ii. Be involved in the selection process for out-bound exchange students or staff.

iii. Review of exchange proposals with a view to ensuring adherence to policy.

iv. Facilitate signing of exchange arrangements.

v. Monitoring and evaluation of active exchanges.

vi. Offer logistical support to out-bound and in-bound exchange participants.

vii. Facilitate the general student life during exchanges.

viii. Develop the tools required for the implementation of this policy.

6.1.3 Role of Deans and HoDs

i. Deans and HoDs will work in consultation with and concurrence of the IPO in the establishment and implementation of exchange programmes.

ii. Deans of Schools and Heads of academic departments will lead the initiation, development and establishment of unit specific exchange programmes at the University.

iii. Deans and HODs will oversee the nomination of exchange participants at the schools and departments.

iv. Deans and HODs will back-stop academic exchanges and support programme monitoring and evaluation.

6.1.4 Role of Faculty

i. Faculty will be responsible for initiation and renewal of exchange programmes in their academic departments in liaison with the responsible offices. They will develop proposals for exchanges, identify potential partners and submit the proposals for consideration by the University Management. Proposals to develop new exchanges will be vetted following approved University procedures for establishing partnerships and collaborations.

ii. A faculty member will serve as the coordinator and contact person for the specific exchange programme he/she has initiated at the Kerio Valley University College.

6.2 Obligations of the Exchanges

6.2.1 Student Exchange

i. The Kerio Valley University College will seek to develop and maintain a wide variety of student exchange programmes with various partner institutions globally.

ii. There will be out-bound and in-bound student exchanges. Reciprocal exchange agreements may be considered where feasible.

A. Out-bound Student Exchange

The Kerio Valley University College supports out-bound exchange programmes that add an international perspective to the education and training of its students. The following terms will apply to students joining out-bound exchange programmes:

i. Continuing (full-time) students who have successfully completed at least one academic year of postgraduate or two academic years of undergraduate study at Kerio Valley University College are eligible to apply for an out-bound exchange programme.

ii. Priority for out-bound exchanges will be given to students with a minimum weighted average score of grade B in the completed year(s) of study and remain in good academic as well as disciplinary standing with the University.

iii. The procedure for student selection to participate in an out-bound exchange shall be as follows:

a. In cooperation with the IPO, the Head of a Department or a faculty member seeking to have students engage in an exchange programme will call for applications to their students, specifying the eligibility requirements, conditions of the exchange programme, mode of application, and the deadline for submitting applications.

b. A selection committee made up of members of the department (or research team as applicable) and the coordinator of the exchange programme will screen the applications and identify eligible applicants.

c. If necessary, the selection committee will conduct interviews to take decision on the suitability of the applicants.

d. The selection committee will recommend names of successful applicants to the Head of the Department, who will then notify these students.

iv. Before starting an out-bound exchange programme, a student shall obtain permission from the University. Such a request shall be forwarded through the Head of Department and Dean of School to the IPO. Upon evaluation, the IPO will forward the request for approval by the Principal through the Registrar Academic and the DPRINCIPAL (ASA).

v. For short term exchanges, students will be granted permission to be away from class for the duration and upon returning shall take make up classes to cover missed learning sessions.

vi. For long-term exchanges lasting at least one semester, the student shall defer his/her semester(s) at the University prior to departure for the exchange programme.

vii. The student will not pay tuition fees for the semester(s) deferred to study at a partner university that has signed student exchange agreement with the Kerio Valley University College.

viii. The number of semesters to defer will be as specified for the given exchange programme. The student shall adhere to departure and return dates as specified by the University.

ix. The duration of participation in the out-bound student exchange will normally be limited to not more than 50% of the study period of the degree programme.

x. Before beginning the exchange, the student shall obtain available information about courses offered at the host institution, and in consultation with an appropriate programme advisor at KVUC and the IPO, select suitable courses at the host institution, taking into account his/her degree programme requirements.

xi. Credit transfer may be applicable to credits earned by students through study at a partner university under an approved out-bound exchange programme, guided by the provisions of the Credit Accumulation and Transfer System (CATS) Policy. Students will need prior approval of their study plan and credit transferability from the Department. Credit transfer decisions will be guided by the following:

a. Transfer of credits will only be permitted for universities and institutions that are recognized by the CUE.

b. Credits will be transferred for degree level courses equivalent to similar level courses offered at the Kerio Valley University College.

c. The courses must equate in the content offered and practical work, if any, and run for the same duration or longer than the equivalent course in the degree programme the student is enrolled at the Kerio Valley University College.

d. Credit transfer will only apply for courses for which a course with similar standard, duration, credit hours and matching description is available in the relevant academic programme of Kerio Valley University College, and the exchange student has earned a minimum of grade B (60%).

e. Less than 50% of the total credit hours of the relevant academic programme of the Kerio Valley University College may be transferred.

f. Students applying for transfer of credits shall submit within the set timeline, original official transcripts issued by the host university and the course description (s) to the Head of Department for processing.

g. A credit transfer processing fee determined by the University may be charged.

xii. While on exchange, Kerio Valley University College students shall adhere to all relevant academic regulations and policies of the host institution.

xiii. Out-bound exchange students shall take full responsibility for the costs of the exchange programme (including travel, insurance living expenses, fees, etc), except where provided for in the signed exchange agreement with the host university/institution or sponsor.

B. In-coming Student Exchange

In-bound exchange programmes allow students enrolled at accredited universities and institutes to study or undertake research for a defined duration at the Kerio Valley University College. The following guidelines will apply for in-bound student exchange programme:

i. In-bound exchange programme will be allowed for students from international universities or higher education institutions recognized by the CUE.

ii. The Kerio Valley University College will enroll students under in-bound exchange programme on case by case basis guided by the following:

a. To be considered for an in-bound exchange, the student must be enrolled as regular student at his/her home university.

b. He/she must be in good academic and disciplinary standing at the home university. Documentary evidence shall be required for scrutiny.

c. The student must have the consent of or be officially nominated by his/her home university to study at the Kerio Valley University College on an exchange.

d. The student must be able to communicate in English language fluently or have the IPO organize for English language training with the relevant department or institution.

iii. In-bound exchange students will have the same rights and obligations as local students.

iv. The in-bound exchange students may register for any course on the same basis as Kerio Valley University College students enrolled in an analogous programme.

v. The in-bound exchange student will be registered as full-time non-degree student and take the maximum course load per semester for courses of their choice and level at the home university.

vi. The student will be issued an official academic transcript for the courses taken at the University under the in-bound exchange programme.

vii. Credit transfer for in-bound exchange students will be based on guidelines set by the home university policies.

viii. Where applicable, tuition fee will be charged according to the current rate for the courses studied at Kerio Valley University College.

ix. Tuition fees will not normally be refunded if the exchange student opts to withdraw from an on-going programme.

x. The in-bound exchange student will meet the costs of the programme (including travel and living expenses, among other costs), except where provided for under the exchange agreement.

xi. Unless covered by the terms of the exchange, students must provide proof of health insurance coverage for the whole period of the exchange.

xii. There may be special arrangement exchange programmes that will be treated differently based on the terms and conditions of the signed agreement.

6.2.2 Staff Exchange

Staff exchange programmes provide the opportunity for participants to learn, teach or carry out research for a specified period at a partner university. During such exchanges, they interact with colleagues from diverse cultural and training backgrounds presenting an opportunity to exchange ideas and knowledge.

With a goal to develop and retain vibrant staff, the Kerio Valley University College supports both out-bound and in-bound exchange programmes, especially for faculty. The exchange visits may take the form of research visits, guest lecturer, or visiting faculty to or from partner universities and institutions. An exchange faculty may combine the three depending on the duration of the visit.

A. Out-bound Staff Exchange

i. An out-bound staff exchange may be arranged within the region or overseas with any accredited partner university, recognized research organization or researcher exchange funding agencies.

ii. Initial arrangements for exchange will normally be undertaken by the University employee interested in an exchange.

iii. The period of absence from the University on exchange will be subject to negotiation.

iv. The University may consider giving the staff full or part of the salary, insurance, travel ticket, settling allowance; and stipend or living allowance, where necessary or recommended.

v. For staff going on a research based exchange, the project concerned will provide a budget for the research or work activities to be undertaken.

vi. The staff will send quarterly reports during the exchange period. At the end of the exchange period, the staff will present a detailed report on the learnings from the programme and provide information useful for planning future cooperation and activities.

B. In-coming Staff Exchange

i. The University, through the IPO, will consider providing short term or long term accommodation to incoming exchange staff and facilitate their settling in.

ii. Functional English and Kiswahili will be offered as a course to these international staff to facilitate their communication and cultural alignment, through the IPO.

iii. Depending on the arrangements between the University and the partner institution, the staff may teach, do research, demonstrations, offer specialized skills and/or give a public lecture on request as follows:

a. A guest lecturer will normally give free lectures, seminars or conference presentations as arranged for under the exchange. The University will provide accommodation to the individual.

b. A visiting faculty on leave from their home institution may spend one to two semesters on an in-bound exchange to do research, teach, develop curricula or carry out other academic activities relevant to the Kerio Valley University College community as stipulated in the exchange agreement.

The visiting faculty will be responsible for various costs which may include accommodation, living expenses, research costs and other costs depending on the exchange agreement.

iv. Upon completion of the exchange, the visiting faculty will submit a summary of his/her experience to the Kerio Valley University College and the home institution.

7.0 MONITORING AND EVALUATION OF EXCHANGE PROGRAMMES

i. Regular review of existing exchange programmes will be conducted by the IPO to evaluate their performance. The directorate of Industrial Linkages, Partnerships and Collaborations will work together with the IPO during the review.

ii. Where the IPO and/or the implementing school/department recognize that an exchange is no longer viable, further assessment will be done and areas of weakness reported to the University Management for corrective measures to be taken.

iii. Following the review process, individual agreements may be amended or discontinued based on recommendations of the academic units implementing the exchange programme and the decision of the Management.

8.0 STRATEGIC FOCUS

The exchange programmes strategy is focused on enhancing the quality of teaching and learning by integrating international academic staff with the University's academic community. This will help in achieving internationalization as a means to positioning the University as a research centre. Exchange programmes present an avenue for new collaborations and research partnerships. Increasing international activity in scientific research, particularly with respect to increased participation in external research programmes and projects, would help increase the number of international scholars, with their inclusion in the implementation of projects and research programmes undertaken by the University's researchers. Expanding the scope of scientific cooperation with researchers' and/or research institutions abroad will build a strategic network of global partners for the University while at

the same time improving the University's Governance and Corporate image through mentorship and benchmarking. The expansion of international cooperation in exchange of academic staff is a way to develop and retain competent human resource. Some exchange programmes could support physical and technological infrastructure establishment at KVUC. The exchanges further provide an opportunity for strengthening resource mobilization and utilization in line with the University's strategic plans.

9.0 EFFECTIVE DATE

This policy takes effect from the date of approval by the University Council.

10.0 REVIEW

This Policy shall be reviewed by Senate and approved by Council in intervals of five (5) years or as need arises to ensure its continued application and relevance.

ANNEXURE 1: RISK MATRIX FOR THE IMPLEMENTATION OF THE STUDENT AND STAFF EXCHANGE PROGRAMME POLICY

S/ NO	RISK EVENT	RISK FACTORS	RISK EFFECTS	I	V	I V	MITIGATION MEASURES	KEY PERFORMANCE INDICATOR	RESPONSIBILITY	TIME-FRAME
1.	Wavering Commitment to an active exchange programme	Limited enforcement of policies; Mishandling of exchange personnel; Institutional capability to run the exchange; Institutional reputation damage	Termination of exchange agreement	4	3	12	Adhering to institutional policies and procedures; Fidelity to exchange agreements	Number of successfully completed exchanges	DPRINCIPAL (ASA); Registrar (Academics); IPO; Programme coordinators	Continuous
2.	Engagement in unsuitable exchange programme(s)	Poor vetting of programmes; Unprogrammed activities; Programme design flaws; Programme reputation damage	Exchange programme failure/loss	4	3	12	Have institutional policies that guide programmes development and implementation	Number of defective exchange programmes	DPRINCIPAL (ASA); Registrar (Academics); IPO; Programme coordinators	Continuous
3.	Student and staff misconduct during exchanges	Unacceptable behavior of exchange participants	Litigation; Premature termination	3	3	9	Enforce relevant institutional policies, rules and regulation; Clearly communicate	Number of exchange participants with reported indiscipline	DPRINCIPAL (ASA); Registrar (Academics); Registrar (Administration	Continuous

							programme expectations		); IPO; Programme coordinators	
4.	The university loses contact with an exchange participant	Institutional accountability (for safety, location of participants, and crisis management); Failure to keep track of exchange participants; Inadequate travel documentation of participants	Loss of exchange students and staff	4	4	16	Use internal or external database to track travel itinerary of students and staff	Number of students and staff who fail to return at the end of an exchange programme	DPRINCIPAL (ASA); Registrar (Academics); IPO; Programme Coordinators	Continuous
5.	Development of a medical condition/Emergency by an exchange participant	Sudden illness; Accidental injury or Mental health crisis; Death	Premature termination of exchange participant; Loss of life	4	3	12	Emergency health care and evacuation resources and/or insurance cover mandatory; Alternative arrangements for completion of the programme	Number of exchange participants seeking emergency support	DPRINCIPAL (ASA); Registrar (Academics); IPO; Programme Coordinators	Continuous
6.	Students and staff on exchange programme finding	Culture shock	Compromised performance	3	2	6	Comprehensive intercultural training prior to	Number of exchange participants who	DPRINCIPAL (ASA); Registrar (Academics);	Continuous

	difficulty in coping with cultural environment		during the exchange				the exchange commencement	fail to cope	IPO; Programme Coordinators	
7.	Flawed selection of participants for exchange programme	Undeserving participants being enrolled in exchange programmes	The exchange programme failure	4	3	12	Pre-screening/ interview of students and staff	Number of students and staff offered exchange participants who do not meet set criteria	DPRINCIPAL (ASA); Registrar (Academics); IPO; Dean; HOD; Programme coordinators	Continuous
8.	Exchange student enrolling for unsuitable courses	Student does not earn course credits from the exchange programme	Student loses study time and delays to complete his/her degree programme	4	3	12	Pre-exchange orientation and guidance of students on choice of courses; Administrative controls put in place to verify enrolment equivalence	Number of students not qualified for credit transfer	DPRINCIPAL (ASA); Registrar (Academics); Dean; HOD; Programme Coordinators	Continuous
9.	The destination of the exchange participants becoming unsafe	Natural disasters; Civil unrest; Terrorism; Insecurity; Have limited capability to offer good healthcare.	Premature termination of exchange; Loss of life	4	4	16	Emergency health care and evacuation resources and/or insurance cover mandatory; Alternative arrangement in place to complete programme; Background checks for safety of exchange	Number of exchange participants seeking emergency support/evacuation	DPRINCIPAL (ASA); Registrar (Academics); IPO; Programme coordinators	Continuous

							destinations			
10.	Participant(s) personal safety at risk	Threats on participants' life; Assault/attack on participants; Crime towards participants	Premature termination of exchange; Loss of life	4	3	12	Emergency health care and evacuation resources and/or insurance; Alternative arrangement in place for completion of programme	Nummber of exchange participants seeking emergency support/evacuation	DPRINCIPAL (ASA); Registrar (Academics); IPO; Programme Coordinators	Continuous

I = IMPACT, V= VULNERABILITY, IV = IMPACT × VULNERABILITY

Extreme (E) High (H) Medium/Moderate (M) Low (L)