



Promoting an Internal Quality Culture in Mozambican Universities

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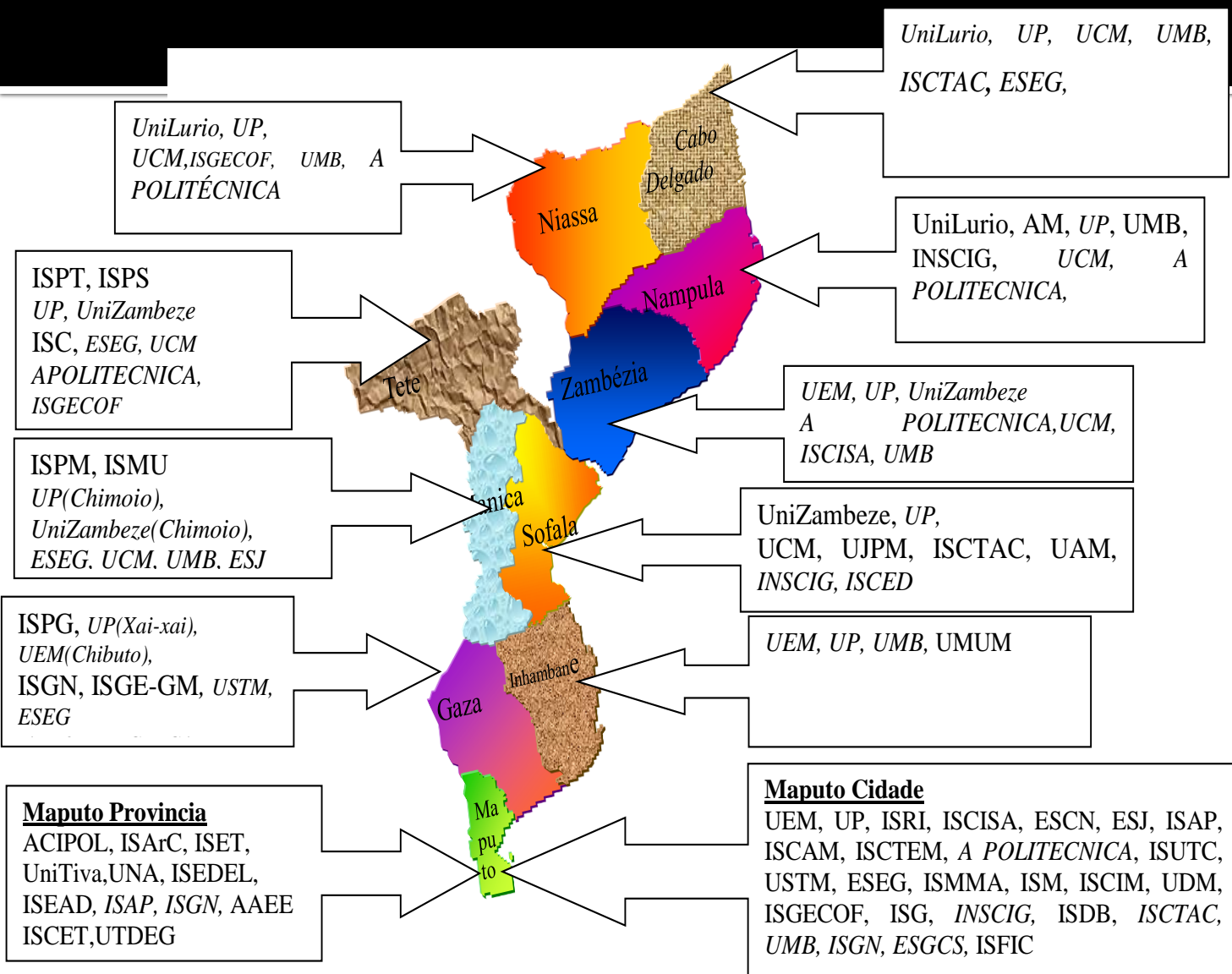
Outline of the Presentation

- ❖ Introduction
- ❖ The Establishment of a National System of Accreditation Evaluation and Quality Assurance of higher education (SINAQES)
- ❖ The Establishment of a National Quality Council in Higher Education (CNAQ)
- ❖ What is Quality Culture?
- ❖ How Does CNAQ Promote Quality Culture?

Introduction

- ❖ Mozambique achieved independence in 1975.
- ❖ At the time of Independence only one university existed, the University of Lourenço Marques (ULM), which became Eduardo Mondlane University (UEM) in 1976.
- ❖ From 1999 to 2008, 14 new public HEIs were established, increasing the overall number of public institutions from three to 17
- ❖ 2016 data shows that there are 52 HEIs (19 public and 33 private) with a total student population of 189 135
- ❖ A total of 75 points/ sites where HE is offered in Mozambique

Distribution of HEI in Mozambique



The Establishment of a National System of Accreditation Evaluation and Quality Assurance of higher education (SINAQES)

- ❖ In Mozambique the government had to deal urgently with a multiplicity of challenges affecting higher education
- ❖ In 2007, Mozambique introduced the National System of Accreditation Evaluation and Quality Assurance of higher education (SINAQES) as a system of standards, procedures and mechanisms to regulate higher education quality and ensure the delivery of quality services from all actors and stakeholders

SINAQES

❖ SINAQES covers three main domains referred as 'sub-systems', namely

- the *sub-system of self-evaluation* to be undertaken by individual institutions
- the *sub-system of external evaluation*
- the *sub-system of institutional and programme accreditation* under the responsibility of CNAQ

SINAQES

❖ SINAQES goals are:

- to develop and promote the principles and culture of consistent quality of services provided by institutions of higher education
- to identify, develop and implement standards and quality indicators;
- to inform society about the quality of teaching in HEIs
- to assist in identifying problems in higher education and to outline mechanisms and policy proposals for their resolution
- to contribute to the integration of Mozambican higher education with the region and the world

The National Council on Quality Assurance in Higher Education: its mandate

❖ The National Council on Quality Assurance in Higher Education (CNAQ) was established in 2007 as SINAQES' implementing agency with the following mandate

- To approve the regulations for assessment and accreditation
- To approve the standards and guidelines for quality assurance in consultation with HEIs and other stakeholders;
- To carry out external evaluations and accredit HE institutions and programmes.

What is Quality Culture and How Does CNAQ Promote Quality Culture?

❖ The notion of culture is understood here as comprising two distinct sets of elements:

➤ “a cultural/psychological element of shared values, beliefs, expectations and commitments toward quality” and

➤ “a structural/ managerial element with defined processes that enhance quality and aim at coordinating effort” (EUA 2006, 10).

What is Quality Culture and How Does

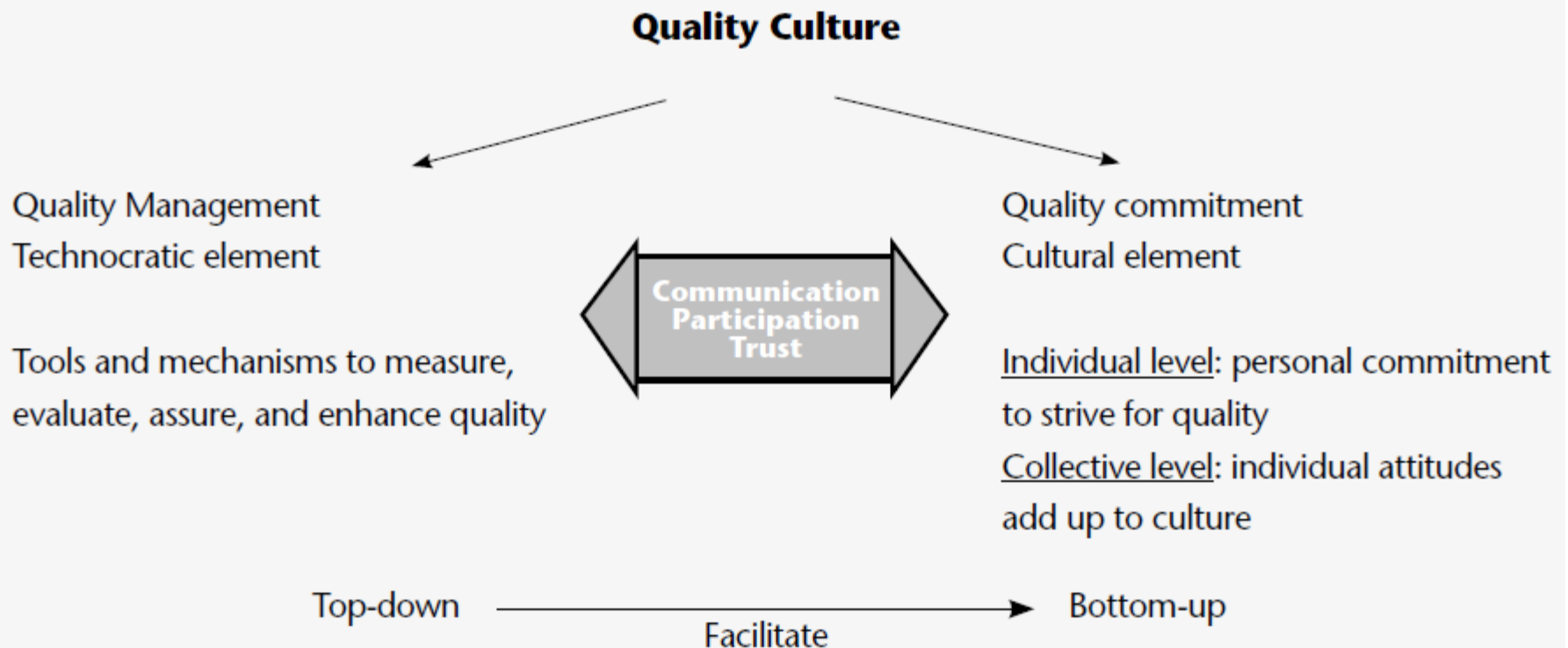


Figure 3: Quality Culture'

Promotion of institutional QA culture

- ❖ **Promoting discussion and awareness of QA issues among those who are formally responsible for this function at their institutions;**
- ❖ **Training in QA in institutions (self-evaluation, institutional audits, report writing, etc.);**
- ❖ **Promoting student involvement in quality issues; and**
- ❖ **Promoting networking opportunities in QA.**
- ❖ **Clarifying individual and collective roles in QA**

How Does CNAQ Promote Quality Culture?

- ❖ Dialogue between HEI and CNAQ
- ❖ Monitoring
- ❖ Technical Assistance
- ❖ Training Internal and External Quality Assessors
- ❖ International activities: accreditation procedures, projects and initiatives that brings new views into the agency
- ❖ Continuous measuring of quality and use of results
- ❖ Not punitive but developmental
- ❖ Recognition of diversity between and within institutions

Challenges of Promoting a Quality Culture

- ❖ **Developing expertise and professional capacity are the most important challenges facing the national QA agency and institutional QA units. These manifest themselves in three ways:**
 - **insufficient numbers of qualified and professionally trained staff at the agency to lead and manage QA processes with confidence and integrity across systems, institutions and programs**
 - **shortage of academic staff in HEIs with knowledge and experience in developing suitable instruments and conducting self-evaluations and peer review; and**
 - **strain on the small pool of staff in institutional QA units who need to support both their own internal quality systems as well as external quality assurance processes required by the national agency.**
 - **Financial challenges to implement improvement plans**

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Muito obrigado pela atenção dispensada

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