

# Internationalization of Higher Education in African Continents- A Case Study of Ethiopian Civil Service University, Addis Ababa (Ethiopia)



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## Abstract

Jane Knight and Chika Sehoole rightly said in his book "Internationalization of African Higher Education", Published by: Sense Publishers, Towards Achieving the MDGs" that, the internationalization of higher education in Africa can be seen to have a long and rather troubled history if it is interpreted within the context of colonization. There is no one denying this reality. However, it is equally important to see internationalization as a contemporary process aiming to contribute to human, social, cultural and economic development of communities and nations through strengthening the international dimension of teaching, learning, research, community. Higher education is an important representative of change and development. International education is full of opportunities and potential benefits for individuals, higher education institutions and society. But it is important to take an analytical look at the current process of higher education Internationalization and recognize that with benefits come potential risks, and with anticipated positive outcomes unintended consequences. Internationalization is now high priority for African policy makers and education providers. It is also acknowledged that, internationalization is being one of the most eminent features of higher education going ahead in modern era. Similarly, Government of Ethiopia and policy makers, educational institutions have also taken initiatives to promote the 'internationalization' of Ethiopian higher education. The trend towards internationalization of higher education of African Universities particularly Ethiopian Civil Service University have resulted in a lot of interest shown by stakeholders in its sharpness and in understanding the pathways to internationalization. This paper highlights the idea of Internationalization of Higher Education followed with widespread path to internationalization. The paper also identifies certain initiatives undertaken by Government, policy makers, educational Institutions, Universities and higher education providers in their effort to internationalize higher education in Ethiopia through Ethiopian Civil Service University (ECSU). In the present research the researcher put in place an outline of the mentioned pathways and initiatives to internationalize higher education in Ethiopian Civil Service University. This research paper is divided into five parts. The first part is about introduction followed by abstract. The second part denotes Internationalization of Higher Education in relation to ECSU. Third part explains about ECSU objectives and core values. The fourth and fifth part states about of Summary of the events organized by Ethiopian Civil Service University during January 18 to March 2018 and finally conclusions.

**Keywords:** African Education, Higher Education, Ethiopian Higher Education, Institutions, Civil Service University curriculum, Internationalization of Higher Education.

## Introduction

Over the last decade, many countries have emphasized widening access to higher education, bringing rapid growth in the number of universities and degree program on offer. The global tertiary enrolment ratio (the share of the student-age population at university) increased from 14% to 32% in the two decades to 2012. Andreas Schleicher, the OECD's head of education, has written that China now opens the equivalent of a new university every week. The term Internationalization is now used very

often by different stakeholders of the education sector. The word internationalization means taking education across national borders. As institutional internationalization has become an embedded and widely accepted part of the higher education sector, the development of strategies to develop and manage international engagement is increasingly taking place at the national and regional level as well as at the level of individual universities.

The internationalization elements would comprise of institutional linkages, partnerships, collaborations and people mobility across international borders. Even, though Internationalization means sharing teaching-learning as well as best practices amongst institutions based across borders. The best known definition is put forth by Jane Knight and has been accepted by UNSECO too. Knight defines Internationalization of Higher Education (IHE) as “the process of integrating an international, intercultural and global dimension into the purpose, functions (teaching, service, research) and delivery of higher education at the institutional and national levels”. This definition describes the aspect of integration of the “intercultural dimension” of internationalization of higher education.

**Aim of the Study**

The main aim of this research paper is to highlight certain initiatives taken by Ethiopian Civil Service University and Government in higher education for internationalization, as worldwide internationalization is being one of the most distinguished characters of higher education. The second aim of paper is how plans & policies adopted/implemented/initiated by ECSU for improvement in higher education system in day to day manner.

internationalization; 1) at home and 2) abroad/ cross border. The Figure 1 shows the two pillars of internationalization and also mentions the constituents of the two pillars of internationalization.

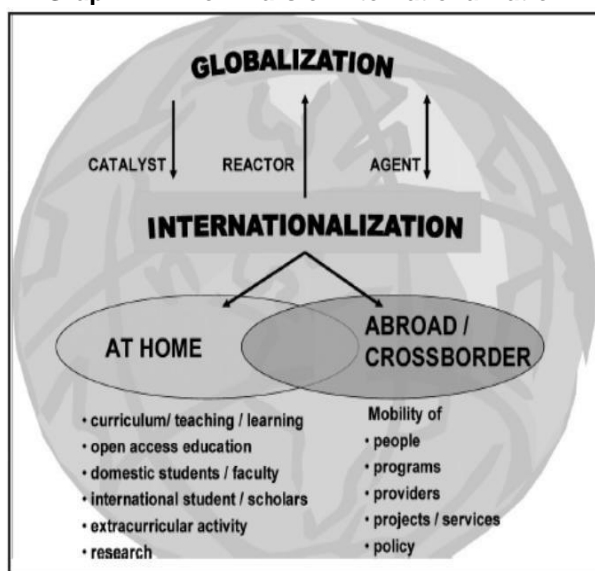
**African Higher Education at Glance**

Internationalization” of higher education has in recent decades emerged as a significant component of the higher education system and has generated a lot of interest amongst its civil servants. A number of international trends have impacted the higher education sector to a certain extent. Nearly twenty years ago, the higher education system of Ethiopia was characterized by 1) as very limited in access, 2) inequitable, poor in quality, 3) weak in research output and 4) underfunded. To overcome from the said characteristics and in order to ensure access, equity, quality, relevance, and efficiency, the Ethiopian government has introduced major reforms and policy changes to the higher education sector since 1994. Acceleration of internationalization includes the growing demand for higher education, leading Ethiopian Universities have acknowledged internationalization to be the future of higher education in Ethiopia and have voiced the need to internationalize. The need to internationalize Ethiopia’s higher education has now been well established. It has now become necessary for Ethiopian HEIs to chart out a road map to internationalize their higher education in an environment of increasing competition. The recent decades have seen a lot of interest being generated and research being done on the „internationalization” aspect of higher education. Even from government as well as policymakers and also some agencies stated opinion through their new policy initiatives that they are now looking to maintain and encourage the process of internationalization. They are also now trying to determine ways to internationalize higher education at various levels. The present paper is being trying to highlight some of the pathways and initiatives followed by Ethiopian Civil Service University in Ethiopia.

**Ethiopian Civil Service University (ECSU) –At Glance**

The federal government of Ethiopia has launched a vibrant capacity building with special emphasis on self-reliance program through institutions and involvement of government too. The vision of capacity building program focuses on the development of human resources and also strengthening effective working practices of the institutions. At present, proper attention is also given on civil service at district regional and federal level on education, training. As on these days the strength of the civil service is over and above 300,000 which spread over the 9 Regions and 2 City Administrative Councils. There are many organizations which are covering over 70 Zonal and 600 Woreda administrations covering and working on education and training. The government and Ethiopian Civil Service University as well as Management Development Institutes are also working for strengthening the capacity of the civil service. The Ethiopian Civil Service University is actively

**Graph: 1: Two Pillars of Internationalization**



(Source Knight, 2002)

According to Knight “cross border education” is only a part of internationalization. The term is often imprecisely confused with internationalization. He added further that there are two pillars of

contributed on capacity building through various program on direct base learning and also indirectly through distance learning mode of the civil service. The table and graph 1 describes ECSU in numbers;

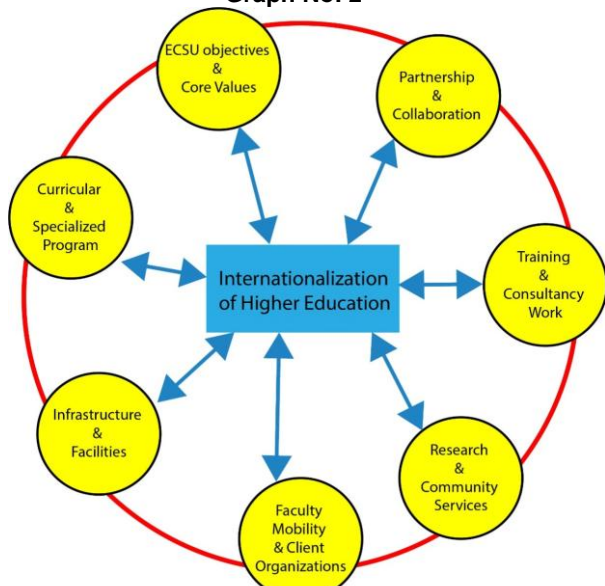
**Table No: 1**

Sr. No.	ECSU in Numbers	Total
1	Students Enrollment	
	Ph D	74
	MA	5149
	Bachelor	920
2	Number of students graduated	
	Diploma	9864
	Bachelor	13339
	MA	6199
	Ph D	24
3	Staff of the ECSU	
	Instructors and Consultants	260
	Expatriate Staff	47
	Administrative support staff	868
4	Staff on study leave	
	Ph D	76
	MA	10

Source: ECSU Brochure & journal” Building Capacities in the Public Service through: Teaching, Training, Consultancy and Research& Community Services

In addition, new universities have been established to update the knowledge of civil servants as well as other Ethiopians and the international community. It is therefore imperative to restate that the civil service is expected to build and develop its capacity through these institutions.

**Graph No: 2**



The Ethiopian Civil Service University (ECSU) formerly known as Ethiopian Civil Service College (ECSC) is established in 1995. It is established through a Council of Ministers Regulation No: 3 of 1996 as an autonomous higher education institution focusing on building the capacities of the country's civil service. The graph 2 certifies the

internationalization of Higher Education in ECSU. The main motive behind that of the country's development policies and strategies so that it becomes a system that is effective, transparent, accountable, learning and changing. More specifically the University aims at building capacity of civil service at both federal and regional levels through specialized education, training, research and consultancy programmes and services with the vision and mission of special attention to the capacity building needs of previously disadvantaged regions and to women empowerment in regards to admission and support mechanism policy. The internationalization of higher education in Ethiopian Civil Service University is divided into following platforms.

**ECSU Objectives and Core Values**

With a view to improve the professional and leadership capacity and ethical standards of the Ethiopian Civil Service, the ECSU, have the objectives to design training and educational programs, provide and use various modalities to conduct research to provide consultancy services to formulate standards and certify professionals along with core values; Table No. 2 gives core values of ECSU in building capacities in the Public service through its values.

**Table No: 2**

1. Attention to the Disadvantaged	1. Customer Focus
2. Collaboration	2. Participatory learning
3. Commitment	3. Welcoming Diversity
4. Continuous Learning	

Source: ECSU Brochure & journal” Building Capacities in the Public Service through: Teaching, Training, Consultancy and Research& Community Services

**ECSU Partnership and Collaboration**

The ECSU has made number of Memorandums of Understanding (MOU) with their counterparts in different countries. The linkages are in the areas of educational tours for students, student and faculty exchange and curriculum development amongst others. The ECSU has forged relationships with local and international organizations. The list of universities and international organizations are given in following table. The ECSU closely works with Federal ministries and agencies, regional bureaus and institutions of Higher Education and training smoothly. Internationally the University has links with institutions of training and higher education and donor organizations.

**Table No: 3: ECSU partnership and collaboration with other bodies and universities.**

1. Beijing Foreign Studies University	1. Friedrich Ebert Stiftung
2. HIS, Kangwan National University, South Korea	2. The GIZ and DED
3. Lal Bahadur Shastri National Academy of Administration	3. The UN Habitat
4. Punt Land State University	4. The World Bank
5. The UNDP	

*Source: ECSU Brochure & journal" Building Capacities in the Public Service through: Teaching, Training, Consultancy and Research& Community Services*

### **ECSU Training & Consultancy Work**

ECSU has establishment and started new training wing in the College to give the education programs in Law, economics, finance and management by Centre for Professional Development (CPD). In the year 1997, the same centre diversified its training areas and was renamed Centre for Civil Service Leadership and Management Development (CSLMD) to give more attention to the Civil Service Reform Programs (CSRPs). Training and Consultancy has 4 centers and it gives more than 75 training topics. The Table No; 4 certifies names of 4 centers with training topics.

**Table No: 4: ECSU efforts taken in Training & Consultancy Work**

1. Center for Policy, Leadership and Human Resource Training & Consultancy	1. Center for Urban Management and Transformation Training & Consultancy
2. Change Management/Leading Change	2. Urban Housing Management
3. Business Process Re-engineering/BPR	3. Urban Transport Management, Logistics & Planning
4. Strategic Planning and Management & others	4. Property Valuation and Taxation and others
5. Centre for Public Financials Management Training and Consultancy	5. Centre for Cross Cutting Issues Training and Consultancy
6. Internal Audit	6. Gender Mainstreaming
7. Tax Administration	7. Basics of HIV/AIDS
8. Revenue Raising and Management and others	8. Gender Based Violence and Sexual Harassment & Others

*Source: ECSU Brochure & journal" Building Capacities in the Public Service through: Teaching, Training, Consultancy and Research& Community Services*

### **ECSU Research& Community Services**

Ethiopian Civil Service University has stated his vision about leading Excellency in Public service capacity building in Africa by 2025. For which they are easing through well-organized, effective, visible and accountable public service which would contribute for the mass development and transformation drive for the country. In tune with this mission, solving problems and building capabilities of the civil service through research is the paramount of the ECSU. Its underlying principle for conducting well organized research centers as well as policy expansion, strategies improvement and accountability enhancement and capacity building in different public

sectors undertaking, leaders and professionals. ECSU organize conferences and seminar relevant to the need of civil service system and also ECSU has inaugurated FM100.5 community radio station with which has a social agenda and provides profound new opportunities for inclusive sustainable development of the community. It works in the cultural context of the community by two centers 1) Center for Research in Ethics and Integrity 2) Center for Research in Public Service Reforms.

### **Infrastructure and Facilities available in ECSU**

To achieve and fulfillment of the vision ECSU have provided following infrastructure and facilities. Such as

#### **Development Learning Center**

ECSU is a member of the Global Development Learning Network (GDLN). It has been serving the public and private sectors as important learning resources. ECSU is organizing and providing several short term courses, seminars, lectures, discussions and training through technology which benefited urban management communities and actor as well.

#### **Video Conference**

ECSU is now connected to all woredas via Woreda net and globally to training providers via the woreda net courses in leadership, managing change, strategic Planning and Management have been offered to Regions. ECSU is also connected by v-sat to the rest of the world and to all the weredas via wereda-net in Ethiopia. This facility is open to all institutions and private sector in relation to training and capacity building activities.

#### **e-learning**

e learning facility is available in ECSU for trainers. Nearly 50 trainees from bureaus in Hawassa city, Southern nations, Nationalities and peoples region have provided e learning training in Human Resource Management and Public Procurement.

#### **Library and Documentation Center**

ECSU has two libraries in Kotebe Road campus and main campus on CMC road in Addis Ababa. ECSU libraries are one of the best in Ethiopia on Civil Service studies with collection of more than 52000 titles of books and reference materials, documents, journals and magazines.

#### **Information Technology**

ECSU has more focus for strengthening the use of information technology in academics and administrative activities. This refers to digitizing the library and automating human resources, financial, student records such as SIMS and procurement management. The IT unit provides services such as desk top support, system and network operations, website administration and educational media to support training.

#### **Class rooms and Computer Labs**

The training rooms and the lecture halls are fully equipped with modern technology including internet connection, LCD, overhead projectors. Flip charts and modern seating arrangements. All the regular classrooms are maintained with suitable furniture, internet facilities and teaching aids. ECSU has computer labs for training and education in

various types of computer training, basic applications etc.

### **Geographic Information System lab and Surveying Lab**

The Geographic Information System (GIS) laboratory is the technical center for mapping and analysis at Institute of Urban Development Studies. The lab provides project support to students and academic staffs. The lab also provides Geographic Information System (GIS) through remote sensing and it hosts software such as Arc Info and Arc view. ECSU has Surveying lab which enables urban planning and urban engineering students to understand the basic principles of surveying by conducting field exercises using surveying equipment. In ECSU most of the field exercises are conducted outside the class room to support the theory with practical.

### **Conference Halls and Clinic**

ECSU has two modern conference halls with the capacity of 1000 and 350 participant each and fully equipped with modern technologies with sound system, air conditioning. Syndicate rooms with the capacity of 50 participants and 4 lecture theatre

**Table No: 5: ECSU Academic Curricular and specialized program**

<b>Bachelor Degrees in</b>	<b>Master's Degrees</b>
1. Development Management	1. Development Economics
2. Public Financial Management	2. Public Management
3. Tax and Customs Administration	3. Leadership and Good Governance
4. Urban Planning	4. Public Policy Studies
5. Integrated Land Management & Information system	5. Comparative Public Law and Governance
6. Urban Engineering	6. International Law
7. Surveying Engineering and Mapping	7. Federalism and Local Government Studies
8. Urban Land Management & Information System	8. Public Financial Management
9. Office Management	9. Tax Administration
10. Accounting & Finance	10. Customs Administration
11. Procurement and Asset Management	11. Urban Management
<b>Ph D Degrees in</b>	12. Urban Infrastructure Provision and Management
1. Public Management	13. Urban Land Development and Management
2. Public Financial Management	14. Urban Planning and Development
3. Urban Planning & Development	15. Urban Transport Planning and Management
4. Urban & Regional Studies	16. Housing Development and Management
5. Urban Mobility, Infrastructure Planning & Management	17. Property Valuation and Asset Management
6. Environment and Resilience Management	18. Environment & Climate Change Management
	19. Social Security Management
	20. Accounting & Finance
	21. Procurement & Assets Management
	22. Diplomacy & International Relations
	23. Governance & Development
	24. Social Policy
	25. Development Policy Studies
	26. Policy Analysis

*Source: ECSU Brochure & journal " Building Capacities in the Public Service through: Teaching, Training, Consultancy and Research & Community Services*

### **Faculty Mobility**

Faculty mobility through research collaborations is being promoted by the ECSU. It signifies real importance as a vital internationalization dimension. The ECSU and different international initiatives encourage faculty mobility and development

rooms fully equipped with capacity of 120 participants. ECSU has a clinic which provides medical advice and treatment for students on outpatient basis. The clinic is permanently staffed by a nurse and assistant. A part time doctor holds surgeries and if necessary refers students to specialist medical facilities in the city.

### **Restaurant and Residential Accommodation**

On the main campus of CMC Road ECSU has a restaurant capacity of 400 and caters to participates on our short term programs. Buffet breakfast, lunch and dinner are served while special dietary needs can be arranged upon prior request. The students are resident at the ECSU, living either in the campuses like main campus at CMC and CMC campus east and Kotebe campus.

### **ECSU Academic Curricular and Specialized Program**

ECSU is actively engaged in designing academic curricular and specialized program throughout year. Both the Ethiopian teaching faculty and Expatriate staff fully involved in informing and educating the university community and the public at large through their holistic works. Table No. 5 indicates ECSU academic Curricula and specialized program conducted during academic year.

through exchange programs, research collaborations and conferences. Faculty development through research collaboration and faculty exchanges can lead to knowledge enhancement which in turn can improve the quality of education. At present total 47 Expatriate are working at various positions in ECSU.

Faculty mobility can potentially enable sharing of international best practices in the teaching learning process and help take internationalization to the grass root level at the home campus. All Federal, Regional

States and City Council Administrations are our clients. Table No: 6 gives details of Client organizations of ECSU.

**Table No: 6: ECSU clients list**

Ministry of Civil Service	Ministry of Federal Affairs	Tax and Customs Authority
Ministry of Defense	Ministry of Justice	Ministry of Agriculture
Office of the House of People Representatives	Office of the House of Federation	Federal Supreme Court
Federal Tax Appeal Tribunal	Federal Ethics and Anti Corruption Commission	Federal Disaster and Preparedness Commission
Ethiopian Radio and Television Agency	Regional Management Institutes	Regional Civil Service bureaus
Ministry of Urban Development and Construction	Ministry of Finance and Economic Development	Ministry of Labour & Social Affairs
Information Network Security Agency	Public Procurement & Property Administration	Ministry of Women, Youth and children Affairs
Government Employees Social Security Agency	Private Organizations Employees Social Security Agency	Ethiopian Wildlife Conservation Authority
Transport Authority	Charities and Societies Agency	Ethiopian Police University College

Source: <http://www.ecsu.edu.et/client-organizations>

**ECSU Special Features to Make System Unique**

The ECSU promotes a participatory approach to decision-making at all levels to foster the ideals of cooperation by encouraging the involvement of its stakeholders towards its development and education advancement. The following special features are about ECSU system why they are unique;

1. Adoption of an interactive-oriented approach to teaching and learning
2. Carrying out of needs assessment and impact evaluation

3. Provision of special academic support programs for those in need
4. DLC-based provision of training through fully interactive video conferencing facility
5. Promotion of a participative management system
6. Writing of senior essays, whereby students go back home to work on problems facing their respective regions
7. Continual process of quality improvement.

**Gist of Summary of the events organized during January 18 to March 2018**

**Table No: 7: List of programs conducted and organized by ECSU.**

Sr. No.	Date	Program Title/Topic	Aim/Object
1	December 29, 2017	Ph D defenceCandidate Mr. AzimeAdemHassen, presented his PhD dissertation paper entitled "An Analysis of Agricultural Taxation in Ethiopia the Tax Responsiveness Tax Compliance of Rural Farmers and the Nexus With Rural Expenditure"	Curricular and specialized program
2	February 26, 2018	ECSU and Urban Development and Construction Biro of Asossa City Administration signed contact agreement.	ECSU is not for profit. It gives priority for quality and surely our expert do standardize structural plan for the city of Assosa. Assosa is one of the large town in western Ethiopia so it must lead by modern master plan. Structure plan preparation contract agreement is not our first project.
3	February 22, 2018	ECSU hold the First International Conference under the theme of "New Agenda in Governance and Policy for Sustainable Development"	Ethiopian Civil Service University held the First International Conference under the theme of "New Agenda in Governance and Policy for Sustainable Development" on February 22, 2018 at Hidasse Hall. The conference was jointly organized by African Institute of Governance and Development at ECSU, Addis Ababa University and Institute for Poverty Alleviation at Yensei University.
4	February 19, 2018	ECSU signed Partnership agreement	The agreement focused on supporting

		with Addis Ababa City Administration Sanitation Administration Agency on	Addis Ababa City Administration in the areas of Solid Waste Management.
5	14 February 2018	ECSU Top and Middle Managers held asset registration program on	it is important to apply asset registration principle at country level. It protects public assets from different kinds of embezzlement and closes the door of corruption and enhances good governance.
6	2 to 5 February 2018	ECSU Reform and Good Governance Coordination Directorate organized a training session for Academic Staff on reform tools and other related issues.	Academic Staff on reform tools and other related issues. More than one hundred and sixty academic staff participated
7	January 30-February 1, 2018.	ECSU Quality Assurance Directorate trained Directors and Team Leaders recruited from all directorates of the university	The training focused on the Aim and purpose of the Citizen's Charter, the use of citizen's charter and how to prepare and implement citizen's charter.
8	31 January 2018	FDR House of Peoples' Representative Human Resource Development and Good Governance Standing Committee discussed with Ethiopian Civil Service University top management body	The discussion focused on different issues that the Standing Committee observed during its three days visit at the university.
9	February 1, 2018	Department of Urban Engineering and Surveying under the College of Urban Development and Engineering organized congratulations program to celebrate their achievement at which they stood second in quality education competition held in 2016/ 17	congratulations program to celebrate their achievement
10	December 30, 2017 -January 29, 2018	ECSU Center for Public Financial Management Training and Consultancy in collaboration with Ministry of Finance and Economic Cooperation of Ethiopia. Training program on internal auditing.	On the training about eighty trainees recruited from different public organizations and institutions were participated.
11	March 23, 2018	ECSU hold one day National Consultative Meeting with Stakeholders on Urban Planning Preparation and Its Implementation. The program was organized by Center for Urban Management and Transformation Training and Consultancy and stakeholders from Regional governments and Addis Ababa and Dire dawa City Administration, Ministry of Urban Development and Housing participated in the meeting.	National stakeholder's consultative meeting for Urban Planning Preparation and Its Implementation.
	March 05 to 09, 2018	ECSU Training and Consultancy Coordination Directorate organized five days training program for Consultancy Service Divisions staffs. Ethiopian Management Institute Bishoftu Branch, its contribution at national level.	Consultancy Skill Training to build the internal capacity of the Consultancy Division of the ECSU Training and Consultancy Service Wing and widen
	March 15, 2018	ECSU organized one day Program on Gender and HIV/AIDS Issues Directorate to 1-5 change army chairmen and secretaries.	The training was organized in connection Gender and HIV/AIDS Issues with the International Women's Day.

Source: <http://www.ecsu.edu.et/content/research-community-service>

### Conclusions

Internationalization of higher education in ECSU is an amalgamation of a number of international dimensions. It is being recognized that along with the top management, the faculty of the respective HEIs also need to take ownership and drive internationalization. Initiatives linked to adding internationalization dimensions require institutional

support in terms of funding, providing facilities and conducting of training programmes to familiarize faculty and staff about the HEIs internationalization objectives and methods. ECSU must find ways to market their education wares abroad and devise strategies to draw students not just from developing countries. In terms of Ethiopian higher education ECSU has a great advantage. Successful marketing

of education needs a well thought out marketing strategy which would be based on the core competencies of the individual HEI. Another aspect which an HEI should look at is, building an environment which is conducive for students to become fit to be employed anywhere in the world. ECSU must look themselves by improving the infrastructural facilities, providing good quality and globally relevant education and creating a suitable ambience for their international students. ECSU would undertake measures to add multiple internationalization dimensions to their higher education and harvest many academic and economic benefits which internationalization offers.

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