

Innovation For African Universities Programme

Terms of reference

Call for Network Partnerships

30 June 2021

Contents

About the British Council.....	4
Introduction and Background to the IAU Programme.....	5
About the Centre of Excellence.....	7
Intellectual Property within the Centre of Excellence	7
Principles.....	7
Foreground and background	7
Limitations of use	7
Explicit permissions.....	7
Context of sharing	7
Onus.....	8
Geographic Scope of the Programme.....	8
Eligibility.....	8
The Opportunity	9
Optional Specialist Focus	9
Programme Structure.....	10
Phase 1	10
Peer Learning between Network Partners with guidance from Centre of Excellence	10
Phase 2	10
Collaboration Grant Projects Delivery, Communications, Showcasing and Dissemination	10
Programme Outcomes.....	11
Short Term Outcomes	11
Individual Level.....	11
Systems Level.....	11
Medium Term Outcomes	12
Individual Level.....	12
Institutional Level.....	12
Systems Level.....	12
Long Term Outcomes	12
Individual Level.....	12
Institutional Level.....	12
Systems Level.....	12

Roles Of Partners	13
Benefits To Participating Institutions	13
Strategic Alignment.....	13
Visibility.....	13
Contribute to entrepreneurship and innovation in Africa	13
Positioning	13
Data and Insights.....	14
Calendar Of Key Programme Dates	14
Indicative Budget	14
Compliance	15
Further Support.....	15

About the British Council

The British Council builds connections, understanding and trust between people in the UK and other countries through arts and culture, education and the English language.

The British Council works in two ways – directly with individuals to transform their lives, and with governments and partners to make a bigger difference for the longer term, creating benefit for millions of people all over the world.

The British Council helps young people to gain the skills, confidence and connections they are looking for, to realize their potential and to participate in strong and inclusive communities. The British Council also supports them to learn English, to get a high-quality education and to gain internationally recognized qualifications. The British Council's work in arts and culture stimulates creative expression and exchange and nurtures creative enterprise.

The British Council is on the ground in 19 countries in Sub Saharan Africa, delivering impact across these listed areas, and in the last 3 years, the British Council has also worked in additional 6+ countries working with local institutions and partners on the ground.

The British Council builds partnerships between UK higher education institutions and other countries, and supports the exchange and mobility of academics, scholars and students.

The British Council contributes to the development of a global academic community by providing international networks and platforms to discuss higher education and by promoting innovative research. The British Council supports policy and practice in the UK and internationally through market analysis, research and intelligence.

Introduction and Background to the IAU Programme

Youth are Africa's greatest asset. Africa's youth population is rapidly growing and expected to double to over 830 million by 2050. If properly harnessed, this increase in the working age population could support increased productivity and stronger, more inclusive economic growth across the continent. However, today, majority of youth in Africa do not have stable economic opportunities. Of Africa's nearly 420 million youth aged 15-35, one-third are unemployed and disenfranchised, another third is vulnerably employed, and only one in six is in wage employment.

In addition to high levels of unemployment and underemployment, Africa's youth are confronted with multiple challenges ranging from mixed growth economies, lacking job creation capability for its rapidly growing populations, to the global financial and economic crisis. Africa is the only region where the youth bulge will continue to grow in the foreseeable future. This presents both an opportunity to reap the demographic dividend and an imminent time bomb threatening social cohesion in the absence of appropriate policies to harness this dividend coupled with massive migration in search of opportunities.

Given the dire economic situation and uncertainty across the continent, it is critical to explore alternatives and potential solutions to improve the employment situation. The quest for solutions has triggered a renewed focus on the higher education landscape. Universities are producing graduates with limited skills and require further training to meet workplace/ employer needs. While graduates need to be more employable, universities also need to produce job creators instead of job seekers. Universities are gravitating towards innovation and entrepreneurship as exploratory solutions to the youth employability issue.

Beyond providing a platform for learning, research and knowledge creation, universities have a role to play as catalysts for change and drivers of economic growth in their various communities. Through their academic programmes, universities can provide graduates with knowledge and skills to contribute to the growth of new and existing companies. In addition, universities can foster and support the creation of new ideas, innovation and commercialisation. They also have an important role to conduct research into the ecosystems that support innovation and entrepreneurship, contributing to the growth of small to medium enterprises (SMEs).

In response to this need, the British Council has developed and designed the **Innovation for African Universities (IAU)** programme to foster a culture of innovation and entrepreneurship within universities and facilitate the development of skills required to build industries, companies, products and services.

The Innovation for African Universities programme is designed to support the development of Africa – UK University Partnerships that build institutional capacity for HE engagement in entrepreneurship and innovation ecosystems in selected African countries, to strengthen

entrepreneurship and innovation ecosystems and improve support for young people seeking to develop job creation entities and sustainable enterprises.

The IAU programme is based on a new model, including a learning and collaboration platform, or community of practice, which brings together Universities in the UK and Sub-Saharan Africa (SSA) to engage, interact and learn from one another with the aim of developing mutually beneficial partnerships that strengthen the capacity and capability of Higher Education systems in both locations. Over a period of 15 months a total of 20 Network Partnerships (NPs), comprising at least 60 partner organisations (including Universities, enterprise support organisations and other key ecosystem players*) will collaborate with the aim of exchanging best practice that supports increased functionality of universities.

There are three complementary challenges to be addressed:

1. A way to support the thinking and actions of Universities and ecosystem players so that ■ more businesses are created and students are more employable
2. A way to build relationships between different Universities in the UK and SSA so that ■ more projects and deeper relationships will result, supporting higher education internationalisation and showcasing the strengths, expertise and contribution of SSA Universities, leading to more genuine, symbiotic relationships.
3. A way to show improvement in development project outcomes so that further funding can ■ be sourced for the programme to continue, and the IAU programme model can be applied elsewhere.

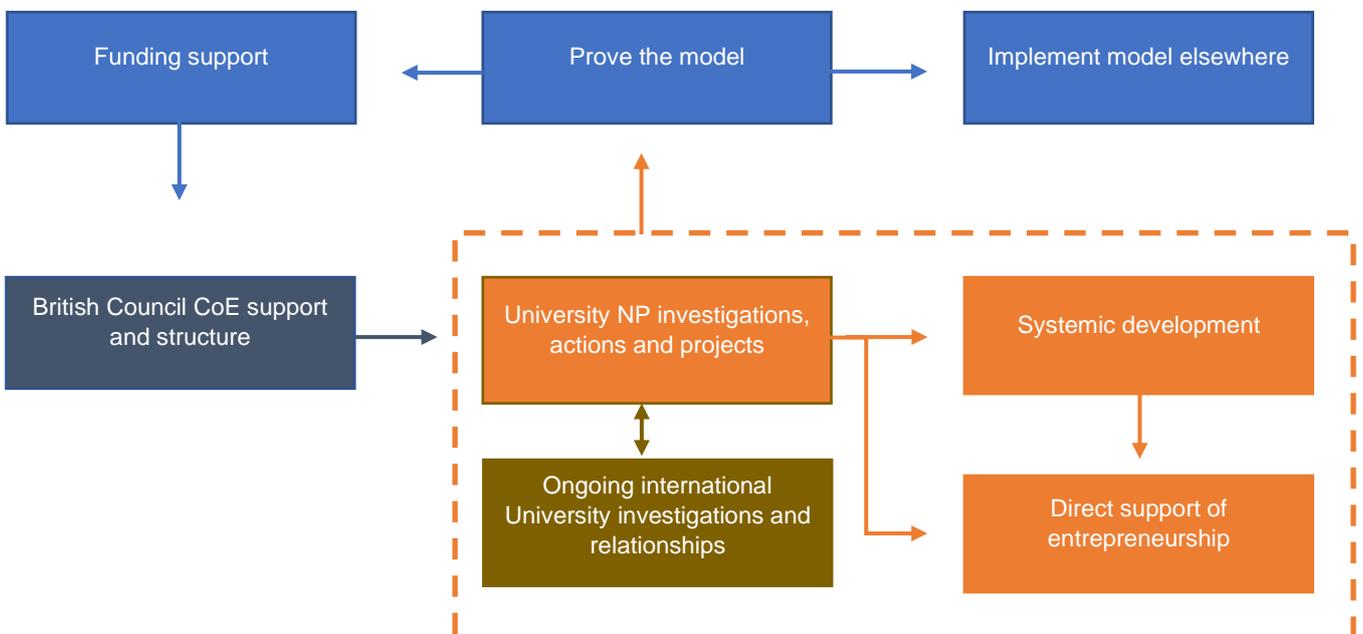


Figure 1: Overview of Centre of Excellence (CoE) and Network Partnership (NP) roles in the IAU programme model

* Ecosystem Player could be (but not limited to) Technology Hub, Entrepreneurship Support Organisation

About the Centre of Excellence

The Centre of Excellence (CoE) comprises of and is managed by City, University of London, ChangeSchool and the University of Nairobi. The CoE will be responsible for facilitating international knowledge-sharing within the community of practice, providing capacity building and mentoring support to all community members and partner organisations.

Intellectual Property within the Centre of Excellence

The success of the Centre of Excellence community of practice will depend on effective collaboration and knowledge sharing. In order to establish an environment where colleagues feel safe to share knowledge and work together, we have established a set of principles to which all members of the community must adhere, notwithstanding institutional policies or agreements between and within partnerships.

Principles

Foreground and background

Any IP of any sort that is brought by a CoE peer network partner to the Centre of Excellence and that existed in that organisation beforehand remains the property of that network partner.

Any IP developed by partnerships in the course of that partnership under the Centre of Excellence is deemed the property of that partnership jointly.

Any IP developed within the Centre of Excellence between the partners, for example within action learning sets or power hours, is deemed the property of those partners, jointly.

Limitations of use

IP shared within the Centre of Excellence is deemed licensed to the members for educational use and to the British Council for promotional use.

Explicit permissions

Any other proposed use of shared IP is subject to explicit permission and licensing by the owner.

Context of sharing

Any IP licence under the Center of Excellence is limited to educational use. No Centre of Excellence participant has any call on any commercial value of any IP brought to the Centre of Excellence by another participant.

For the avoidance of doubt, neither the Centre of Excellence project team (City, University of London, ChangeSchool, University of Nairobi) nor the British Council have any commercial interest in any commercial IP brought into the Centre of Excellence.

Onus

Notwithstanding any agreement made between the parties of the Centre of Excellence, the onus for protecting any IP that any party wishes to protect remains with that party.

Geographic Scope of the Programme

The opportunity to take part in the programme is open to Universities and Ecosystem Players in Nigeria, Ghana, Kenya and South Africa, and UK.

Eligibility

The IAU Programme is inviting partnerships including partners from the UK and SSA to submit proposals for participation in the programme. This opportunity is open to partnerships consisting of UK universities, SSA universities, and SSA entrepreneurship ecosystem entities. Each partnership applying to participate in the programme must contain at least one UK University, at least one University from Kenya, Nigeria, South Africa or Ghana, and at least one entrepreneurship ecosystem player from one of those four SSA countries, with a total of up to five partners of these types. Examples of ecosystem players include, but are not limited to, Technology Hubs or Entrepreneurship Support Organisations (ESOs). Universities must find their own ESOs to partner with.

A total of 20 Network Partnerships will be selected to take part in the IAU programme. To ensure equity of representation across Ghana, Kenya, Nigeria and South Africa, a minimum of four partnerships will be selected from each country, and a maximum of six partnerships will be selected from any one country.

Any given organisation can only be the beneficiary of one award.

To be eligible to apply:

1. Each partnership in the programme must contain at least three entities, up to a maximum of five. There must be at least one UK university, one university from Kenya, Nigeria, South Africa or Ghana, and one entrepreneurship ecosystem player from one of those four Sub-Saharan countries. NB whether the partnership is of 3, 4 or 5 organisations, the grant will remain the same.
2. Partnerships must be able to demonstrate appropriate organisational sponsorship of and commitment to the programme, either by MoU or evidence of previous partnership.
3. Partnerships must have experience and provide evidence of working and delivering with international partners. For UK universities, preference will be given to institutions already working in international contexts.
4. Universities must be accredited, licensed to operate and based in the locations they are applying from within SSA and UK.
5. Partnerships must have an interest in joining a network of peers to co-learn and share best practice in institutional practices of delivering entrepreneurship and innovation capacity.

6. The partnership has within it either a developing or well-established entrepreneurship and innovation ecosystems.
7. Partnerships must want to learn to adapt existing best practice to local environments.
8. Partnerships must want to enhance and or build communities of practice with local start-up ecosystems.

The Opportunity

Standard development funding calls ask for the applicant to implement a solution either of the funder's design or of their own to the funder's specification. Applications are solution and implementation based. The IAU programme, however, uses a Design Thinking based approach, where it is assumed that the best solutions emerge from a deep investigation and understanding of the problem. Hence the call for participation is not asking for an implementable solution. Instead, it is asking for a description of a problem that will be investigated during the course of the programme, and a plan of investigation. The IAU programme will then support that investigation through collaboration within the structure of a community of practice in the first delivery phase lasting three months (September - December 2021). Only then, will a plan for developing a solution be asked for, and funded if feasible, through a collaboration grant, in the second programme delivery phase (January – September 2022).

In line with the above, funding will be available in two tranches, 25% to support the investigation phase, and 75% to support the implementation phase. An interim report will be required at the end of the first phase and will double as the stage gate for tranche 2 funding. The interim report will contain the planning to support implementation of each partnership's preferred solution to the problem they are working on, based on what they have learned in the previous 3 months.

Throughout the programme lifecycle, the selected institutions will engage, interact with and learn from each other in a peer learning network or Community of Practice. The grants awarded in phase 2 will require Network Partnerships to develop solutions, interventions and projects that incorporate the skills, knowledge and expertise developed through the peer network learning sessions and activities, that strengthen entrepreneurship and innovation ecosystems, and involve active participation of students.

Grants will be administered by the Centre of Excellence through a process jointly managed and approved by British Council. Funding for each phase will be distributed to all partners in a partnership through the UK partner organisation, which will act as the lead partner.

Specialist Focus

With the recent disruptions to the academic calendar and attendant need for universities to pivot to the use of digital resources and virtual offerings, the programme would like to support digital innovation in this context.

In addition, in line with British Council's COP26 priority areas, raising awareness of the impact of climate change, priority will be given to projects that address climate change challenges, specifically around adaptation and resilience in helping people, economies and the environment adapt and prepare for the impacts of climate change.

To facilitate this, 35 - 40% of the awarded projects (8 out of 20) will have either climate change innovation or digital innovation in the context of developing entrepreneurship ecosystems in Africa, leveraging SSA / UK HE capacity, as its aim.

Partnerships may also want to give due consideration to the broad priorities of funders in the region, in terms of the problems they are trying to solve rather than their current specific actions.

Programme Structure

Programme delivery will be structured as outlined below and will comprise of the following specific activities.

Phase 1

Peer Learning between Network Partners with guidance from Centre of Excellence

With support and guidance from the Centre of Excellence, the programme will provide a virtual interface and interactive platform to connect and support partnership development and peer learning between the cohort of 20 Network Partnerships selected through this competitive call. The Community of Practice developed in this way will engage in activities to improve their understanding of the roles of universities in entrepreneurship ecosystems, and how to develop flexible and adaptable models in response to identified needs. The Centre of Excellence will be responsible for facilitating international knowledge-sharing within the Community of Practice, and will provide capacity building and mentoring support to community members. Given the prevailing circumstances caused by the pandemic, the activities of the network will be delivered virtually. The output from this phase will be an interim report from each partnership outlining what they have learned about the problem they are investigating in the previous three months, any changes to their problem definition, the solutions they have considered, and the project they would like to take forward in phase 2.

Phase 2

Collaboration Grant Projects Delivery, Communications, Showcasing and Dissemination

At the end of phase 1, as described above, Network Partnerships will be given the opportunity to apply for grants to fund projects that will develop solutions to the problems they have investigated during the first three months of the programme.

These projects will be required to include communications, showcasing and dissemination elements to create awareness around good practice and workable models for innovation and entrepreneurship development across Universities in Africa.

Through this phase, with support from the Centre of Excellence, grant funded projects will be identified and promoted through mini exhibitions and/or digital case studies to demonstrate the impact of the IAU programme model. These grant-funded projects by Network Partnerships, will have the opportunity to pitch ideas, products and innovations to industry partners, established innovation hubs and funders to receive constructive feedback and access investment opportunities for scale up.

In addition, there will be engagement with policy makers and key programme stakeholders across programme delivery locations to share findings, outputs and outcomes.

Programme Outcomes

The outcomes for the projects are expected to be realised at individual (student, academic, leadership) level; at institutional/university level and/or at systems level.

The expected outcomes are outlined below and differentiated as short-term outcomes (realised in Phase 1 of the programme), medium term outcomes (realised in Phase 2 of the programme) and long-term outcomes (realised 1 – 5 years post programme).

Short Term Outcomes

Individual Level

Network partners acquire new knowledge, skills, networks with regards to strengthening entrepreneurship ecosystems in their contexts.

Academics have increased knowledge and awareness of innovative practices, projects and products within Africa-UK Universities entrepreneurial ecosystems.

Institutional Level

An increased culture of learning and innovation.

Systems Level

Innovation in Universities is aimed at addressing local entrepreneurial/climate change challenges.

Partners have a better understanding of the entrepreneurial ecosystem and different approaches deployed in project target cities and the interactions / role of Universities and key players within the ecosystem.

Medium Term Outcomes

Individual Level

Academics implement new teaching methodologies and/or introduce new curricula addressing employability/ entrepreneurship.

Students' learning experience is enhanced because they are exposed to increased quality, more inclusive and relevant material in the context of entrepreneurship and innovation.

Institutional Level

Internationalised Institutions have improved research and innovation capability.

Systems Level

Stronger cooperation between universities both within SSA, within UK and between SSA and UK that fosters capacity building and peer learning.

Long Term Outcomes

Individual Level

Students have improved entrepreneurship capacity (skills, networks, business models) in target cities as a result of more effective support ecosystems with University participation.

Students are upskilled with 21st century skills that meet industry needs and enhance their employability.

Young people (students) create new businesses/ grow existing businesses/ create new jobs through use of their enhanced enterprise thinking and entrepreneurial skills.

Institutional Level

University systems are strengthened and are better able to support young people with the skills and knowledge needed to develop job creation entities and sustainable enterprises.

Network Partnerships access funding to sustain gains made through grant projects and/or to scale interventions.

Systems Level

Increased understanding and collaboration between partners leading to the development of sustainable ethically informed partnerships supporting good practice, equitable knowledge sharing and exchange between the UK and SSA.

University capacity to contribute meaningfully as key players in entrepreneurship ecosystems is strengthened, resulting in better support for young people seeking to develop sustainable enterprises.

Roles Of Partners

The contribution of each Partner Organisation to a Network Partnership must be clear and substantive. Experience of entrepreneurship and innovation work (e.g. establishing enterprise and innovation hubs in Universities in UK and SSA, successfully supporting start-ups, developing high growth entrepreneurs with spin offs and contributing to entrepreneurship ecosystem strengthening and development) must be demonstrated within the partnership.

Expectations on the partnerships include:

- Commitment to the goals of the IAU programme including shared responsibility for its oversight and success
- Willingness to commit their own organisational resources to the programme in cash or in kind
- Clearly defined roles and reciprocal obligations between and among all partners
- Commitment to assume performance and monitoring obligations including assuring access to data and fulfilling reporting requirements.
- Accountability for the use of IAU resources.

Benefits To Participating Institutions

Strategic Alignment

IAU provides a strong platform for the development of international higher education partnerships. The programme provides an opportunity and platform for Universities to build international partnerships.

Visibility

The programme provides additional visibility for the selected institutions and positions them for future collaboration opportunities and supports the strengthening of cross continental collaborations.

Contribute to entrepreneurship and innovation in Africa

Participating in this programme provides an opportunity to champion entrepreneurship and innovation within the higher education space and support its development across SSA.

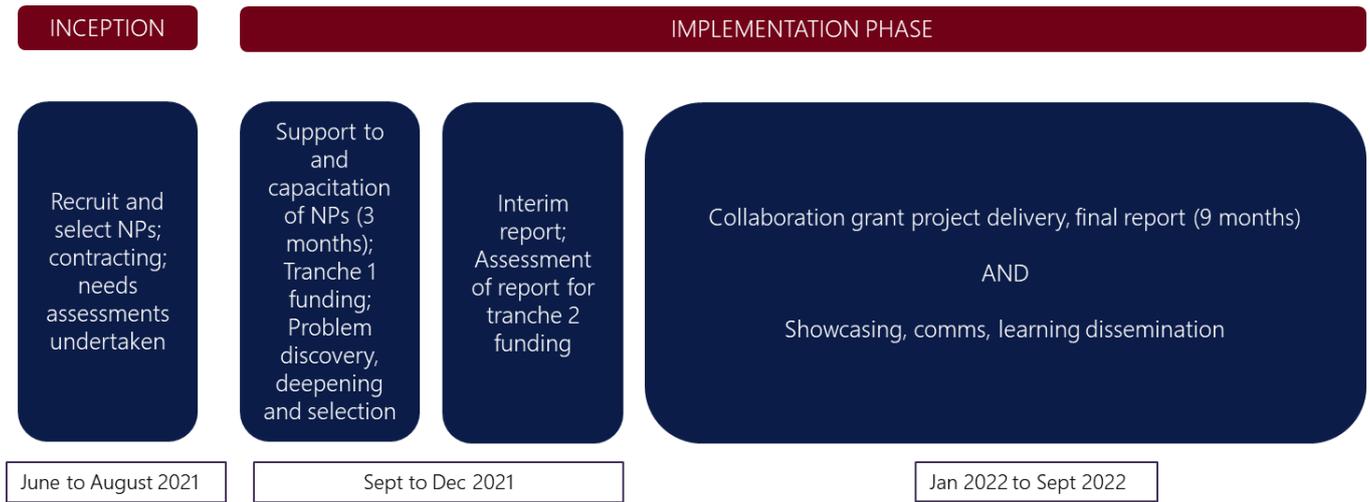
Positioning

Partner Organisations will be able to position their respective brands as leaders within the international and African higher education space and develop relationships with critical stakeholders at both policy and practice level within the education sector across SSA and the UK.

Data and Insights

Access to market data, insights and information through partnerships developed through the programme.

Calendar Of Key Programme Dates



Activity	Date
Launch of Call for Proposals	30 th June 2021
Clarification calls for interested universities	8 th July 2021
Deadline for submission of Proposals	30 th July 2021, 5pm BST
Notification of Selection	13 th August 2021
Contracting of selected partnerships	13 th August – 6 th September 2021
Delivery Phase 1 begins	6 th September 2021

Indicative Budget

Funding is in two tranches, 25% to support the investigation stage (phase 1), and 75% to support the implementation stage (phase 2). Funding will be distributed via the UK partner.

Phase 1 will be supported by a grant of up to £15,000 per Network Partnership.

Phase 2 will be supported by a grant of at least £45,000 per qualifying Network Partnership, as determined by a review of interim reporting.

Compliance

Proposals must be compliant with British Council funding rules – see page 1 of the budget template document.

Further Support

You will find an FAQ document being built here: <https://www.britishcouncil.org/education/health-science/opportunities/innovation-african-universities>

There will be a clarification call on 8 July. You can register for that here: <https://forms.office.com/r/zuAdfGJju4>

We will put together a list of any organisations looking for partners. If you wish to have your name added, please write to us at iau@changeschool.org with your name, email, job title and organisation name on or before 14 July 2021. Sending us your details implies consent to publish your details and share with other organisations looking for partners.

Note: No recommendation should be assumed or implied. We will simply add the details of those organisations that ask us to do so. You are responsible for your own due diligence.

You will find the online application form here

https://britishcouncil2.formstack.com/forms/innovation_for_african_universities_network_partners_application