



**UNIVERSITIES
SOUTH AFRICA**

**CALL FOR PROPOSALS
FOR
THE STRATEGIC, OPERATIONS AND FINANCIAL REVIEW OF THE
ENTREPRENEURSHIP DEVELOPMENT IN HIGHER EDUCATION
(EDHE) PROGRAMME**

1. OVERVIEW AND BACKGROUND

The Entrepreneurship Development in Higher Education (EDHE) Programme was established towards the end of 2016 and has been funded and supported through the University Capacity Development Programme (UCDP) since mid-2018. The EDHE programme is aimed at developing the entrepreneurship capacity of universities, students, and staff. The goals of the EDHE programme are in keeping with the intention that the UCDP should enable an integrated approach to capacity development across three focus areas: student entrepreneurship; entrepreneurship through teaching, learning and research; and entrepreneurial universities.

The EDHE programme is primarily aimed at addressing graduate unemployment and the need for growing additional income streams for universities. Through the EDHE programme, a comprehensive approach is taken towards advancing the economic participation of students and graduates, within universities that are increasingly becoming entrepreneurial ecosystems.

Although the EDHE programme has been successful in its implementation and impact on the Higher Education sector, there is a need to review its strategy, operations, and financial model. The review must take cognisance of the fact that the EDHE programme has to evolve to remain relevant and responsive to the needs of the higher education and training sector, while staying financially viable and sustainable in the medium to long term.

Thus, Universities South Africa (USAf) seeks to comprehensively review the strategic focus, operational model, administrative systems, viability and sustainability of the EDHE programme.

2. AIM AND OBJECTIVES

- 2.1. To appoint and commission a suitably qualified and experienced Service Provider to conduct a strategic, operations and financial review of the EDHE programme and present recommendations to the EDHE Review Committee with a report.
- 2.2. The objective is to determine the current and future relevance of the EDHE's strategic focus and operations and its potential sustainability into the future.

3. PURPOSE OF THE REVIEW

The purpose of this review is:

- 3.1. To examine the strategy and operations of the EDHE programme and their relevance and responsiveness to the HE sector's needs in 2018 versus 2023.
- 3.2. To examine the fitness for purpose, efficiency and effectiveness of the EDHE programme structures and activities and the causes thereof (considering the context);
- 3.3. To establish the appropriate strategies for attaining financial sustainability for the EDHE programme in the medium to long term;
- 3.4. To assess the fitness for purpose of the staffing structure for the EDHE programme; and
- 3.5. To recommend improvements on the strategic focus, operational management, administrative systems and financial viability and sustainability that support the current and future strategy of the EDHE programme.

4. SCOPE OF WORK

- 4.1. The Service Provider will undertake an evaluation of the extent and the effectiveness of how the EDHE's strategy and operations have contributed to the pursuit of its fulfilment, identified priorities, and achievement of its objectives and deliverables.
- 4.2. The Service Provider will advise and submit recommendations, after an evaluation of evidence including trend and comparative data, to assist the EDHE programme in identifying:
 - i. Its strengths, weaknesses, good practices, outcomes, challenges, threats, and improvements in terms of its strategic focus, operational and management model; and
 - ii. Areas in which its activities, performance, and outcomes may be enhanced or improved, concerning comparable practices and approaches, towards a more effective business and management model.
- 4.3. The Service Provider will review and advise on the following principal areas:
 - 4.3.1. Strategic focus and operations
 - i. The strategy of the EDHE programme;
 - ii. The operation of the EDHE programme; and
 - iii. The relevance and responsiveness of the programme to the HE sector's needs in 2018 versus 2023.
 - 4.3.2. Internal organisational and management structures, including:
 - i. The effectiveness of the EDHE programme structures and activities, and the causes thereof;
 - ii. Programme planning, budgeting, and resource allocations (human, financial and other), including:
 - The extent to which its operational plans, budgets and resource allocation complement and contribute to the pursuit of the EDHE's strategic priorities;
 - The effectiveness of the EDHE operational, workforce, budgetary, and other planning processes (including links between planning, budgeting, and resource allocations); and
 - Monitoring and evaluation operations and overall management performance in realising the EDHE objectives and plans.

4.3.3. Financial sustainability

- i. The current business/management model, especially in light of the partnership with the DHET and potential expansion into other sectors (e.g., TVET colleges and private HEIs);
- ii. Considering the potential of DHET funding declining in time, examine multiple revenue streams and income-generating opportunities in the business plan, including donor funds, course fees, advisory service fees etc.; and
- iii. Propose a business/management model that will ensure effective implementation of the EDHE strategy, operations, and financial sustainability in the medium to long term.

4.3.4. Staffing structure for the EDHE programme

- i. The suitability and relevance of the EDHE staffing structure to the strategy and operations of the programme.

4.3.5. Programme and administrative improvements and future developments, including:

- i. Soundness, viability and sustainability of the strategic focus, operational management, administrative systems and financial viability and sustainability of the medium to long-term plans for the EDHE programme;
- ii. Recommendations on changes and improvements in relation to the administrative and management arrangements of the EDHE programme for enhancing its strategy, plans and activities; and
- iii. Recommendations on improved operational and financial performance to ensure its current and future revenue-generating viability and sustainability.

5. DELIVERABLES

The specific deliverables for the assignment are:

- 5.1. The Service Provider should draft and deliver a comprehensive report, including any specific findings and recommendations on the current and future strategic and operational needs of the EDHE programme;
- 5.2. The report must include recommendations on the proposed business and management model, operations and human resource capabilities, and financial viability and sustainability;
- 5.3. The Service Provider must submit a draft of the review report to the EDHE Review Committee prior to final submission in order:
 - i. That the draft report may be checked for any errors of fact or misrepresentation; and
 - ii. To ascertain whether any statements in the report have the potential to pose legal or other risks to Universities South Africa or the EDHE programme.

6. TIMING AND DURATION

- 6.1. Proposals must be received on or before **16:00 on Friday 17 November 2023**.
- 6.2. Proposals will be reviewed by the EDHE Review Committee and a Service Provider will be selected and notified by **Friday 24 November 2023**.
- 6.3. The review will commence with the receipt by the Service Provider of all relevant documents relating to the EDHE programme, expected to be by **Monday 27 November 2023**.

- 6.4. The appointed Service Provider must submit and present an inception report on or by **Wednesday 13 December 2023**.
- 6.5. The Service Provider will define clear milestones based on their proposed methodology upfront. The Service Provider will deliver a presentation and/or report to the EDHE Review Committee upon the completion of each milestone. This would include an inception report, intermediate reports, and a final report.
- 6.6. The Service Provider will present the final report to the EDHE Review Committee, the USAf World of Work Strategy Group, and the USAf-DHET Programmes Steering Committee, expected by **15 March 2024**.
- 6.7. The review will be considered complete when the EDHE Review Committee is satisfied that all planned actions in response to the review report have been addressed.

7. FINANCIAL IMPLICATIONS

- 7.1. The Service Provider must provide a comprehensive plan, activity schedule and budget, including professional fees and any other assignment-related costs, including travel and accommodation as required, based on the deliverables set out in item 5.
- 7.2. The total cost of this assignment shall not exceed **R350 000.00** (incl. VAT if applicable).

8. CONFIDENTIALITY AND COPYRIGHT

- 8.1. The Service Provider must maintain confidentiality throughout the design, development, delivery and subsequent to the process of this project.
- 8.2. The ownership of the copyright in the project deliverables outlined in section 5 shall vest solely with USAf.

9. REPORTING

- 9.1. The Service Provider will report to the EDHE Review Committee and provide regular feedback on the status of the review and any assistance required.
- 9.2. The EDHE Review Committee will consist of at least five members, including a representative of the USAf World of Work Strategy Group and a representative of the USAf-DHET Programmes Steering Committee.
- 9.3. The contact person for the EDHE Review Committee will be the Director: Entrepreneurship at USAf.

10. THE SUBMISSION OF PROPOSALS

Experts who specialise in strategic and operational reviews in a professional entity are invited to submit proposals detailing:

- 10.1. A comprehensive review methodology demonstrating:
 - i. How the Service Provider will ensure that the proposal requirements are met; and
 - ii. The implementation plan and timeline of the proposed tasks.
- 10.2. The methodology must include a review of the current strategy and operations, administrative systems, staffing structures, financial viability and sustainability of the EDHE programme. It should also include planned interviews and consultations with

identified key stakeholders and other important role-players, a reporting mechanism to the EDHE Review Committee, and the production of a report outlining key findings and recommendations.

- 10.3. A detailed review plan and cost proposal including expenses, VAT (if applicable), and a payment schedule.
- 10.4. At least two references from clients where the Service Provider had undertaken similar work. At least one of the projects being referenced must have been carried out within the past 36 months. Universities South Africa reserves the right to verify the authenticity of the references.
- 10.5. Proposals must be addressed and submitted to the EDHE Review Committee at e-mail address zana@usaf.ac.za by **16:00 on Friday 17 November 2023** with the following information on the Service Provider:
 - i. Name of Service Provider;
 - ii. Contact details of the Service Provider; and
 - iii. CV/s of the Service Provider.
- 10.6. During the evaluation of submissions received, factors such as price, experience, functionality, planning and implementation, methodology and tax compliance status will be considered.
- 10.7. More information on EDHE may be obtained from its website at www.edhe.co.za, or requested from Frances Zowa at frances@edhe.co.za.

11. DISCLAIMERS

- 11.1. USAf has produced these Terms of Reference (ToR) in good faith. However, USAf, its employees and its associates do not warrant its accuracy or completeness. USAf will not be liable for any claim whatsoever and howsoever arising (including, without limitation, any claim in contract, negligence or otherwise) for any incorrect or misleading information contained herein due to any misinterpretation of this ToR.
- 11.2. This ToR must not be interpreted as acceptance of an offer or imply the existence of a contract between USAf and any Service Provider.

12. TERMS OF ENGAGEMENT

USAf's engagement with the Service Provider will be documented in a contract between USAf and the selected Service Provider.

13. CONFLICT OF INTEREST

In terms of good corporate governance, the Service Provider will not be appointed if there is an existing real or perceived conflict of interest.

14. CONTRACTING AUTHORITY

The Contracting Authority of the Service Provider is Universities South Africa. Under this assignment, the Service Provider is accountable to the EDHE Review Committee.

Responsible Contact Person:

Dr Norah Clarke : Director: Entrepreneurship

Universities South Africa
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