Going Global Partnerships

One-month Certification Program for Academic Leaders and University Management on Governance and Leadership

Application Guidelines

November 2024

Going global partnershipS

Guidelines for Applicants

One-month Certification Program for Academic Leaders and University Management on Governance and Leadership

**Call opens:** 28 November 2024  
**Call closes:** 15 January 2025; 23.59 UK Time

**Important Dates**

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| --- | --- | --- |
| Sr. No. | Activities | Date/Month |
|  | **Call for proposals advertised in the UK and Pakistan** | **28 November 2024** |
|  | **Deadline for submission** | **15 January 2025** |
|  | **Evaluation of submissions completed** | **27 January 2025** |
|  | **Contract to be signed** | **5 February 2025** |
|  | **Project implementation starts** | **10 February 2025** |
|  | **Expected completion of project** | **30 June 2025** |

1. Background

**Pak-UK Education Gateway**

The British Council in Pakistan and Higher Education Commission (HEC) Pakistan are working on a joint programme that aims to enhance the partnership between the higher education sectors of Pakistan and the UK. Key areas of collaboration under this umbrella framework are innovative and collaborative research, higher education leadership, quality assurance and standard-setting, distance learning, international mobility, and transnational education.

Pak-UK Education Gateway builds on existing collaborations between the UK and Pakistan that the British Council and Higher Education Commission has facilitated over the last fifteen years: from knowledge exchange and leadership development programmes to student and teacher training, scholarships, and research collaborations.

The project aims to enhance the academic planning, management, strategic planning and leadership skills of the registrars, treasurers, controllers, and deans across the Higher Education Institutes in Pakistan.

1. Rationale

Academic leaders and university administrators / management play a pivotal role in guiding an academic institution. These leaders must possess the necessary skills in university governance and leadership to effectively fulfill their responsibilities.

Pakistan has over 200 universities, many of which have been established within the past decade. To enable these institutions to compete on an international scale, Pakistan must adopt a transformative approach to leadership. This requires a shift in knowledge and mindset, focusing on the individual perspective and emphasizing core values, competencies, behaviours, and effective methods for academic planning and management.

A dedicated Leadership Training Program designed to strengthen participants' strategic planning and leadership abilities while enhancing their capabilities through the introduction of management tools and an orientation to operating within the universities of international partners.

The primary objectives of these training sessions are to enhance participants' academic and strategic planning skills, develop and strengthen their leadership skills, and familiarize them with the operational practices of universities in international partner countries, such as the UK, to boost their management capabilities.

1. **Outcomes**

The British Council and Higher Education Commission are seeking services from UK organisations to deliver a one-month certified course for Academic Leaders and University Management on Governance and Leadership.

The one-month certification will be offered on a blended learning model. Interested organisations are required to submit their proposal with the provision of at least one week of content delivered face-to-face in Pakistan and the rest to be delivered virtually through any platform.

The online component should be at least 2 hours per day, five days a week for three weeks, and the virtual training can be split into 2 batches of 30 participants with parallel delivery.

The selected organization will be expected to start the work in February 2025 and complete all the deliverables by June 2025.

1. **Expected Deliverables**

Specific deliverables are:

* + - 1. Customised one-month certification program that aims to train and improve skills for 60 educational managers (treasurers, registrars, controllers, and deans) on the international best practices in academic planning, strategic planning, and leadership.
      2. Develop a cascading model and materials that can be used to deliver training to at least 75 individuals for sustainability.
      3. The modules under this training may include generalised content for all four positions (i.e., registrars, treasurers, controller of examinations, and deans) and specific content for each group separately. It should include but not limited to the following modules:
  1. Academic planning in the United Kingdom and the European Union
  2. Role of strategic planning in the success of a higher education institute
  3. Educational leadership and the essential skills to manage a higher education institute (including team building)
  4. Policy development, implementation, and analysis
  5. Governance and accountability in Higher Education
  6. Change management and organizational development
  7. Digital transformation and innovation in governance
  8. The role of governing and academic bodies in strengthening the university
  9. Best practices of financial management (including diversified income generation sources, achieving economies of scale, and maximizing savings) and budgeting at the Universities
  10. Leveraging technology and data in educational management
  11. Quality assurance mechanisms, accreditation and enhancement of university programs
  12. Ranking systems of QS World Rankings and Times Higher Education
  13. National and international collaborations
  14. Interpersonal skills (conflict resolution, problem-solving, and stress management)
  15. Business communication for successful stakeholder engagement including industry-academia linkages

1. **Payment Terms**

Payment will be made upon successful completion of certain milestones and deliverables.

|  |  |  |
| --- | --- | --- |
| **Payments** | **Milestones** | **Payment** |
| Payment 1 | Programme design for a one-month certification on governance and leadership | 25% |
| Payment 2 | Content delivery face-to-face in Pakistan | 25% |
| Payment 3 | Content delivery on a virtual platform | 25% |
| Payment 3 | Develop and share a cascading model and materials | 25% |

1. Overview of the funding opportunity

Going Global Partnership offers you vital international opportunities - a chance to build relationships, share ideas and good practices, access grant funding for collaborative partnerships, and more.

You can see current and upcoming Going Global Partnership opportunities on our website: <https://www.britishcouncil.org/education/he-science/going-global-partnerships>. We have many opportunities being launched at this time, so please check this page regularly.

This document refers to the following opportunity: **Going Global Partnership: One-month Certification Program for Academic Leaders and University Management on Governance and Leadership**

These Terms of Reference are developed to improve the participants’ academic and strategic planning skills, develop, and enhance their leadership skills and provide an orientation to working in the universities of international partners i.e., UK. to boast their management capabilities.

The Higher Education Commission of Pakistan and the British Council would like to invite full proposals from eminent international experts (preferably an organization) including top UK universities/institutions that have relevant expertise to design this one-month certification program.

Relevance to economic development and social welfare [Official Development Assistance (ODA) eligibility]

For the purpose of this call, capacity strengthening activities with development relevance are defined as activities that have the potential to contribute to the economic development and social welfare of partner countries, benefitting low-income and vulnerable populations specifically.

In order to be considered for funding under the programme, all proposals must clearly articulate a plausible route to positive impact on these populations within a short-to medium-term timeframe (3-15 years). Applications which do not meet the ODA criterion cannot receive funding.

Applicants should therefore consider, within their proposals, how the proposed capacity strengthening activities will address issues related to development effectively and efficiently, working in areas of demonstrable relevance to local challenges and using the strengths of the UK to address them. Applicants are asked to highlight relevant SDGs that the programme will support (<https://sdgs.un.org/goals>).

In some disciplines, development relevance can be longer-term and less direct than in other areas and impact may be harder to measure. However, in all cases, it remains the responsibility of the applicant to articulate how the activity proposed will aim to meet the ODA criteria and has the potential for lasting impact. Applicants should not expect reviewers to make assumptions about development impact that is not clearly described within the proposal.

For general information about ODA, please visit the OECD website at: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/official-development-assistance.htm>

Failure to demonstrate ODA eligibility will render your application ineligible regardless of other success criteria. Please make sure you consider the ODA relevance of your application.

In order to show development relevance within the context of the proposed project, applicants are advised to include within the application reference to any local or national consultation, links to government policies, and existing links with government institutions.

# Gender Equality Statement

Equality, diversity, and inclusion (EDI) is at the heart of the British Council’s mission. We are also required to comply with the International Development (Gender Equality) Act, 2014. Hence, applicants must demonstrate how meaningful and proportionate consideration has been taken to promote gender equality in the proposal. This must be outlined in the Gender Equality Statement (GES) section of the application form.

GES is a qualifying criterion to move the application ahead for further assessment and hence must be completed.

Applicants are required to consider the impact the proposed course will have on improving gender equality.  This should be evident in the product/solution to be developed, specifically:

* the product/solution outputs and outcomes
* the composition of the project team
* the profile of the participants, stakeholders, and beneficiaries of the project
* the processes followed throughout the development of the product/solution.

Please note that it should not be a re-statement of your Institution’s gender or EDI policy. While you may refer to the policy, you must be able to demonstrate how the policy will be implemented in the proposal. The Gender Equality Statement must address the below criteria, with an understanding that, depending on the nature of the intervention, not all questions will be applicable. If a question is not applicable, you will need to articulate the reasons instead of leaving them unaddressed.

* What approach would you take to measure gender equality aspects in the outcomes and outputs of the product/solution?
* Have measures been put in place to ensure equal and meaningful opportunities for people of different genders to be involved throughout the proposed product/solution development? This includes authors of the course, administrators, and prospective students availing the product/solution.
* Please articulate any expected impacts of the proposed product/solution (benefits and losses) on people of different genders, both throughout the project and beyond.
* Please articulate if the proposed product/solution would impact relations between people of different genders in terms of changing gender norms, roles and responsibilities in households, gender roles in society, economy, politics, power, etc.
* What risks and/or negative consequences on gender equality do you anticipate? How can these be mitigated? How will you monitor this?

The British Council reserves the right to reject the application if no consideration has been given to gender equality or if the proposal is assessed to negatively impact gender equality.

1. **Transparency and reporting**

As part of the government’s commitment to transparency and in line with DFID reporting requirements, there is a requirement to publish information about grants, including project titles and summaries via the International Aid Transparency Initiative (IATI) registry and DFID’s national statistics.

The purpose of publishing information via the IATI registry is to make information, development-related projects easily accessible to governments, stakeholders, and other relevant groups in beneficiary countries. All funded projects from this programme will be published in this way. Please, therefore, write your project title and summary in such a way that they are meaningful and accessible to non-specialist audiences following publication.

It is expected that the project title and summary are written in plain English and avoid the use of jargon, acronyms, puns, and play of words.

# Eligibility

Applicants must fill the application form attached with this call.

All UK organizations/institutes/consortium partners in the higher education sector, which have relevant expertise are welcome to apply for the opportunity.

Eligibility checks will be applied to all applications on receipt. (Appendix 1)

The selected organization will be expected to start the work in February 2025 and complete all the deliverables by June 2025.

# Milestones

Timeline to submit your application and deliver the required services are:

|  |  |
| --- | --- |
| **Dates** | **Activities** |
| 28 November 2024 | Call for proposals advertised in the UK and Pakistan |
| 15 January 2025 | Deadline for submission |
| 27 January 2025 | Evaluation of submissions completed |
| 5 February 2025 | Contract to be signed |
| 10 February 2025 | Project implementation starts |
| 30 June 2025 | Expected completion of project |

# Diversity

The British Council is committed to equal opportunities and diversity in all our activities. This includes avoiding bias due to gender, disability, racial or ethnic origin, sexual orientation, or religious belief.

The applicant is encouraged to work towards as equal a gender balance as possible and promote diversity. They must ensure that no applicants are excluded from participation based on ethnicity, gender, religious belief, sexual orientation, or disability.

Please contact us for further information on the British Council’s approach, and you could also see our Equality Policy at: [www.britishcouncil.org/organisation/transparency/policies/equality-diversity-inclusion](http://www.britishcouncil.org/organisation/transparency/policies/equality-diversity-inclusion).

# Application process

Applicants must submit **a completed application form provided on the website.**

Email submissions can be sent to: Amna Nadeem, Higher Education Programme Manager, at: [amna.nadeem@britishcouncil.org.pk](mailto:amna.nadeem@britishcouncil.org.pk) with the subject **One-month Certification Program on Governance and Leadership**

Once the application is received a confirmation email will be sent.

# Application assessment

Applications will be assessed against the eligibility and selection criteria.

# Selection process

Selection begins with an eligibility check by the British Council against the eligibility criteria in Appendix 1.

Eligible applications will be further assessed against GDI (Global Development Impact) and GES (Gender Equality Statement) criteria. **All GDI / GES eligible applications will only move ahead to be further assessed by the Assessment Panel.**

TheAssessment Panel will consist of nominated, qualified individuals from the British Council and from the Higher Education Commission, Government of Pakistan.

The applications will go through a review by a panel of experts as per the Selection criteria mentioned in Appendix 2.

Successful applicants will be notified according to timelines.

# Call deadline

The submission deadline is **23.59, UK time on Wednesday, 15 January 2025**. Applications submitted after the deadline **will not be considered.**

# Data protection

How we use your information:

The British Council will use the information that you provide to process your application, make any awards, monitoring and review of any grants. The legal basis for processing your information is in agreement with our terms and conditions of the contract. 

We may share application data with the agency appointed by the Higher Education Commission Pakistan to assist with the management of the application process. We may share data with the agencies responsible for monitoring and evaluation as and when an agency is procured or contracted.

The British Council complies with the General Data Protection Regulations 2016/679 (GDPR). We process and handle personal information according to these regulations. The personal information that you provide on this form will only be used to process your application. The information will be viewed by the British Council staff and those who are a part of the decision-making process.

Your information will not be used/shared beyond the partners listed above for any other purpose without your specific consent. The British Council and the Higher Education Commission reserves the right to publish and share anonymised aggregated information with the stakeholders’ organisation details, where collected, are used for monitoring and evaluation and statistical purposes. Gender information and country of origin, where collected, are used solely for statistical purposes. If we need to contact you, we will do so using the contact details you have provided under the UK Data Protection law, you have the right to ask for a copy of the information we hold on you and the right to ask us to correct any inaccuracies in that information.

If you want more information about this, please contact your local British Council office or the Data Protection Team at: [inforgovernance@britishcouncil.org](mailto:inforgovernance@britishcouncil.org)

Or see our website: [www.britishcouncil.org/privacy-cookies/data-protection](http://www.britishcouncil.org/privacy-cookies/data-protection).

We will keep your information for a period of seven years after the project.

# Applicant screening

In order to comply with UK government legislation, the British Council may at any point during the application process, carry out searches of relevant third-party screening databases to ensure that neither the applicant nor any of the applicant’s employees, partners, directors, shareholders is listed:

* as being wanted by Interpol or any national law enforcement body in connection with crime.
* as being subject to regulatory action by a national or international enforcement body.
* as being subject to export, trade, or procurement controls or (in the case of an individual) as being disqualified from being a company director.
* and/or as being a heightened risk individual or organisation, or (in the case of an individual) a politically exposed person.
* If the applicant or any other party is listed in a Screening Database for any of the reasons set out above, the British Council will assess the applicant as ineligible to apply for this grant call.

The applicant must provide the British Council with all information reasonably requested by the British Council to complete the screening searches. Please read the text to this effect on the application form and tick the box to show that you understand this.

# Contractual requirements

* The contracting authority is the British Council which includes any subsidiary companies and other organisations that control or are controlled by the British Council from time to time see: [www.britishcouncil.org/organisation/structure/status](https://www.britishcouncil.org/organisation/structure/status)
* The British Council is subject to the requirements of the UK Freedom of Information Act, (“FOIA”). Please indicate in your application whether FOIA also applies to your organisation so that we can reflect this in the Grant Agreement should you be successful in your application.

Appendix 1: Eligibility criteria checklist

|  |  |
| --- | --- |
| Eligibility criteria checklist Yes/No | |
| The application has been submitted by the applicant by the published deadline. |  |
| Pre-requisite working experience at international level with complete understanding of Higher Education Sector of Pakistan and UK and other Global Higher Education Perspective |  |
| Track record of managing international projects/partnerships, specifically in Education related field. |  |
| Excellent inter-personal, team management, negotiation, and networking skills, openness to change and manage the complex situations |  |
| Head of the department or equivalent authority of the participating institution has read the application and has given her/his consent on their official letterhead. |  |
| The application form is completed in full and complies with the instructions given. |  |
| The application form has Global Development Impact statements and Gender Equality Statements. |  |
| Applicant must have the capacity to administer a grant and satisfy the British Council requirements to prevent bribery, fraud and professional misconduct. |  |
| Completed Budget sheet has been added with the application |  |

All the above criteria must have a ‘Yes’ as answers, to be eligible.

Appendix 2: SELECTION criteria

Assessment of the quality and relevance of the applications will be performed by a joint panel comprising of assessors from the British Council and the Higher Education Commission. The weightage of scores is given below (Total Score = 100%)

1. Experience and support (30%)
2. Programme design and relevance (30%)
3. Commercial/ budgeting/ pricing (30%)
4. Impact and sustainability (10%)

|  |  |  |  |
| --- | --- | --- | --- |
| **Experience and support** | **Programme design and relevance** | **Commercial/ budgeting/ pricing** | **Impact and sustainability** |
| There is strong evidence of support from the head of the institution / organisation applying for this call | The application contains clear and specific outputs anticipated from the project and how they will be achieved | All costs must be detailed and fully justifiable | The application contains clear and realistic objectives, and potential for long term impact |
| The institution / organisation has sufficient relevant experience to lead the proposed activities and achieve the stated objectives | The timelines are realistic and the described activities are achievable within the given timeframes | The proposal shows equity in the budget distribution | Anticipated impact for individuals and relationships between UK and Pakistani partners is well articulated |
| The institution / organisation is supported by an implementing team with the required expertise | A monitoring and evaluation framework is outlined to show impact | The cost profile for the activities and the number of intended participants represents value for money |  |
| Capacity to deliver content face-to-face in Pakistan and virtually | Risks and any mitigation strategies have been clearly defined |  |  |