**Strengthening Capacity for Internationalisation in Indian Higher Education Institutions**

**Training Delivery – Call Guidelines**

July 2024

# Schedule

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| Sr. No. | Activities | Timelines |
| 1. | Date of Advertisement for the call | 02 July 2024 |
| 2. | Last date for receipt of queries related to submission of Proposal | 12 July 2024 |
| 3. | British Council response to the queries | 16 July 2024 |
| 3. | Last date for submission of expression of Interest | 30 July 2024 |
| 4. | Shortlisting and Intimation to shortlisted partner | w/c 1 August 2024 |
| 5. | Contracting | w/c 1 August 2024 |
| 6. | Module training delivery plan | Please refer to the attached handbook |

# Background

The NEP 2020 has a strong focus on Internationalisation. Based on this recommendation the UGC has appointed 179 International officers in Universities and HEI’s across India. Further, the state governments have expressed interest in working with the UK universities to strengthen their capacity to internationalise their universities and to build skills, knowledge and expertise of the senior and mid-level officers to support the internationalisation agenda strategically and tactically.

The British Universities have deep understanding of Internationalisation. They have large number of international students on their campus and very streamlined processes and support system for students they recruit internationally. They are also skilled and managing international research partnerships, international fund raising, setting up of TNE arrangements for their universities globally.

One of the key observations of a research conducted by the British Council is that a big part of the challenge of setting up collaboration with Indian University is the lack of common vocabulary, objective, and structure of international departments. Hence the UK would also benefit from supporting the Indian Universities strengthen their international strategy and planning.   The programme aims to bring together UK sector bodies and Universities that have expressed interest in supporting Indian universities in their internationalisation agenda. After concluding the scoping study which focussed on collating information on the current trends, expertise within the sector bodies on internationalisation agenda, vis-à-vis the ground realities, the scoping study identified few gaps.

To help bridge the gap, the British Council embarked on a journey to develop modules appropriate to support the international offices of all the state Higher Education Institutions resonating with the government’s vision of implementing NEP 2020 effectively through collaboration and internationalisation.

The attached handbook contains details of the content, training modules and the resources, all these will be provided to the delivery partner. This call is to request expression of interest to onboard a ‘training delivery partner’ to deliver trainings as per demand.

# Objectives

The delivery partner needs to:

1. deliver a set of modules created, to build the capacity of International Officers to support the overall project aim of enhancing the internationalisation development work of Indian universities.
2. support the newly appointed internationalisation professional at strategic and tactical level.
3. review the modules and help theofficers implement the recommendation of the scoping study in partnership with federal and state education systems and individual universities/institutions as appropriate complimenting the existing experience and successful practices in India.
4. instill and supporting the knowledge, values and skills of effective international officers.
5. create and maintain record of training outcomes and feedback

**Overview of training modules and capacity building approach**

1. There are 2 sets of modules:

* One set for Higher Education Institutions at an early-stage of internationalisation development namely Module 1 & Module 2
* One set for Higher Education Institutions at an advanced-stage of internationalisation development, namely Module 3 & Module 4

1. Each set of modules contains:

* One module for strategic roles
* One module for operational roles

1. Each participating Higher Education Institution will nominate 2 attendees:

* One senior leader with responsibilities for internationalisation strategy
* One senior leader with responsibilities for internationalisation operations
* Each Higher Education Institution nominated attendees, will attend both strategic and operational modules (i.e. Modules 1 & 2 or Modules 3 & 4)
* Participant Higher Education Institution and their nominated representatives will be assessed to attend “early-stage” or “advanced-stage” modules based on the results of the institutional and individual self-audit tools.
* The self-audit tools (SATs) will be distributed in early August and assessed before the end of August

**Training approach:**

The recommended training approach involves a blended delivery model, combining face-to-face and online interactions and support training materials (hard and soft copy). Training hours for F2F is tentatively 6 hours a day, across 8 days.

The idea is to train the ‘**Internationalisation Specialists’** who would cascade trainings within their universities or Group of universities.

**\*Please refer to the suggested activities and tentative timelines for delivery of the training**

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| **Timelines: Activity** | **Online (OL) / In-person (IP)** | **Duration** | | **Recommended timeframe (gap between two sessions)** | | **\*Suggested dates** |
| Orientation and Distribution of self-audit tools (SATs) | OL | | Day 1 | | \*Tue, 06-Aug | |
| Assessment of the SATs – HEIs allocation: “early” or 2Advanced” modules | OL | | 14 days | | \*Tue, 20-Aug | |
| Initial senior leader ½ day online workshop - stakeholder buy-in development/review of internationalisation strategy | OL | 1/2 day | | 21 days | | \*Tue, 10-Sep |
| Online 1-day initial workshop, to cover key points of core internationalisation contents – Modules 1 & 2 (1-day), Modules 3 & 4 (1-day) | OL | 1 day x 2 | | 6 to 7 days | | \*Mon, 16-Sep  Tue, 17-Sep |
| In-person delivery mod 1 (2-days) | IP | 2 days | | 15 days | | \*Tue, 01-Oct-Wed, 02-Oct |
| In-person delivery mod 2 (2-days) | IP | 2 days | | 1 day | | \*Thu, 03-Oct-Fri, 04-Oct |
| In-person delivery mod 3 (2-days) | IP | 2 days | | 4 days | | \*Mon, 07-Oct-Tue, 08-Oct |
| In-person delivery mod 4 (2-days) | IP | 2 days | | 2 days | | \*Wed, 09-Oct-Thur, 10-Oct |
| Online 1-day delivery of action plan assessment/post-delivery SAT | OL | 1 day x 4 | | 12 days | | \*Mon, 21-Oct  Tue, 22-Oct  Wed, 23-Oct  Thur, 24-Oct |
| Online ½ day “train the trainer” handover | OL | 1/2 day x 2 | | 9 days | | \*Wed, 30-Oct  Thur, 31-Oct |

**\*Please note these are indicative dates and can change.**

**Eligibility**

**For UK Institutions**

* Sound understanding of the Indian higher education landscape, work done by the Indian regulatory bodies, NEP 2020 and Indian governments internationalisation agenda linked to NEP.
* Understanding the different working styles of state, private and public universities in India
* Experience and expertise on working in similar lines in South Asia, developing and training on internationalisation content, modules and identifying the training needs and scope among various stakeholders.
* Expertise in developing systemic capabilities of HEIs in internationalisation – have experience of developing capacity building programmes for institutions to become internationalised in terms of their systems, processes that can be adapted to address the needs of Indian HEIs who aspire to become internationally comparable.
* Understanding of the monitoring, evaluation and learning framework within the universities
* Association or connects with external bodies working on similar lines will be an asset.

**Duration of this task**

The start date for the project shall be considered from **01** **August** **2024** and completion date shall be considered as **31** **December 2025.**

**How to apply**

1. Please fill this [form](https://forms.office.com/e/bcLVY5KcH0) to submit your expression of interest on or before **30 July 2024 23.55 UK time**.
2. Submit your budget sheet estimate for the training delivery, this will be crucial for shortlisting the delivery partner.
3. Applications received after closing date will not be accepted.

**Process post application**

* If you have any queries with respect to the application or the scope of work, please do write to [dipika.parial@britishcouncil.org](mailto:dipika.parial@britishcouncil.org) on or before **12 July 2024**. We will collate all questions and share an FAQ document.
* Only shortlisted applicants will be intimated via email in the week commencing **1st August 2024**
* Shortlisted applicants will be invited for a meeting to plan the delivery and initial brainstorming
* Signing of Grant agreements and disbursal process between the British Council and the applicant will be completed by **August 2024**.

**Data protection**

**How we use your information**

The British Council will use the information that you provide for the purposes of processing your application, making any awards, monitoring and reviewing of any grants. The legal basis for processing your information is agreement with our terms and conditions of application (contract). We may share application data with the agency appointed by the Ministry of Education, Government of India in order to assist with management of the application process. We may share data with agencies responsible for monitoring and evaluation as and when the agency is procured.

The British Council comply 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 for the processing of your application. The information will be viewed by British Council staff and those who are 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. British Council and agency appointed by Ministry of Education, Government of India reserve the right to publish and share anonymised aggregated information with stakeholders.

Organisation details, where collected, are used for monitoring and evaluation and statistical purposes. Gender information and country of origin, where collected, is used solely for statistical purposes. If we need to contact you, we will do so using the contact details you have provided. Under 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 [inforgovernance@britishcouncil.org](mailto:inforgovernance@britishcouncil.org) or see our website: <http://www.britishcouncil.org/privacy-cookies/data-protection>. We will keep your information for a period of seven years after the project.

**General Policy Requirements**

By submitting a Proposal, you confirm that you will, and that you will ensure that any consortium members and/or subcontractors will, comply with all applicable laws, codes of practice, statutory guidance and applicable British Council policies relevant to the goods and/or services being supplied. All relevant British Council policies that suppliers are expected to comply with can be found on the British Council website (<https://www.britishcouncil.org/organisation/transparency/policies>).

**Confidentiality and Information Governance**

All information supplied to you by the British Council, including this call document and all other documents relating to this Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Process and/or prepare your Proposal) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

You shall not disclose, copy or reproduce any of the information supplied to you as part of this Process other than for the purposes of preparing and submitting a Proposal.

**Mandatory Requirements / Constraints**

As part of your Proposal, you must confirm that you meet the mandatory requirements / constraints, if any, as set out in the British Council’s specification forming part of this call document. Failure to comply with any mandatory requirements or constraints shall entitle the British Council to reject a Proposal.

**Key background documents**

Further relevant background documents / information may be provided to potential suppliers as an Annex to this call document and/or by way of the issue of additional documents / links to additional information / documents. Please view list of Annexes at the end of this document.

**Annexure 1: Training Modules**

\*Please refer to the handbook attached

**Training Modules:**

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| **Level of HEIs Internationalisation Development** | **Module 1**  **Strategic Roles** | **Module 2**  **Operational Roles** |
| **Early-Stage Development** | Approaches to Internationalisation | Inter-Cultural Awareness for International Office Staff |
| Developing your Internationalisation Strategy and KPIs | International Recruitment  Forging International Partnerships |
| Understanding International Student Trends and Expectations | Supporting the International Student Experience |
| Internationalisation at Home: Campus & Curriculum | Enabling International Student Mobility |
| Stakeholder mapping for Internationalisation (Institutional and External) | International Alumni and Workplace Engagement |
| Structure & Staffing for International Offices | Developing and empowering International Office staff |

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| **Level of HEIs Internationalisation Development** | **Module 3**  **Strategic Roles** | **Module 4**  **Operational Roles** |
| **Experienced-Stage Development** | Business Planning for Internationalisation | Developing Cross-Cultural Competence across professional and academic staff |
| Linking Internationalisation Strategy to Core Strategy: Values, Mission, Objectives | International Partnership Development: Education, Research Enterprise, Alumni |
| Horizon Scanning: International Study Visits and Sector Networks | Diversifying International Student Mobilities |
| Assessing and Choosing Transnational Education (TNE) Models | Supporting Innovative Models of TNE |
| Operating Models for International Offices | Enhancing Professional and Academic Collaboration for Internationalisation |
| Mentoring, CPD and Reward & Recognition for International Staff | Academic Development: embedding Internationalisation into the Curriculum |

**Annexure 2: Training Delivery plan**

**Training Delivery:**

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| **Action** | **Timing** |
| Distribution of self-audit tools | 6 weeks before 1st workshop |
| Assessment of the self-audit tools – allocation of HEIs to “early-stage” or Advanced-stage” modules | 1 month before 1st workshop |
| Initial senior leader ½ day online workshop to get stakeholder buy-in and begin development/review of internationalisation strategy | 2 weeks before in-person delivery |
| Online one-day delivery of induction workshop, to cover key points of core internationalisation contents – audience will comprise all participants in mod 1 & 2 (one day) and all participants in mod 3 & 4 (one day) – delivered by two consultant facilitators | 1 week before in-person delivery |
| In-person delivery Module 1 (2-days) | Week 1 of in-person delivery |
| In-person delivery Module 2 (2-days) | Week 1 of in-person delivery |
| In-person delivery Module 3 (2-days) | Week 2 of in-person delivery |
| In-person delivery Module 4 (2-days) | Week 2 of in-person delivery |
| Online 1-day delivery of action plan assessment/post-delivery self-audit tool | 3 weeks after in-person delivery |
| Online ½ day “train the trainer” handover | 4 weeks after in-person delivery |

**Annexure 3: Suggested Module Schedules**

Pre-Programme: Tasks and Activities

To undertake these activities **prior to** the start of the first, online induction session

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| **Pre-session tasks (Asynchronous)** | **Resource/ Technology and its location** | **Indicative time allocation** | **Type of engagement** | |
| Explore Virtual Learning Environment (VLE)where all the programme resources are located. | Orientation to VLE including  I - The Creation of an Institutional Transnational Education (TNE) Roadmap  II – The Internationalisation Audit Tools  III – Reflective Action Planning booklet  IV – The development of an International Officer mentoring scheme and using Action Learning Sets  V – The International Officer Facilitator Toolkit | Self-paced | Individual | |
| **Introduce on a social website such as Padlet.** Say a bit aboutyourself to the cohortandshare with your peers online**:**   * introduce yourself – name, role, department, location * upload an image that represents your role or significant to you * programme expectation(s) or goal * what you can give others / your strengths * what you need   **Please also review and comment** on the postings of your peers  **Here is the Padlet link**  The password is **xxxx** | **Complete Padlet**   * Introduce yourself in Padlet * Image * Expectations * Give * Need | 20 minutes (individual)  10 minutes (collaborative) | Individual and Collaborative |
| Complete the **pre-programme questionnaire/survey** | E-form circulated before first session | 30 minutes | Individual | |

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| **Online Session One – Induction – Two hours** |
| **Welcome and Introductions**  **This session will be online via Zoom or MS Teams and joining links will be sent before the event.**   * To introduce participants to the programme objectives and the specific objectives of the sessions, groupwork and independent study. * Getting to know one another – Outcome of the PADLET exercise * To introduce participants to each other and share expectations * Using the Handbook, Strategic Toolkit and Reflective Action Planning (RAP) resources * Pre-programme survey review – review of responses |

\***Sample of Module delivery for strategic roles below:**

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| **Module One Strategic Roles (Early-Stage Development) Session One** | |
| The session’s focus is on approaches to internationalisation and developing an internationalisation strategy | |
| **09:00** | **Welcome and the plan for the day**  *Using the resources including the Reflective Practice Booklet and The TNE Roadmap* |
| **09:30** | **What is internationalisation?**  *What does it mean to you and your institution? What does it mean to other stakeholders? What is the rationale for engaging with internationalisation? –*  Groupwork exercise and presentation |
| **10:15** | **Data and Policy Review**  *What is the current Indian context? What are the global driving forces for HE internationalisation?*  Group exercise and presentation  Possible guest contribution from an Indian expert? |
| **11:00** | **Refreshment Break** |
| **11:15** | **Strategy development**   * *Why do this, and what would it look like?* * *What are your institutional priorities?* * *What is the scope of an internationalisation strategy?* * *What would be the goals/targets over the next three to five years?* * *How could this be embedded into an institutional strategic structure and culture? Who needs to approve this? Who would be your key stakeholders to help integrate it?* * *Any risks/challenges and mitigation responses?*   Guided interactive session and group discussion  Identification of ‘next steps’ |
| **12:30** | **Introduction to peer coaching using GROW**  Peer coaching on the next steps in strategy development |
| **13:15** | **Lunch** |
| **14:00** | **My Internationalisation Challenge***:*  *Participants will prepare and deliver a three-minute presentation ‘What is my most important leadership challenge?’ Other participants will give feedback.* |
| **15:00** | **REFRESHMENT BREAK** |
| **15:15** | **Leadership Challenge Part 2** |
| **16:00** | **Internationalisation in turbulent times – facing the future**  Presentation |
| **16:40** | **Individual Reflections on Day One –**  *Review the deliberate steps you have identified over the day and recorded in RAP, and identify which deliberate steps you will prioritise and timeframes for completion.* |
| **16:50** | **Plenary Session - Reflections on the day** |
| **17:00** | **Close** |

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| **Module One Strategic Roles (Early-Stage Development) Session Two** | |
| The session’s focus is on internationalisation planning | |
| **09:00** | **Welcome and the plan for the day**  *Reflections on Day One and Session Two Aims* |
| **09:30** | Internationalisation at Home: Campus Master Planning  *Exploring the ways in which institutional planning includes internationalisation* |
| **10:15** | Internationalisation at Home: Curriculum Development  *Presentation and groupwork to consider different curriculum development models and learning design frameworks with internationalisation learning outcomes* |
| **11:00** | **Refreshment Break** |
| **11:15** | Stakeholder mapping for Internationalisation (Institutional and External)  *How to undertake an internationalisation stakeholder analysis including*   * *Identifying ALL stakeholders* * *Completing a stakeholder analysis and the ways in which that might change* * *Developing a stakeholder communications plan*   Groupwork |
| **12:15** | **Introduction to other useful planning tools, such**   * *PESTLE* * *Ishikawa tool (Fishbone diagram)* * *Future’s Wheel* * *The Cultural Web*   Groupwork |
| **13:15** | **Lunch** |
| **14:00** | **Planning your International Office**  *Exploring how to structure an International Office, including*   * *Functions* * *Location in an organisational structure* * *Funding and use of resources* * *KPIs* * *Quality Assurance, Monitoring and Evaluation* |
| **15:00** | **REFRESHMENT BREAK** |
| **15:15** | **International Office Staffing**   * Selection and recruitment of appropriate staff * Permanent and temporary staff * Staff roles * Supporting staff including mentoring and team coaching |
| **16:00** | **Going Forward**  Next steps and action planning  Working in pairs and peer coaching |
| **16:45** | **Final Plenary and evaluation of Module One** |
| **17:00** | **Close** |

**List of Annexes forming part of this call document (issued as separate documents):**

* **Annex 1 – Terms and Conditions of Contract**
* **Annex 2 – Internationalisation\_2024\_Programme Handbook v7Final-2**
* **Annex 3 – Budget sheet**

**End of document**