



UNIVERSITIES SOUTH AFRICA

TERMS OF REFERENCE

FOR THE APPOINTMENT OF A SERVICE PROVIDER TO CONDUCT A POLICY SCAN ON ENTREPRENEURSHIP POLICIES IN 26 SOUTH AFRICAN UNIVERSITIES

12 AUGUST 2025

1. Purpose

The purpose of this Terms of Reference is to appoint a service provider to conduct a policy scan of entrepreneurship development policies and strategies across all public universities in South Africa. The findings will inform the development of national entrepreneurship policy guidelines under the EDHE Programme.

2. Background

The Entrepreneurship Development in Higher Education (EDHE) Programme was established in 2016 and has been funded and supported through the Department of Higher Education and Training (DHET) University Capacity Development Programme (UCDP) since mid-2018. The EDHE programme aims to develop the entrepreneurship capacity of universities, students, and staff. EDHE's mandate is to develop entrepreneurship in the 26 public universities in South Africa under the auspices of Universities South Africa (USAf). The EDHE programme primarily addresses graduate unemployment and the need for universities to grow additional income streams. 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.

3. Introduction

EDHE aims to position South African universities as entrepreneurial institutions. One of the intentions is to develop a national entrepreneurship policy guidelines to assist universities in aligning with the objectives of becoming more entrepreneurial. A key step in this process is conducting a policy scan to determine how many public universities currently have institutional policies or strategies dedicated to entrepreneurship development. The findings of this scan will inform the development of the national policy guidelines. It will provide the necessary baseline to inform the subsequent development of national entrepreneurship policy guidelines for higher education.

This Terms of Reference (ToR) outlines the scope, objectives, and process for undertaking this foundational policy scan. The scan will provide a foundational understanding of existing

entrepreneurship development policies and strategies across 26 public universities, thereby informing the development of national guidelines and future policy interventions.

4. Objectives

The primary objective of this research project is to conduct a comprehensive policy scan to establish a baseline understanding of entrepreneurship policy development within public universities and to assess institutional commitment to entrepreneurship at the policy and strategic level. Specific objectives include:

- To identify which public universities in South Africa have formal entrepreneurship development policies or strategies in place.
- To analyse the nature, scope, and content of these policies, including institutional alignment with EDHE's strategic pillars, determine how they are implemented and monitored.
- To analyse the scope of these policies and find common themes and differences between the different universities.
- To analyse these policies, and find any alignment, common themes and policy imperatives with other external policies like the Department of Science Technology and Innovation Decadal Plan, entrepreneurship development at the Department of Small Business Ministry, other policies at the Department of Higher Education and Training, CSIR etc.
- To assess the institutional commitment to entrepreneurship development, including governance structures and support mechanisms (e.g., Economic Activation Offices, DVCs, relevant committees), funding allocations, integration into academic programmes, and linkages to commercialisation or innovation offices.
- To determine which universities lack formal entrepreneurship policies and investigate the barriers or constraints preventing policy development.
- To propose recommendations that inform the design of national entrepreneurship policy guidelines for the higher education sector.

5. Scope of Work

A costed proposal with deliverables and timelines which corresponds with the scope of work must be submitted.

The scope of the policy scan includes an assessment of the current entrepreneurship policy landscape across all 26 public universities in South Africa. The scan is intended to establish a clear understanding of how institutions are approaching entrepreneurship development at the policy level, including the presence, content, and implementation of such policies.

The scope of the policy scan includes:

- Mapping existing entrepreneurship development policies and strategies at all public universities in South Africa.
- Reviewing the content, structure, and implementation mechanisms of these policies.
- Benchmarking these policies against other entrepreneurship development policies housed in other departments like DHET, DSTI, DTIC, CSIR etc

- Assessing the presence and role of EAOs and other entrepreneurship-related structures.
- Identifying universities without formal entrepreneurship policies and understanding barriers to policy development.
- Documenting best practices and innovative approaches to institutional entrepreneurship, including identifying effective models in policy formulation and implementation.
- Propose clear, evidence-based recommendations to inform the development of a national entrepreneurship policy guidelines for the public university sector.

6. Research Questions

Key questions to be addressed include:

- How many universities currently have formal entrepreneurship policies or strategies?
- What are the key components of these policies?
- How are these policies implemented and monitored?
- What institutional structures support entrepreneurship (e.g., EAOs)?
- What challenges do universities face in developing and implementing entrepreneurship policies?
- Where and which other entrepreneurship development policies/strategy documents exist in the country?
- What are the similarities and gaps between the current entrepreneurship development policies at universities with other entrepreneurship development policies/strategy documents?
- What policy gaps exist at institutional and national levels?

7. Methodology

The service provider is expected to propose a suitable methodology, which may include:

- Document analysis of university policies and strategic plans.
- Document analysis of entrepreneurship development policies housed in other departments
- Surveys and interviews with university leadership, EAOs, and relevant stakeholders.
- Case studies of selected universities with established entrepreneurship policies.
- Engagement with the EDHE CoP for Entrepreneurial Universities and other relevant communities.
- Engagement with the DHET UCDP Directors/managers

8. Key Deliverables

The expected deliverables for this project are:

- One (1) draft policy scan report reflecting preliminary findings.

- One (1) final policy scan report with full analysis and clear recommendations.
- Presentation of findings to the EDHE Task Team and stakeholders.

9. Guidelines for Submission of proposals

Proposals must include:

- A brief company profile and relevant registration documents.
- A relevant CV/CV's of the research lead and/or team
- A proposed methodology aligned with the scope of work.
- A work plan with timelines and deliverables.
- CVs of the proposed team, indicating relevant expertise.
- A detailed budget.
- Additional information, as may be deemed appropriate, must be submitted.

The proposals for the envisaged project should be submitted to Lerato Makgonyane via the e-mail address of lerato@usaf.ac.za.

10. Adding Value

It is expected that potential service providers will critique the brief with the purpose of adding value where possible in the proposal to be submitted. Thus, the onus is on the service provider to add value to the brief in terms of their special competencies with regard to the project.

11. Duration

The policy scan is to be completed over a period of six months, including the submission of a final report. The project will commence as soon as the purchase order and the contract are issued for a different day. Each session is estimated to take approximately three to five hours.

12. Roles and Responsibilities

The project will be managed by EDHE under the governance of Universities South Africa (USAf). The service provider will report to the EDHE Director and Project Manager.

13. Special Conditions

No service may be rendered without an official purchase order and a signed contract.

14. Ownership of Intellectual Property Rights

The ownership of all intellectual property rights associated with this work will be vested within the Universities South Africa, for its exclusive use.

15. Criteria for Selection of Service Providers

The proposal will be evaluated in terms of the requirements of the request and any information which may be deemed necessary.

Functionality points will be evaluated as follows:

Components to be Evaluated	Evidence	Weighting
Experience and skills	CVs of the project team or service provider	20
Reference	Company profile and proof of similar projects completed.	20
Knowledge and experience of the subject matter	Methodology aligned with the scope of work, knowledge of the subject matter	30
Deliverables	A feasible work plan with timelines and deliverables	15
Budget	A detailed budget and cost breakdown	15
TOTAL		100

Proposals must score a minimum of 70 points to qualify for further evaluation or to be considered as a preferred service provider.

16. Compliance

16.1 This document will form part of the signed contract between the successful service provider and USAf once the proposal has been accepted by USAf.

16.2 Service providers are at liberty to discuss any aspect of this request for proposal with the entity, and enquiries must be referred to:

Ms Lerato Makgonyane
E-mail: lerato@usaf.ac.za

16.3 Non-Compliance with Delivery Terms: As soon as it becomes known to USAf that the service provider will not be able to render services within the expected period and/or against the quoted price and/or as specified, USAf must be given immediate written notice to this effect. In instances of non-compliance with certain sections of the contract by the service provider, USAf reserves the right to terminate the agreement.

17. Payments

17.1 Payment shall be made on rendering of professional satisfactory service and submission of the required invoices.

17.2 Payment shall be made within 30 days into the service provider's bank account after the receipt of an acceptable invoice. (Banking details MUST be submitted for payment to be effected).

17.3 Based on the project deliverables, USAf reserves the right to effect payment according to phases completed satisfactorily.

18. Pricing

All prices must be in South African Rand value and must be inclusive of VAT (if applicable). Fees will be payable in South African Rands on satisfactory completion of the assignment.

19. Submission deadline

The proposals for the envisaged project should be submitted to Lerato Makgonyane via the e-mail address of lerato@usaf.ac.za

Deadline for submissions: 27 August, close of business.

Reviewed and approved by:



Name: Dr Edwell Gumbo

Director: Entrepreneurship Development in Higher Education, USAf

Date:

END