The Centre for African Entrepreneurship and Leadership (CAEL)
The University of Wolverhampton was established more than 150 years ago to provide vocationally-based training and skills development to a regional workforce. Over the intervening years, the University has grown and developed to become what it is today: an institution of over 22,000 students across over 36 subject areas focused on economic development of regions and nations.

The University of Wolverhampton is an internationally-focused university. With a network of partners and students of over 150 nationalities, we deliver our courses in 11 countries and have developed successful overseas regional bases including our branch campus in Mauritius.

Through these contacts, we have established a truly global network of learning, innovation and opportunity.

Over the past few years, we have worked to establish strong links in Africa but, as the University of Opportunity, we are always seeking ways to develop and extend our work. It is for this reason that I am very proud to introduce to you the University of Wolverhampton’s Centre for African Entrepreneurship and Leadership (CAEL). Working with communities within Africa, CAEL aims to provide support to businesses and individuals to build the entrepreneurial and leadership skills required for strong economic development.

I hope that you find your interactions with CAEL and the University rewarding.

Professor Geoff Layer OBE
Vice-Chancellor
University of Wolverhampton

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Introduction

The need to develop capacity, high-impact studies and pedagogic innovation has led to entrepreneurship, as well as to a knowledge transfer infrastructure, present in the Centre for African Entrepreneurship and Leadership (CAEL). This is seen as an essential ingredient to contribute to such developments and offers a unique platform for dealing with this challenge. CAEL is unique in its focus on African heads of state,勇于南非的焦点。非洲企业家和领导力将推动这些领域的发展，扩大非洲的知识基础和创造新的经济机会，为社会和经济的发展做出贡献。非洲企业家和领导力将推动这些领域的发展，扩大非洲的知识基础和创造新的经济机会，为社会和经济的发展做出贡献。
Our mission

Our mission at the Centre for African Entrepreneurship and Leadership (CAEL) is to build capacity and knowledge eco-systems in Africa by using sustainable and tested methodologies in the area of entrepreneurship and leadership. We also provide the opportunity for evidenced-based research and policy development in these two areas for the benefit of groups, institutions and communities across Africa. In undertaking this mission, our core aim is to serve and connect African communities with our Faculties and the Business Support units within the University for the purpose of developing sustainable schemes that promote entrepreneurship, SME growth, graduate and youth employment as well as good governance in Africa.

By leading multi-agency partnerships – particularly working with African groups, higher institutions, governments, government parastatals in Africa, such as Bayero University Kano, Bauchi State Ministry for Rural Development, National Union of Local Government Employees, Niger Delta University, Executive Trainers Limited, and University of Maiduguri – we have been able to develop a number of ground-breaking interventions that have helped to support youth and graduate employment, embed entrepreneurship education, establish entrepreneurship centres and also helped to devise good governance templates. Altogether, these interventions have not only enhanced institutional capabilities but have helped to transform individuals and communities in which we serve. We seek to work with our African partners to address issues of knowledge gap and socio-economic disparity through knowledge creation, research and capacity building.

Focus

We design and deliver bespoke short courses and executive training and training of trainers knowledge transfer workshops in entrepreneurship and leadership, and produce impact studies and policy papers.

We develop and support the implementation of curricula on entrepreneurship, management and leadership, and support the establishment of entrepreneurship centres of excellence.

We promote academic partnerships with higher education institutions in Africa, foster PhD-level research, and undertake research and consultancy in all aspects of African entrepreneurship, management and leadership courses and pedagogy.

We promote the Millennium Development Goals (MDGs) by using our enterprise education programmes to create conditions for gainful employment and community development in Africa.
What we do

• Capacity building and executive training
• Research and policy
• Curriculum development and accreditation

Our proven track record and leading-edge expertise in capacity building, research and curriculum development allow us to deliver along key areas of specific provision. These are:

• Certified bespoke short courses and knowledge transfer workshops
• Certified executive training and training of trainers programme
• Production of impact cases and studies for academic purposes and policy development
• Research collaboration with higher institutions in Africa including PhD study, contract research and consultancy in all aspects of entrepreneurship, management and leadership
• Development and accreditation of academic curricula on all areas of undergraduate and postgraduate degree programmes on entrepreneurship, management and leadership
• Development and operationalisation of entrepreneurship centres
• Promotion of academic partnerships, eg. staff and student exchanges programmes, joint certification of accredited programmes
• Promotion of the Millennium Development Goals (MDGs) by using our educational programmes as levers and enablers for employment creation and community development.
Entrepreneurship Education Programme (EEP)

Programme topics
- Entrepreneurship: Theories, Concepts and Models
- Sustainable Entrepreneurship: ‘Pull’ and ‘Push’ Factors
- Entrepreneurship: Africa Perspectives vs the Rest of the World
- Sustaining Entrepreneurship in Africa: Challenges and Benefits
- Entrepreneurship Education (EE) – Models and Know-How
- Embedding Entrepreneurship Education in a Higher Institution
- Developing Entrepreneurship Curriculum
- Developing and Sustaining an Entrepreneurial Mindset
- Developing Entrepreneurs and Student Entrepreneurs
- Stimulating Entrepreneurial Knowledge
- Stimulating Vocational Skills Amongst Students
- Stimulating Entrepreneurial Behaviours Amongst Individuals and Groups
- Practical Enterprise Schemes for Students and Graduates
- Enterprise Learning and Entrepreneurship for Students and Graduates
- The ‘Entrepreneurial University/Institution’ – Global Perspectives
- Developing and Sustaining Entrepreneurial Learning Institutions
- Enterprise Education and Entrepreneurship Learning
- Entrepreneurship and Unlearning
- Role of Higher Institutions (e.g., Universities, Polytechnics, Colleges of Education, Private Education Providers) in Stimulating Enterprise Culture Among Students
- Role of Governments, Elected Officials, and Donor Agencies in Stimulating Entrepreneurship
- Role of Business Community in Stimulating Entrepreneurship
- Roles of ICT and Digital Media in Entrepreneurship Development (e.g., Video Conferencing)
- Coaching, Mentoring and Entrepreneurial Learning
- Entrepreneurial Finance and Management
- Small Businesses and Enterprise – Financing Small Business (Theory and Practice)
- Book Keeping and Profit and Loss Account (Ledger) for SMEs and Microenterprises
- Risk Management – Transition from Traditions
- Risk Financing – Modern Alternatives
- Entrepreneurship and Knowledge Exchange
- Benefits and Challenges of Knowledge Exchange Partnerships (KTP)
- Understanding and Management of Business Support Projects (KTPs)
- Knowledge Exchange and the Entrepreneurial University
- Development and Management of KTPs
- Knowledge Transfer (Partnership) in Small Business Sector
- Management of the Innovation Landscape within a Global Context
- The Future of Knowledge Work

Your contributions to entrepreneurship, regional development and innovation have had a far-reaching impact in Nigerian higher education and beyond. The 2012 Executive Training on Entrepreneurship allowed us to establish an Information Technology Laboratory, fully equipped with an e-learning hub for students and local businesses. At present, we are involved in the SME development policy in collaboration with Small Business Corporation Korea and the African Development Bank. Your Business School’s state-of-the-art incubators and its perfected development models have helped in formulating a review proposal for government consideration. We intend to continue working with you on capacity building projects in the future.

Murtala Sabo Sagagi
(Professor of Entrepreneurship and Management – Bayero University Kano, Nigeria)
Establishing Entrepreneurship Centre Programme (ECP)

Programme topics
- Entrepreneurship Centre: a Model for Employment, Creativity, Innovation and Knowledge
- Developing a Business Case for Establishing an Entrepreneurship Centre
- Entrepreneurship Centre Management: Key Success Drivers
- Establishing and Operating an Entrepreneurship Centre
- Roles of Governments, Parastatals, and Institutions in Sustaining Entrepreneurship Centres
- Project Management in Entrepreneurship Centres
- Developing Regional Business Prototypes for Entrepreneurship Centres: Strategies and Pitfalls
- Role of Business Community in Sustaining Entrepreneurship Centres
- Developing Linkages with Entrepreneurship Centres (eg. Roles of Science Parks, Tech Transfer Offices, Patent Protection, Innovation Centres)
- Knowledge Eco-system – Powerhouse of Enterprise
- Rural / Agricultural Enterprise and Entrepreneurship Centres
- Entrepreneurship Centres as a Platform for Creativity and Innovation
- Managing Business Incubation Units within Entrepreneurship Centres
- Roles of Chambers of Commerce in Developing and Supporting Entrepreneurship Centres
- Linking Regional Enterprises and SMEs with Entrepreneurship Centres
- Linking and Embedding Graduate Enterprises Schemes with Entrepreneurship Centres
- Entrepreneurship Centres and Knowledge Transfer
- Roles of ICT and Digital Media in Entrepreneurial Centres
- Marketing Capability, Strategic Planning and Management of Entrepreneurship Centres
- Intellectual Property, Patenting and Entrepreneurship Centres

For me, understanding Africa’s history requires an appreciation of the huge variety of experiences and opportunities Africa promises and how these vary between regions, countries and peoples. Africa’s economic renaissance is being brought about by its people’s growing appetite for knowledge, partnerships and good governance. My involvement with CAEL’s mission through my supervision of PhD students who are focusing on day-to-day entrepreneurship in Africa, has allowed me to better understand our common problems and to offer perspectives and challenges about how to make the world a better place.

Mike Haynes
(Professor of International Political Economy – University of Wolverhampton)
Abubakar Ahmed Faggo
(Rt Hon Commissioner for Local Government Affairs – Bauchi State, Nigeria)

Bauchi State, one of the oldest States in Nigeria with over 4.5 million people, acknowledges the importance of our partnership with the University of Wolverhampton. Your contribution marks yet another phase in our transformation agenda, especially leadership at local level. The recent executive training has positively influenced renewed thinking, providing us with a template to transform our procurement and project management policies; at present, a committee has been tasked with producing a policy document for adoption across the 20 local government areas of the State. We envisage our partnership will widen to include forging links with Bauchi State University.

### Leadership and Procurement Governance (LPG)

**Programme topics**
- Procurement Process: Financial Evaluation
- Developing and Understanding the Procurement Process
- Management of Key Supplier Relationships and their Tender Readiness
- Developing the Procurement Operating/Serfial Model
- Procurement Process: Project Need Identification
- Procurement Process: Market Analysis
- Procurement Process: Tendering and Implementation
- Procurement Process and Employment Issues in the State Sector

### Leadership and Strategic Management (LSM)

**Programme topics**
- Strategic HRM and Alignment (I and II)
- Employee Engagement and Motivation
- Strategic Rewards (I and II)
- Recruitment and Selection – Templates and Metrics
- Employee Learning and Development – Templates and Metrics
- Evaluating the Effectiveness of Employee Learning and Development
- Management and Administration of Human Resources
- Performance Management: Developing Performance Management Metrics e.g. Balanced Scorecard (BSC), 360 Degree Feedback
- Management by Objectives, Key Performance Indicators (KPIs)
Experience in ten African countries has taught me you cannot simply take lessons from Europe or North America and apply them to Africa. I have been working on environmental, social and governance issues with business for over two decades, including economic development in less developed countries. The exciting thing for me is to learn about participants’ own experiences of tackling environmental, social and governance issues in Africa. CAEL offers everyone involved an opportunity to learn and exchange ideas.

Mick Blowfield
(Professor of Corporate Social Responsibility – University of Wolverhampton)
I have worked on a number of training workshops for Nigerian delegates since 2012, and so I’ve gained a real insight into African culture, and the economic and political issues currently faced by African countries. With each new group, I’m heartened by the way in which the delegates take on board the ideas and theories we discuss, and how they always leave with great plans for bringing about change in their country. Supporting CAEL’s mission to improve life for Africans through training and collaboration, is something special that sustains my hope for the future of Africa.

Sue Holden
(Enterprise Administrator, Faculty of Social Sciences – University of Wolverhampton)
Gary Butler  
(Deputy Director, Finance – University of Wolverhampton)

I have found the opportunity to be involved in CAEL workshops a very positive experience. Through my ongoing involvement, I’m able to share and pass on my experience to attendees who are enthusiastic, participative and willing to engage and discuss issues that they face in their employing organisations. This experience becomes a two way process whereby not only can I share knowledge, but I can also gain a better understanding of issues and challenges that are being faced in Africa’s educational organisations. This opportunity has enabled me to develop a real interest in the leadership and governance challenges that exist.

Capacity building

- We meet to listen and probe with a view to determining your needs and scope for partnership.
- We seal our partnership with Memoranda.
- We design specific interventions and programmes that meet the needs of our areas of interest.
- We share best practices that relate to your areas of interest using knowledge transfer workshops, seminars, and sharing of business models to engage and excite.
- We work with you to determine what lessons can be learnt from these interventions and models that can be adapted to your areas of interest and can so address African environments.
- We draw from our expertise and global networks to develop sector-specific templates and/or models to support your needs.
- We work with you to embed and nurture these templates.
- We work through an ongoing process to embed and nurture these models and programmes as a programme of knowledge exchange and development.
- We support your membership and accreditation by affiliate professional bodies and statutory regulatory agencies, locally and internationally.
How we work

Executive programme

(UK-only delivery)

- We partner with groups, institutions and governments to determine scope and duration usually between three to seven days.
- We sign Letters of Contracts and agree.
- We draw on our expert and global networks to develop sector-specific contents, programmes and/or models as part of our delivery.
- We present a draft programme schedule for approval.
- We send invitation and visa letters to nominated delegates usually not more than 30 delegates per programme following tuition payments.
- We can arrange UK airports pick up to your accommodation on arrival and flight to the UK are confirmed.
- We organise a farewell social activity in form of a UK tour visits to heritage sites, tourist locations in and outside London and networking events.
- We work with you to embed key interventions within your own institution and create a mentoring scheme to support their growth.

Who should attend: executives/senior officers of higher institutions, senior public servants and Civil Service personnel, proprietors of educational institutions, Chambers of Commerce executives, elected public servants including legislators, local government chairmen and principal officers, board members, CEOs, and African entrepreneurs.

CARE has played a central role in the successful delivery of our mission to provide business owners and policy makers with an international platform to exchange ideas and acquire global best practices in the areas of higher education management and good governance. CARE has provided delegates on our programmes with the moral force and motivational tools to act as a catalyst for positive change. Together, we’re committed to building more vibrant societies in Africa and creating opportunities that address issues of unemployment, poverty and poor leadership through enhancing the capacities of individuals and the State to be self-sustaining and accountable.

Dr Ayodele Ogunsan
(Chairman – Executive Trainers Limited, Nigeria)
Silvia Haycox

(Research Funding Manager, Project Support Office – University of Wolverhampton)

Through my international development work, I came to appreciate the resilience of the political, professional and human ecosystem of Africa. My involvement in CAEL has provided an insight into the common issues and themes shared in higher education leadership, governance and management in the UK and Nigeria, allowing me to develop a passion for – and to connect with – Africa’s current governance and leadership challenges. It has given me an opportunity to appreciate the positive impact of CAEL’s work in collaboration with organisations in Africa. I envisage my contribution to CAEL’s knowledge transfer workshops will allow me to make a difference.

How we work

Research and policy

- We work around four thematic areas of knowledge: African SMEs and Entrepreneurship, African Informal Sector and Informal Economy, Governance, and Corporate Social Responsibility (CSR) and Sustainability in Africa.

- We undertake research in Africa and India to support our activities and to understand the political, professional and human ecosystem of Africa. We also support research in Africa and India to support our activities and to understand the political, professional and human ecosystem of Africa. We also support research in Africa and India to support our activities and to understand the political, professional and human ecosystem of Africa. We also support research in Africa and India to support our activities and to understand the political, professional and human ecosystem of Africa. We also support research in Africa and India to support our activities and to understand the political, professional and human ecosystem of Africa.

- We collaborate with our partners to test for research funding opportunities and to develop the research agenda for policy and enterprise development.

- We have a Collaborative Membership scheme linked with our International Research Network. By providing state-of-the-art facilities and an intellectual environment in the UK we help to support individuals, established researchers and early career researchers from Africa who have funding to gain global and international recognition through our membership schemes: Collaborative Fellowship, Visiting Professor, Visiting Scholar, Honorary Visiting Fellow and Sabbaticals. We publish and disseminate our research findings for academic purposes, policy and for societal benefit.
Abinotam Joshua Adike (PhD Candidate – Centre for African Entrepreneurship and Leadership)

I consider it a privilege to be part of CAEL. With its well thought-out programmes, its impact in various African countries continues to grow stronger. My desire to contribute towards a virile new African continent, built on economic and social freedom, has found a footing in CAEL. Issues of leadership and entrepreneurial competencies are critical in bringing the informal sector to an enviable status. CAEL has considered this a great window of opportunity and provides the required expertise, appropriately guiding my PhD research project to achieve the set objectives, as part of its agenda in developing Africa’s informal sector.

How we work

Curriculum development

- We cover all aspects of business disciplines specializing in entrepreneurship training and development.
- We design undergraduate and postgraduate entrepreneurship programmes and implement the established entrepreneurship centres.
- We invite your nominated delegation to the UK to undergo our intensive course on curriculum development and establishment of entrepreneurship centres.
- We work with you to determine specific aspects of the course that will best serve your institutional needs vis-à-vis the local regulatory framework.
- We follow up on this through a series of targeted knowledge transfer workshops undertaken locally designed to introduce entrepreneurial mindset, promote entrepreneurial culture and work with your target population.
- We work with you to embed the curriculum and operationalise the entrepreneurship centres through our mentoring scheme.
- We support your membership and accreditation by professional bodies and regulatory agencies both locally and internationally.

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Globalisation has been shaping business landscapes and a prominent scenario, particularly in Africa, is the persistent growth of entrepreneurship. CAEL’s mission is about promoting a pan-African model that can help to appreciate enterprise in action in Africa, but also how the continent can withstand shocks that come with a fast-developing, emerging African entrepreneurial economy. The Centre enables African scholars, students, policy makers and business practitioners to exchange expertise and stay informed about latest trends. My association with CAEL has not only enriched my understanding of challenges within Africa, but also portrayed a picture of how this entrepreneurship phenomenon compares globally.

Partner with CAEL

As an individual, group or an institution based in Africa, you can partner with CAEL in a number of ways including through capacity building, donation, sponsorship and academic partnerships.

Capacity building

Our capacity building and executive training programmes are bespoke and designed to meet the specific needs of each partner. Our academic partnerships are administered through curriculum development and accreditation, academic exchange and capacity building. Our academic partnerships are not limited to CAEL’s centres in the UK and Africa, collaboration with other universities and institutions is also occurring. Our programmes are designed to ensure administrators and academics have the skills and ability to harness opportunities in Africa for personal growth and the benefit of the communities they serve.

Academic partnership

Our academic partnership is administered in the form of contract research projects, impact study and evaluation survey, research collaboration, PhD-level research, and through collaboration memberships in the form of postgraduate supervision and visits to the Centre to undertake a scholarly pursuit. Our core aim under research partnership is to work together with academic scholars, businesses and governments to develop a programme of research and investigation aimed at transforming communities in Africa through up-skilling and policy development.

Donation and sponsorship

CAEL welcomes donations and sponsorships from individuals, philanthropists, groups and donor agencies wishing to support CAEL’s mission in Africa. If you would like to support our programmes and PhD, donations, or workshops or conferences hosted by the Centre, please contact the Director of CAEL to discuss your interest and all the possibilities. All CAEL’s activities fundd through donations and sponsorships go towards the transformation of communities in Africa. Through research and capacity building for the development of the next generation of African entrepreneurs and leaders. Donation or sponsorship can only be accepted from non-African donors or African donations in Africa who have a direct link and/or place of work in Africa.
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