

# TERMS OF REFERENCE

## CcHUB Global Summer Research & Practice Fellowship

### 1. Background & Rationale

Co-Creation Hub (CcHUB) is Africa's leading creative and innovation ecosystem enabler, with over fourteen years of experience designing and operating platforms that translate talent, ideas, and research into viable enterprises, jobs, and long-term economic value across the continent.

Founded in 2010 as Nigeria's first dedicated innovation centre, CcHUB has since grown into a pan-African institution with physical hubs in Lagos, Nairobi, Kigali, and Windhoek, and programme delivery across more than 40 African countries. Our work spans technology, creative industries, digital public infrastructure, policy, finance, and applied research, engaging entrepreneurs, governments, foundations, multilaterals, and global technology companies at scale.

CcHUB's programs and investment activities have supported thousands of early-stage and growth-stage companies, facilitated over \$154 million in external funding for African startups, and contributed to the creation of tens of thousands of direct and indirect jobs. This scale is underpinned by long-standing partnerships with institutions such as the Mastercard Foundation, the Gates Foundation, the African Development Bank, the World Bank, the British Council, Google, Meta, UNICEF, and others.

The fellowship is hosted within CcHUB's senior leadership and practice teams, led by Ojoma Ochai, Managing Director of CcHUB and co-founder of its Creative Economy Practice. Ms. Ochai brings nearly two decades of experience in international development, cultural policy, and digital and creative economy systems, including prior leadership roles at the British Council, advisory work with the World Bank and multiple governments, and service on global bodies such as UNESCO's Expert Panel on Cultural Expressions. Her work sits at the intersection of technology, policy, capital, and culture, with a strong emphasis on evidence-led systems design.

For postgraduate students, CcHUB offers a distinctive learning environment that cannot be replicated in classroom settings: exposure to live, complex systems challenges in African markets; access to real data, policy processes, and ecosystem actors; and the opportunity to contribute to rigorous, publishable analysis that informs decisions by governments, funders, and industry leaders. Fellows are not used as operational labour; they are engaged as junior peers on well-scoped, high-impact projects with clear intellectual ownership and supervision.

In short, CcHUB provides a credible, mission-driven platform where advanced students can apply theory to practice, deepen their understanding of Global South innovation systems, and produce work that matters beyond the summer, while contributing meaningfully to Africa's digital, creative, and economic futures.

## 2. Objectives of the Engagement

The fellowship aims to:

- Deliver **specific, high-quality outputs** tied to live CcHUB priorities
- Introduce global graduate talent to **African systems-level innovation challenges**
- Strengthen CcHUB's research, policy, and programme design capacity without operational drag
- Build long-term institutional relationships with leading global universities

## 3. Fellowship Structure

- **Duration:** 8–10 weeks (June–August)
- **Time Commitment:** 20–30 hours per week
- **Cohort Size:** 2-3 fellows per cycle
- **Modality:** Hybrid (remote-first, with optional in-country placement where feasible)
- **Engagement Type:** Fixed-term, project-based fellowship (non-employment)

## 4. Eligible Participants

- Master's or doctoral students in their final or penultimate year
- Disciplines may include (but are not limited to):
  - Public policy, international development
  - Economics, applied research, data science
  - Technology policy, digital infrastructure
  - Creative industries, cultural policy, media studies
  - Business, innovation, entrepreneurship
- Demonstrated interest in Global South contexts and systems thinking

## 5. Scope of Work (Illustrative Project Tracks)

Each fellow will be engaged on **one discrete, time-bound project**, agreed prior to onboarding. All projects fall under a **single broad track focused on applied research, evidence generation, and systems analysis** in African innovation and creative economy contexts.

Within this broad track, CcHUB will propose a set of **illustrative priority areas**, while remaining open to **well-justified project proposals from fellows** that align with CcHUB's strategic interests and capacity.

### Illustrative Areas of Work

Projects may include, but are not limited to:

- **Ecosystem mapping and systems analysis**  
(e.g., creative economy, AI, EdTech, gig and digital labour markets)
- **Policy, regulatory, and institutional analysis**  
Including comparative reviews and implications for African contexts
- **Market structure and incentive analysis**  
Examining business models, financing mechanisms, and value-chain dynamics
- **Synthesis of global best practices**  
With a clear focus on relevance, transferability, and adaptation to African markets
- **Case study development**  
Particularly within education technology, creative industries, and digital innovation
- **Toolkit or framework development**  
To support startup growth, scaling pathways, business model development, or ecosystem support functions

## Fellow-Proposed Projects

- Fellows may propose alternative project ideas within the broad track, provided they:
  - Are analytically rigorous and feasible within the fellowship period
  - Align with CcHUB's strategic priorities and available supervision
  - Result in clear, substantive outputs suitable for internal use and potential publication
- All fellow-proposed projects are subject to review and approval by CcHUB prior to onboarding.

## Explicit exclusions

- Operational delivery
- Business development or fundraising
- Staff management or stakeholder representation on behalf of CcHUB

## 6. Deliverables

Each fellowship must produce clearly defined outputs, agreed in advance. Typical deliverables include:

- A final written report (15–30 pages)
- Executive summary / board-ready brief (5–7 pages)
- Supporting datasets, models, or frameworks
- A final presentation to the CcHUB leadership or project team

Deliverables must be **publishable in principle**, even if not publicly released.

## 7. Supervision & Governance

- Each fellow is assigned:

- **One Technical Supervisor** (subject-matter lead)
- **One Project Manager** (delivery accountability)
- Weekly check-ins (30–45 minutes)
- Fellows operate independently day-to-day

## 8. Intellectual Property & Confidentiality

- All outputs, materials, analyses, data, and work products produced in the course of the fellowship (“Fellowship Outputs”) shall be **owned by CcHUB**, subject to the terms below.
- To the extent that any Fellowship Outputs do not automatically vest in CcHUB, the Fellow **hereby assigns all rights, title, and interest** in such outputs to CcHUB.
- CcHUB grants the Fellow a **non-exclusive, non-transferable, non-commercial licence** to reference the work for CVs, academic profiles, and private portfolios.
- Any academic publication, thesis submission, conference presentation, or public dissemination that draws on Fellowship Outputs or underlying data requires the prior written consent of CcHUB, which shall not be unreasonably withheld, provided that publication does not compromise confidentiality, funder obligations, or ongoing work.
- Fellows shall sign a **Non-Disclosure Agreement (NDA)** and comply with CcHUB’s data protection, safeguarding, and information security policies. These obligations survive the end of the fellowship.

## 9. Compensation & Costs

CcHUB will engage fellows under **two allowable non-salary models**, determined on a cohort-by-cohort basis. In all cases, the fellowship is **project-based and non-employment in nature**.

### A. Unpaid, Credit-Bearing Fellowship

- Fellows participate as part of a **formal academic placement** approved by their home institution.
- Academic credit, where applicable, is **granted solely at the discretion of the fellow’s university**, subject to its internal requirements.
- CcHUB provides a defined scope of work, supervision, and assessment inputs to support credit approval, but **does not grant or guarantee credit**.
- No monetary compensation is provided by CcHUB under this model.

### B. Externally Funded Fellowship

- Fellows are supported through **external funding** secured independently of CcHUB, including but not limited to:
  - University summer fellowships or research grants
  - Foundation or donor-funded fellowships

- Government or multilateral research awards
- CcHUB does not provide stipends or salaries under this model and is not responsible for administering external funds.
- Engagement with CcHUB remains subject to the same scope, supervision, and deliverable expectations as all fellows.

### **Cost Assumptions**

- Unless explicitly stated in writing, CcHUB does **not** cover or guarantee travel, visas, accommodation, insurance, or living expenses.
- Fellows are responsible for ensuring compliance with their home institution's requirements and any applicable immigration or visa regulations.

## **10. Ethics, Safeguarding & Conduct**

- Fellows must adhere to CcHUB's safeguarding, DEI, and ethical research policies.
- No direct engagement with minors or vulnerable populations without explicit approval
- Fellows represent themselves, not CcHUB, in external or academic settings

## **11. Performance & Termination**

CcHUB reserves the right to terminate the fellowship with notice if:

- Deliverables are not being met
- Professional standards are breached
- Confidentiality or ethical obligations are violated

## **12. Expected Value Exchange (Explicit)**

This fellowship is structured as a **mutual value exchange**, grounded in learning, contribution, and professional development rather than financial compensation.

### **What Fellows Gain**

- **Direct exposure to complex, real-world systems challenges** in African innovation and creative economy contexts, including policy, market design, institutional capacity, and ecosystem finance, work that is rarely accessible through classroom-based learning alone.
- **Advanced applied experience** working on live projects with a pan-African institution operating across multiple countries, sectors, and stakeholder environments.
- **High-quality professional references and institutional affiliation** that reflect rigorous, senior-level analytical work rather than general internship experience.

- **Access to African innovation ecosystems**, including entrepreneurs, policymakers, funders, and ecosystem operators, providing grounded insight into Global South markets and systems dynamics.
- **Opportunity to produce substantive, portfolio-ready outputs** (research papers, policy briefs, frameworks, or analytical tools) suitable for academic progression, future employment, or further research, subject to confidentiality requirements.

## What CcHUB Gains

- **Rigorous analytical and research capacity** applied to clearly scoped, high-priority questions that inform programme design, policy engagement, and strategic decision-making.
- **Global comparative perspectives** drawn from fellows' academic training and international exposure, strengthening CcHUB's ability to test assumptions and benchmark African approaches against global practice.
- **A pipeline of future collaborators** - researchers, policy professionals, and practitioners, who engage with CcHUB as peers and contributors, not as short-term interns or operational staff.

## How to Apply

Applications to the CcHUB Global Summer Research & Practice Fellowship are accepted on a **competitive, project-matched basis**.

### Eligibility

Applicants must:

- Be currently enrolled in a **Master's or doctoral programme** at an accredited institution
- Be in good academic standing
- Demonstrate strong analytical, research, or applied practice capability relevant to the proposed project
- Be able to commit the required time for the full fellowship period

Applicants who intend to receive academic credit or external funding are responsible for securing the necessary approvals from their home institution or funder.

### Application Materials

Applicants should submit the following:

1. **Curriculum Vitae (maximum two pages)**

2. **Statement of Interest (maximum 750 words)** outlining:
  - Relevant academic and professional background
  - Motivation for engaging with CcHUB and African innovation or creative economy systems
  - Alignment with one or more proposed project areas
3. **Writing sample or portfolio** demonstrating analytical or applied work (e.g., research paper, policy brief, design work, data analysis)
4. **Proof of enrolment** from the applicant's home institution

Shortlisted candidates may be asked to provide references or participate in an interview.

## **Selection Process**

- Applications are reviewed by CcHUB's leadership and technical teams.
- Selection is based on **project fit, analytical strength, independence, and relevance of skills**, rather than seniority alone.
- Final offers are contingent on confirmation of fellowship modality (credit-bearing or externally funded) and execution of required agreements, including confidentiality and intellectual property provisions.

## **Application Timeline**

- **Call for Applications:** January to mid-March annually
- **Application Deadline:** 28 February annually
- **Decisions Communicated:** Latest 31 March annually
- **Fellowship Period:** June to August ( 8 - 10 weeks; exact dates agreed with each fellow)

CcHUB reserves the right to close applications early once suitable candidates are identified.

## **Additional Notes**

- CcHUB does not guarantee academic credit; credit approval rests solely with the applicant's home institution.
- CcHUB does not provide stipends, salaries, or automatic funding under this fellowship.
- Applicants are encouraged to seek external funding or academic credit in parallel with their application.