

# Phase 3 Output – TNE Roadmap



Cardiff  
Metropolitan  
University



QAA

Funded by



## Introduction

The below document is an established and suggested roadmap toward exploring potential TNE collaborations between UK and Nigerian HEI's. This roadmap together with the toolkit is the final output, which builds upon the work exploring possible issues (phase 1) as well as the potential mitigations to these issues (phase 2).

The roadmaps split the partnership establishment into five distinct phases:

### **Partnership Exploration Phase**

Initial scoping to understand feasibility, regulatory expectations, risks and alignment between institutions.

### **Partnership Set-Up Phase**

Formal design and preparation of the partnership, including documentation, approvals, curriculum alignment and operational setup.

### **Early Delivery Phase**

Launch of the first cohort with close monitoring, staff support, early assessment checks and immediate quality assurance.

### **Ongoing Delivery & Quality Assurance Phase**

Established cycle of teaching, QA processes, moderation, curriculum review and operational oversight.

### **Review, Renewal & Expansion Phase**

Periodic evaluation of impact, reaccreditation, renewal decisions and potential expansion into new programmes.

Within each phase the roadmap outlines the potential activities of stakeholders' involved, these include

**UK Partnership Team**

Leads the design, negotiation and strategic management of the partnership, ensuring regulatory, financial and institutional alignment.

**UK Link Tutor(s)**

Maintains academic standards by overseeing curriculum, assessment, moderation and ongoing quality assurance.

**Nigerian Partner Institution**

Delivers teaching, manages local operations and quality processes, and ensures programmes meet national and institutional expectations.

**NUC (National Universities Commission)**

Regulates and approves TNE programmes, setting national standards and conducting oversight and accreditation.

**UK Regulators (QAA / OfS / Medr)**

Ensure the UK institution meets all quality and governance requirements for delivering education internationally.

**British Council**

Provides contextual guidance, facilitates connections and supports capacity building and best practice in cross-border education.

**IT / EdTech Teams (UK & Nigeria)**

Support digital infrastructure, systems integration, virtual learning environments and secure assessment processes.

**Joint Quality Board (where implemented)**

Coordinates shared QA processes, ensuring consistency in assessment, moderation and academic standards.

## Partnership Exploration Phase

Stakeholder	Activity	Purpose
UK Partnership Team	Conduct initial desk-based research on the Nigerian HE sector and NUC requirements.	Ensures early understanding of regulatory expectations and partnership feasibility.
	Map UK regulatory requirements and identify potential conflicts	Prevents delays by spotting misalignments between UK and Nigerian frameworks.
	Lead early risk assessment activities	Identifies financial, operational and security risks before commitments are made.
	Engage with British Council for contextual insight	Provides grounded understanding of the Nigerian policy and education landscape
	Prepare financial models and assess sustainability	Ensures the partnership is viable and affordable for both sides long-term.
	Identify suitable programme areas for alignment	Helps both partners target areas with strong demand and strategic relevance.
Nigerian Partner	Share institutional capability and accreditation status	Builds transparency and trust during early evaluations
	Provide data on student demand and regional context.	Supports programme planning that reflects local needs.
	Identify internal leads for academic and QA processes	Ensures structured communication and project coordination

	Outline internal approval pathways and timelines	Helps both sides plan documentation and regulatory submissions accurately
	Highlight cultural and contextual considerations	Shapes curriculum contextualisation and student support planning.
British Council	Provide advisory support on cross-border education policy.	Ensures both institutions understand the national and regional TNE landscape.
	Facilitate introductions to relevant networks and regulators	Accelerates relationship-building and clarity on requirements
	Share insights on previous partnership models	Provides evidence-based guidance on what works well in TNE setups
NUC	Provide regulatory guidance and documentation requirements	Allows UK institutions to prepare compliant initial documentations
	Outline expectations for TNE programme approval.	Ensures both parties understand approval standards from the outset.

## Partnership Set-Up Phase

Stakeholder	Activity	Purpose
UK Partnership Team	Lead negotiation of the partnership model.	Ensures both sides agree on a delivery approach that is workable and compliant.
	Draft the Memorandum of Agreement.	Formalises responsibilities, ownership, and processes for delivery.
	Map learning outcomes and ensure academic equivalence	Safeguards the academic integrity of the UK award.
	Support timetabling and academic calendar alignment.	Ensures smooth delivery across different regulatory and cultural calendars.
	Build financial arrangements and risk-sharing models.	Establishes transparent cost and revenue structures. Develop a currency strategy including local currency denominated fees
	Build visa guidance packs	Creates clear documented guidance for link tutors/QA visits outlining requirements and risks of travel, including mitigations
UK Link Tutor	Review curriculum documentation.	Checks alignment with UK academic standards.

	Guide assessment design and sampling frameworks	Ensures assessment integrity and fairness.
	Support teaching plans	Helps local staff deliver content in line with UK expectations.
	Establish/support internal moderation mechanisms	Creates reliable processes for marking and feedback.
Nigerian Partner	Complete NUC application and required documentation	Ensures programmes meet national accreditation standards.
	Prepare internal governance structures	. Creates a strong quality assurance environment.
	Prepare physical and digital infrastructure	Ensures readiness for programme delivery.
	Recruit or assign qualified teaching staff.	Ensures compliance with agreed staffing requirements.
	Support curriculum contextualisation	Strengthens local relevance while maintaining UK standards
British Council	Advise on regulatory navigation	Provides clarity on national nuances and expectations.
	Support capacity-building workshops	Strengthens staff readiness for TNE delivery.
NUC	Review submitted documentation	Progresses official accreditation and approval.
	Conduct inspection or verification visits	Ensures compliance with national expectations.

	Approve programmes in line with national standards	Grants permission for official delivery.
IT / EdTech Teams	Integrate VLE and student data systems (where possible)	Creates seamless access across institutions.
	Establish secure channels for assessment handling	Protects data integrity and assessment security.

## Early Delivery Phase

Stakeholder	Activity	Purpose
UK Partnership Team	Monitor operational consistency and satisfaction	Ensures delivery remains aligned with expectations.
	Review financial performance	Confirms sustainability across cohorts
	Resolve operational issues	Enables rapid response to emerging challenges.
UK Link Tutor	Provide induction training for lecturers	Builds staff capability and confidence.
	Observe early teaching sessions	Ensures teaching quality aligns with expectations.
	Review early assessments and moderate samples.	Maintains academic integrity and parity.
	Hold QA meetings with Nigerian teams	Ensures consistent communication and rapid issue resolution.
Nigerian Partner	Deliver teaching using agreed curriculum	Maintains fidelity to the validated programme.
	Implement academic integrity measures	Reduces risk of malpractice.
	Monitor student engagement and provide support.	Ensures students remain active and successful.
	Collect and share student feedback	Identifies early areas for improvement.
British Council	Provide supportive oversight where involved	Ensures partnership stability and compliance.
	Offer sector insights and risks.	Supports informed decision-making.

NUC	Conduct initial oversight checks.	Ensures early delivery aligns with national standards.
	Confirm compliance with accreditation conditions.	Protects the status of the approved programme.

### Ongoing Delivery & Quality Assurance Phase

Stakeholder	Activity	Purpose
UK Partnership Team	Review partnership viability annually	Confirms academic and financial sustainability.
	Support new programme development	Facilitates expansion where appropriate.
	Ensure compliance with UK regulatory changes	Keeps the partnership up to date.
UK Link Tutor	Conduct annual QA visits	Reviews academic quality in person.
	Lead marking calibration sessions.	Ensures consistency across markers and centres.
	Manage curriculum review cycles.	Keeps content updated and relevant.

	Oversee assessment boards.	Maintains integrity in certification.
Nigerian Partner	Maintain internal QA processes	Supports high-quality day-to-day delivery.
	Provide continuous staff development	Improves teaching quality over time.
	Submit annual reports on performance	Supports transparent oversight.
	Manage local operations and student support	Ensures a smooth student experience.
British Council	Offer continued regional insights.	Helps anticipate policy shifts.
	Support development and policy reviews.	Strengthens long-term partnership stability.
Regulators	Conduct periodic audits and reaccreditation	. Ensures quality is sustained.
	Provide updated regulatory requirements	Keeps both sides compliant.
IT / EdTech Teams	Maintain digital platform uptime	Supports uninterrupted teaching.

## Review, Renewal & Expansion Phase

Stakeholder	Activity	Purpose
UK Partnership Team	Lead renewal negotiations.	Sets direction for the next partnership cycle.
	Explore expansion into new programme areas	. Grows the partnership's scope and impact.
	Update the MoA as required.	Keeps documentation current and relevant.
Nigerian Partner	Provide evidence of impact and outcomes.	Demonstrates programme success.
	Identify new opportunities for collaboration	Supports strategic growth.
	Evaluate programme relevance	Ensures alignment with national needs.
UK Link Tutor	Lead academic review cycles.	Ensures curriculum remains strong.
	Ensure alignment with updated UK benchmarks.	Maintains academic integrity.
Regulators	Support reaccreditation	Maintains programme validity.
	Issue updated regulatory requirements	Ensures compliance with national frameworks
British Council	Advise on funding and partnership opportunities	Supports future expansion.
	Support regional collaboration	Connects institutions with new networks.