



Terms of Reference for individual Consultant to Support the drafting of the Ministry of Higher Education Science & Technology Strategic Plan, 2024-2029.

Background and context

The Republic of South Sudan, the world's newest country, gained independence in 2011. The country is emerging from recent years of conflict which has greatly affected the ability of its government to deliver much needed basic services which has led to unique challenges. The fragile context has made it difficult to build strong institutions across the sectors.

With the independence of South Sudan in 2011, the Ministry of Higher Education, Science and Technology was established to implement policies, plans, programs, and general coordination of higher education, science, and technology in tertiary institutions. Higher Education in South Sudan refers to the education offered at post-secondary level. Higher Education Institutions [HEIs] are institutions where students are required to not only acquire knowledge but also contribute effectively to producing knowledge as well as developing their critical faculties. There are eight government-sponsored universities in South Sudan. Five are currently operational while three are still at the project level. There are over 35 private tertiary institutions operating in South Sudan¹.

The higher education sector in South Sudan faces enormous challenges, including inadequate funding, poor infrastructure, lack of quality assurance, and unemployment of graduates in part due to poor labor market conditions. Despite these serious challenges, there are also opportunities. The gradual return to peace and stability across the country, made possible by the progress of implementation of the Revitalized Agreement on the Resolution of the conflict in South Sudan (R-ARCSS), offers a large measure of hope and opportunity for the country to rebuild its higher education sector to support the country's drive to achieve its vision 2040.

The Ministry of Higher Education Science and Technology (MoHEST) is committed to redress the challenges and exploit the opportunities to transform the country into a stable and peaceful nation. It strives to do all it can to support all efforts aimed at stimulation and promotion of the Higher Education system to meet the learning needs of South Sudanese Nationals, develop, and transmit appropriate skills and create relevant and useful knowledge for all; and increase support to the social sector for human capital development and protect the vulnerable population, to leave no one behind.

The vision of South Sudan Higher education sector as stipulated in its HE policy is to build strong, accessible, quality, relevant and inclusive higher education, training, and research for prosperous, productive, and innovative nation. This vision recognized that no country can ever succeed to achieve meaningful development for its people without investing in building their capacities through accessible, equitable, quality, fair and affordable higher education. Similarly, the Education 2030 Framework for Action (FFA), calls for progress regarding existing international agreements in favor of higher education and recognizes that a well-established and well-regulated

¹ Ministry of Higher Education, Science and Technology Policy Framework

tertiary education system can improve access, equity, quality, and relevance to ensure achievement of sustainable development. To better deliver on its commitment, MoHEST had recently completed the development and validation of higher education, and Science, Technology, and innovation (STI) policies. These policies aim to foster cooperation and promote the development of higher education institutions to meet the knowledge, competences, skills, quality, innovation, and creativity required to nurture South Sudan values, promote peaceful coexistence, among the ethnicities and enable sustainable development.

Rationale

For South Sudan higher education sector, to be better prepared to play its rightful role in the country, it is critical for MoHEST to translate its policies into implementable plans and strategies with clear deliverables, key milestones, and direct guidance on implementation to strengthen the Foundation for the ministry's mission and vision. MoHEST needs to review and develop a five-year strategic framework to help break its ministry's vision and goals into implementable strategies and prioritize which strategic goals to focus on. This strategic framework will drive the ministry's operational planning. It is against this backdrop that the MoHEST with the support of UNESCO Juba office is seeking to engage an expert (consultant) with significant expertise and experience in strategic planning development to support review and development of Strategic Plan for the Ministry of Higher Education Science & Technology.

Purpose and Objectives

The main purpose and objective of the assignment is to prepare a Strategic Plan 2024 - 2029 for the Ministry of Higher Education Science and Technology of the Republic of South Sudan. The strategic plan will guide the institution in delivering on its mandate.

Scope of work

The task to be undertaken by the Consultant will include, but not necessarily be limited to:

1. Desk review and assessment/sector analysis of high education policies and procedures guiding the MoHEST operations and identifying institutional capacity, organizational set-up, financial and administrative systems, operational gaps in the delivery of services.
2. Map stakeholders and create profiles of all relevant entities to be involved in consultations, while also undertake SWOT analysis of the internal and external environment and identifying strengths, challenges, opportunities, and threats facing the MoHEST services delivery and performance of the institution.
3. Consultation with key Ministry's leadership, and the ministry's national steering committees for qualification framework, quality assurance, research and innovation and student support system to discuss and agreed on shared ideas and guiding principles for of the strategic framework,
4. Prepare/develop a draft strategic plan design with vision, mission, strategic objectives/goals, strategic interventions, implementation matrix and monitoring and

evaluation framework, inspired by the experiences and best practices from related regional, and international higher education institutions.

5. In collaboration with MoHEST and UNESCO conduct stakeholders' consultation meeting to share ideas and make recommendations on major thematic areas of the proposed draft strategies.
6. Present the draft strategic plan to a stakeholder's workshop for validation.
7. Update the strategic plan to incorporate stakeholder's comments and submit the final Strategic Plan 2024 - 2029 to the NCHE or relevant Ministry authorities for approval.

Deliverables

1. Inception report: detailing the approach and methodology for the assignment.
2. Progress reports on the process including stakeholder consultations and validation meetings with Ministry staff.
3. Validation of the draft strategic plan document to incorporate inputs from stakeholders.
4. Submission of final refined strategic plan 2024 – 2029 document.

Payments

The Consultant should indicate his expected daily rate in the United States dollars (\$) for the assignment.

However, UNESCO reserve the rights to negotiate the fee in accordance with the UNESCO's standard administrative rates. The consultancy fees will be inclusive of internal transportation costs, payable in three instalments upon reached benchmarks as specified in the expected deliverables above.

Approved stakeholders' meetings, and/or validation workshop costs will be covered by UNESCO. Note, required UNESCO service procurement process will be applying.

Consultant will be at liberty to co-opt and mobilize any other technical national expert(s)/team he/she deemed necessary to support and expedite the assignment process as he is able to incentivize them on his account.

Payment schedule

- I. 20th May 2024 upon submission of inception report and detailed activity plan (max 33% of contract amount),
- II. 20th June 2024 upon submission of progress reports on the process including stakeholder consultations and validation meetings with Ministry staff and stakeholders' consultation on the proposed draft strategic plan document (50% which amounts).
- III. 5th July 2024 upon submission of final draft refined strategic plan document (based on validation exercise (17% amount).

Period for the assignment

The duration of the consultancy is 45 working days.

Qualifications

Educational Qualification.

1. **Essential:** At least a master's degree with 7 years' professional experience in organizational, project or any other management role requiring strategy formulation, implementation, and achievement.
2. Desirable: A PhD in Education, Economics, statistics, or any other relevant field.

Experience.

1. Sound understanding and knowledge of strategic planning, standard management tools and techniques to schedule, plan, and measure performance.
2. Excellent research and analytical skills including desk research, interviewing skills and stakeholder facilitation methodologies.
3. Expertise in Programme and Strategy development and report writing, familiarity with the higher Education dynamics.
4. Confident professional with the ability to engage and work effectively with diverse range of stakeholders.
5. Knowledge of Policy and Strategic Plans development and the education-related policy and legal frameworks in South Sudan

Competences

- Strategic planning, accuracy, punctuality, and reliability.
- Ability to communicate effectively in writing.
- Strong organizational and communication skills, ability to work in a team.
- Ability to use ICT as a tool and resource.
- Ability to work against tight deadlines.
- Commitment to UN values.

Application Submission.

Interested and suitable individuals should submit their application letters and Curriculum Vitae through

proposals.juba-ed@unesco.org. by 29th April 2024.