TERMS OF REFERENCE - Consultancy to Develop the NUV Corporate Plan 2027–2030

1. Context

The National University of Vanuatu (NUV) was established by Act No. 34 of 2019 and has the mission to provide higher education and lifelong learning in both English and French, with an emphasis on academic excellence, research, and international cooperation.

NUV plays a central role in Vanuatu's education sector reforms, through the integration of national PSET institutions and the development of programs identified as national priorities and aligned with the Vanuatu National Sustainable Development Plan (NSDP 2016-2030) and the National Human Resource Development Plan (NHRDP 2020) to enhance graduate employability.

NUV adopted its first Strategic Plan 2021–2030 as the University's overarching strategic framework. The Plan provides the long-term direction for NUV's development and is structured around three Strategic Priorities and nine Strategic Goals.

As part of the scheduled review of the Strategic Plan, NUV has undertaken a consultation process which has confirmed the continued relevance of the overall strategic direction while identifying areas where the Strategic Plan needs to be strengthened or amended to reflect NUV's current stage of institutional development and re-alignment with emerging national and higher education and training priorities of the country.

The review is therefore intended to strengthen and update the existing Strategic Plan for its remaining implementation period.

The Corporate Plan 2027–2030 will provide the operational bridge between the reviewed Strategic Plan and its implementation.

2. Purpose of the Consultancy

The purpose of this consultancy is to develop a practical, prioritised and measurable NUV Corporate Plan for 2027–2030, aligned with the reviewed Strategic Plan 2021–2030.

The Corporate Plan will translate the University's strategic priorities and goals into a clear and financially sustainable programme of implementation, identifying what needs to be done, by whom, when, and with what resources, and establishing a framework for monitoring progress and institutional performance.

The consultant will not undertake a new strategic planning or consultation exercise. The assignment will build on the existing Strategic Plan and the findings and decisions arising from its review.

3. Objectives

The specific objectives of the consultancy are to:

1. Translate the reviewed Strategic Plan into an actionable Corporate Plan for 2027–2030.
2. Identify and prioritise the key strategic initiatives or actions required to achieve the Strategic Plan's goals and objectives.
3. Define expected outputs, outcomes and results for each major initiative with relevant costing.
4. Assign institutional responsibilities for implementation.
5. Establish realistic implementation timelines and sequencing.
6. Identify the human, financial, infrastructure and other resources required.
7. Develop or refine appropriate KPIs, baselines and targets.
8. Establish arrangements for monitoring, reporting and accountability.
9. Ensure that the Corporate Plan can be linked to NUV's annual operational planning, budgeting and resource allocation processes.

4. Scope of Work

The Corporate Plan should provide a clear basis for linking NUV's strategic priorities with its financial resources, budget processes and institutional capacity.

The consultant will work closely with the Director of Policy, Planning and Global Engagement and the Senior Manager Finance to:

- assess the financial implications of proposed strategic initiatives;
- identify alternative resource requirements and costs;
- assess the alignment between strategic priorities and available financial resources;
- identify potential funding gaps and resource mobilisation opportunities;
- consider the financial sustainability of major institutional initiatives, including the integration of Vanuatu Agriculture College (VAC), Vanuatu College of Nursing Education (VCNE), Vanuatu Maritime College (VMC), Vanuatu Institute of Technology (VIT), Vanuatu Police College (VPC), Vanuatu Institute of Public Administration and Management (VIPAM) and other institutions;
- strengthen the link between the Corporate Plan, annual planning and the University's budget process; and
- develop realistic financial projections and, where appropriate, with indicative cost estimates for major strategic initiatives in funding and risk management.

The consultant will not be expected to prepare the University's detailed annual budget. Rather, the Corporate Plan should provide a strategic financial framework to guide subsequent annual budgeting and resource allocation.

5. Methodology

The consultant will work closely with the Director of Policy, Planning and Global Engagement and the Senior Manager Finance, as well as relevant members of NUV's senior management and other units.

The methodology should include:

1. An inception meeting with the DPPGE and Senior Manager Finance;

2. Review of the Strategic Plan, consultation findings, relevant institutional plans, budgets and financial information;
3. Analysis of the financial and resource implications of the proposed strategic priorities and initiatives;
4. Targeted consultations with relevant NUV units and senior management;
5. Development of the draft Corporate Plan and associated implementation and financial framework;
6. Validation of priorities, initiatives, responsibilities, resource requirements and financial assumptions;
7. Revision of the draft based on feedback; and
8. Finalisation and presentation of the Corporate Plan.

6. Key Deliverables

The consultant will be expected to deliver:

Deliverable 1 – Inception Report

A short inception report setting out:

- understanding of the assignment;
- proposed methodology;
- workplan and timeline;
- information required from NUV;
- proposed structure of the Corporate Plan.

Deliverable 2 – Corporate Plan Framework

A preliminary framework linking:

Strategic Priority → Strategic Goal → Objective → Initiative → Activity → Outcome → KPI → Responsibility → Timeline → Resources

A SWOT analysis report based on the framework above.

Deliverable 3 – Draft Corporate Plan 2027–2030

A comprehensive draft Corporate Plan incorporating:

- strategic initiatives;
- priority activities;
- expected outputs and outcomes;
- institutional responsibilities;
- implementation timelines;
- resource requirements;
- KPIs, baselines and targets;

- risks and dependencies; and
- monitoring and reporting arrangements.

Deliverable 4 – Final Corporate Plan 2027–2030

A revised final Corporate Plan incorporating feedback from NUV management and the Senior Management Committee.

The final document should be suitable for consideration and endorsement through NUV's governance processes.

Deliverable 5 – Implementation and Monitoring Matrix

A practical implementation matrix that can be used by NUV for annual planning, budgeting, monitoring and reporting.

7. Indicative Corporate Plan Structure

The final Corporate Plan should, at a minimum, include:

1. Executive Summary
2. Introduction and Institutional Context
3. Link to the Strategic Plan 2021–2030
4. Strategic Priorities and Goals
5. Strategic Objectives
6. Priority Strategic Initiatives
7. Implementation Responsibilities
8. Implementation Timeline and Sequencing
9. Resource Requirements
10. KPIs, Baselines and Targets
11. Risk and Dependency Framework
12. Monitoring, Reporting and Accountability
13. Linkages to Annual Plans and Budgets
14. Implementation Matrix

8. Duration

The consultancy is expected to be undertaken over approximately 8 weeks, commencing in September 2026.

The detailed schedule will be agreed with NUV at the inception stage.

9. Reporting and Governance

The consultant will report to the Director of Policy, Planning & Global Engagement and work closely with the Senior Manager Finance and the Management Committee and relevant NUV Schools, Departments and Units, including the Finance Committee.

The Senior Management Committee will provide strategic oversight and review key deliverables.

The consultant will be expected to work collaboratively with NUV staff and ensure that the Corporate Plan reflects realistic institutional capacity and ownership.

Other Groups that may be consulted can include students, alumni and External Partners who can provide feedback.

10. Required Qualifications and Experience

The consultant or consultancy team should demonstrate:

- postgraduate qualifications in strategic planning, organisational development, public policy, management, higher education or a related field;
- substantial experience in corporate or institutional planning;
- experience developing implementation frameworks and performance management systems;
- demonstrated experience translating strategic plans into operational/corporate plans;
- experience in higher education or public sector institutional planning, preferably in a Pacific or comparable context;
- strong understanding of governance, organisational development and institutional performance;
- experience developing KPIs, monitoring frameworks and implementation matrices;
- strong analytical, facilitation and writing skills; and
- demonstrated ability to work collaboratively with senior management and diverse stakeholders.

Experience working with universities or institutions undergoing institutional integration or organisational transformation would be an advantage.

11.BUDGET AND FINANCIAL MODALITIES

Contract with NUV for a maximum value of 1,000,000 VUV, inclusive of all costs (consultancy fees, communication, and any other expenses).

12. APPLICATION PROCESS

Deadline to submit an Expression of Interest: 8 September 2026
Applications: apply@univ.edu.vu
Further information: Anne-Sophie.Vivier@univ.edu.vu