

TERMS OF REFERENCE

Development of a Business Plan for Commonwealth Tertiary Education Facility (CTEF)

Background

The Commonwealth Secretariat was requested by the Ministers of Education at the 17th Conference of Commonwealth Education Ministers (17th CCEM) held in Malaysia in 2009 to initiate work on Commonwealth Tertiary¹ Education Facility (CTEF) to be hosted by the Malaysian Government.

The Commonwealth Secretariat held a bilateral meeting with the Ministry of Education, Malaysia, at its headquarters in London in February 2011. The purpose of the meeting was to review progress, mutually develop the way forward for advancing work on CTEF, and to also review the feasibility in light of the new economic challenges. It was agreed at the bilateral meeting to establish a CTEF Working Group, which constituted of representatives from CTEF network partners: The Association of Commonwealth Universities (ACU); The Commonwealth of Learning (COL); University of West Indies (UWI); Ministry of Higher Education, South Africa (MOHESA); Ministry of Education Malaysia (MOE); and the Commonwealth Secretariat (The Secretariat), London, UK.

The Secretariat carried out consultations with the Working Group and conducted a meeting at its headquarters in London in 2011. Based on Working Group's recommendation, the Commonwealth Secretariat commissioned a "Background report on the establishment of Commonwealth Tertiary Education Facility". The report revisited the tertiary landscape and the feasibility in the global context covering challenges in the tertiary education policy and the case for establishing a Commonwealth Tertiary Education Facility in Malaysia (Annex 1). The report also identified three areas of work for the CTEF, elaborated upon the networking model and the roles of the network partners, governance and management, staffing, and funding options.

Three key activity areas for the CTEF

- *The core activities* will include data collection, research and the production and dissemination of general policy papers and other services that could be of benefit to all member states. This will involve monitoring policy changes and developments in tertiary education in member countries and in other countries where tertiary/higher education practice is globally influential.
- *In house projects* related to a particular aspect of tertiary education or a particular region or member state, which would have value for the region or member state, and which are regarded by the CTEF as being of value. Such projects could be partially or fully subsidised by the CTEF,

¹ Tertiary Education: According to UNESCO's International Standard Classification of Education (ISCED) 2011, tertiary education includes what is commonly understood as academic education but also includes advanced vocational or professional education. It comprises ISCED levels 5, 6, 7 and 8, which are labelled as short-cycle tertiary education, Bachelor's or equivalent level, Master's or equivalent level, and doctoral or equivalent level, respectively.

depending on the ability of the region or member state to pay for the service, and its value to the broader community; and

- *Contract consultancy*, which would be fully funded by a governmental or institutional client, thus recovering overheads and actual costs. Such contracts might also be undertaken for international agencies.

Network model

The report recommended that the core principle of the CTEF is that it will be a Commonwealth resource drawing on staff from throughout the Commonwealth, in this regard one of its first tasks will be to develop an effective network of those organisations likely to contain key experts and resource persons for policy and consultancy studies. The network partners are: The Association of Commonwealth Universities (ACU); The Commonwealth of Learning (COL); University of West Indies (UWI); Ministry of Higher Education, South Africa (MOHESA); and Ministry of Education Malaysia (MOE).

The concept of a network means that CTEF will be in close and regular communication with network members. These members would be consulted about the programmes and development plans of the CTEF and would be the first to be invited to submit possible consultants for CTEF projects; this would require them to agree to:

- *Provide the services of their specialist staff to CTEF when required by the CTEF for all three levels of activity.*
- *Share information on their internal research and consultancy activities so that they do not duplicate or overlap with CTEF.*
- *Collaborate by sharing any statistics or survey data held on Commonwealth education systems or higher education institutions (HEIs).*
- *Participate with the Director of the CTEF in its strategic development so that the collective resources of network members can be fully utilised for the overall benefit of member states and CTEF's clients.*

Ministry of Education Malaysia

The Ministry of Education Malaysia developed a proposal, using the background report, to establish CTEF at National Higher Education Research Institute, University Sans Malaysia (USM). The proposal was presented at the 18th Conference of Commonwealth Education Ministers (18th CCEM) held in Mauritius in August 2012, which was approved by the Commonwealth Education Ministers for establishing the CTEF at USM and to report progress on CTEF at the 19th Conference of Commonwealth Education Ministers (19th CCEM) in 2015.

The MOE in consultation with the Secretariat and CTEF network partners will be establishing the CTEF at USM Malaysia, for this purpose timelines and activation plans are being developed.

The MOE has allocated resources for one-off setting up costs and initially for three year running costs. Other financial options such as endowment or membership fee were not been supported at the 18CCEM. **Therefore, to ensure CTEF's financial sustainability, it will be required to have a well-articulated and viable Business Plan detailing projected income revenues and mechanisms envisaged for generating financial resources e.g. through sponsorship, partnership, provision of quality service or other means.**

The Secretariat in partnership with MOE is seeking expression of interest from consultant or consultancy firms to develop a 5 Year sustainable business plan for CTEF.

Purpose

To develop a 5 Year Business Plan for CTEF that should enable CTEF to be sustainable.

Specific tasks

Under the supervision of the Education Section of the Social Transformation Programmes Division of the Commonwealth Secretariat, the consultant will be responsible to:

- Conduct detailed consultation with the CTEF host i.e. Ministry of Education Malaysia and National Higher Education Research Institute, University Sans Malaysia (USM);
- Conduct consultations with CTEF network partners i.e. ACU, COL, UWI & MOHESA;
- Study the critical sustainability factors for similar entities including operational gaps, funding loopholes, competitiveness and viability;
- Facilitate a two-day CTEF network partners meeting in UK or Malaysia to discuss and review the draft Business Plan before it is finalised;
- Develop CTEF governance, operational structure and financial management plan for both the short term and long term;
- Develop branding and communication strategy for CTEF; and
- Develop a 5 year sustainable Business Plan for CTEF;
 - The Business Plan should be further expanded from the CTEF Concept Note;
 - Contain a detailed menu of services that CTEF could offer;
 - Well-defined roles and responsibilities for CTEF partners;
 - An extensive financial model ensuring financial viability and sustainability for CTEF.

Deliverables/Outputs

- 5 year Business Plan and accompanying operational strategies and management set-up.

Duration

- Up to 30 working days to be completed before 30 June 2014.

Qualifications and experienced required

- Extensive experience of working in the Higher Education sector
- Experience in developing higher education business plans
- Familiarity and understanding of tertiary level educational issues and challenges in Commonwealth
- Ability to conduct research and produce analysis
- Excellent writing skills
- Post-graduate degree in social sciences