

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Specialist in Development of Dual and Veteran Education

Contract No. MOES-C3-05-SUP-IC-15

Ukraine Improving Higher Education for Results Project

World Bank Loan No. 9238-UA

I. BACKGROUND

Ukraine and the International Bank for Reconstruction and Development (IBRD; the World Bank) have signed Loan Agreement No. 9238-UA in the amount of US\$200 million for the Project 'Ukraine: Improving Higher Education for Results' (hereinafter referred to as the Project). The Project is implemented in Ukraine by the Ministry of Education and Science of Ukraine (MoES) with the support of the World Bank Group. The Project implementation period is 2021-2026.

The Project Development Objective (PDO) is to improve efficiency, quality conditions, and transparency in Ukraine's higher education system.

The Project includes six Parts:

- Part 1: Sector-Wide Improvements to Governance, Financing, Quality, and Transparency
- Part 2: Alliances/Partnerships for Improved Efficiency and Quality
- Part 3: Capacity Building and Education Environment Enhancement
- Part 4: Project Management, Monitoring & Evaluation
- Part 5: Support to Academic and Social Scholarships for Higher Education Students
- Part 6: Contingent Emergency Response Component (CERC)

The Project supports two categories of expenditures: (i) traditional investments in goods, works, and services, for which disbursements are made against eligible expenditures, and (ii) defined performance-based conditions (PBCs), for which disbursements are also made against eligible expenditures conditional on the achievement of the PBCs as defined in the Loan Agreement and Project Operational Manual.

Within the framework of Part 3 of the Project, it is planned to engage specialized consultants to promote effective management of the higher education and research system, as well as higher education institutions, and to provide support for the implementation of digital, financial, personnel and other areas of higher education reform at the institutional level.

More detailed information is given at the link

<https://projects.worldbank.org/en/projects-operations/project-detail/P171050>.

The Consultant in Development of Dual and Veteran Education will be contracted through competitive selection in accordance with the Procurement Regulations for IPF Borrowers (7-th edition, September 2025). This Terms of References defines the purpose, scope, and duration of consulting services and the qualification requirements for the Consultant.

II. OBJECTIVE

This assignment aims to support the activities of the Ministry of Education and Science of Ukraine in the development of dual education and veterans' education to improve the higher education sector within the

framework of the Ukraine Improving Higher Education for Results Project. The role involves expert, analytical and organizational activities focused on the development (including proposals for improving the regulatory framework), implementation and scaling of specialized educational models - dual form of education (not excluding other forms of practice-oriented training) and various educational programs for war veterans, including dual ones - ensuring their relevance, quality, and compliance with the needs of the labor market and social reintegration.

III. SCOPE OF SERVICES

The Scope of services to be provided by the Consultant shall include but not be limited to the following:

- Development and implementation of initiatives aimed at forming partnerships between higher education institutions and businesses to launch practice-oriented, dual education programs, programs for veterans, including stimulating investments in inclusive infrastructure.
- Identification and involvement of a wide range of internal and external stakeholders, experts, including foreign ones, organization and implementation of joint events, support of active interaction with them, establishment and structuring of a dialogue aimed at identifying barriers to the development of a dual form of education and development of solutions for institutionalizing new approaches to increase the efficiency of the national system of skills formation.
- Analysis of the needs of veterans in the field of higher education, retraining and professional development.
- Support for the MoES in establishing interaction with stakeholders aimed at developing formats of educational programs for veterans, considering the requests of employers, educational needs and opportunities of veterans, development of regulatory and legal regulation of flexible educational trajectories for adults and formation of partnerships.
- Coordination of pilot projects.
- Preparation of proposals for regulatory and legal acts aimed at the development of dual education, other forms of practice-oriented training and tools for supporting veterans in higher education (grants, scholarships, benefits, recognition of prior experience).
- Coordination of the development and implementation of programs for training teachers and administrative staff of higher education institutions to work with veterans (mental health, inclusion, ethical communication).
- Active interaction with the Ministry of Economy, Environment and Agriculture of Ukraine and the Ministry of Veterans Affairs of Ukraine.
- Executing other assignments and tasks related to Project implementation within the scope of competence at the request of the Deputy Minister of Education and Science of Ukraine who is responsible for the higher education system.

The Services by the Consultant are expected to contribute to producing the outcomes and deliverables, including, but not limited to, the following:

- Stakeholders mapping and their engagement for discussion of dual education and education for veterans, workshops organised.
- Policy memos on challenges and options for development of dual form of education at the levels of higher education (recommendation reports).
- Policy memos on development of adult education for veterans in HEIs (recommendation reports).

- Promotion of microcredentials as a model of short-term study program for adults leading to employment via the organisation and holding the workshops for HEIs.

IV. REPORTING

The Consultant will report to the Project Coordinator (Co-Coordinator) and Deputy Minister of Education and Science of Ukraine who is responsible for the higher education system and act under their supervision. The Consultant coordinates his/her activities with the Project manager – Lead of the group of consultants.

The Consultant shall submit monthly reports in hard copy. The reports shall include a description of the Consultant's services during the reporting period.

V. PROVIDED RESOURCES

MoES shall provide the Consultant with the information necessary to carry out the assignment in a timely manner. MoES may provide the Consultant with a workplace, including necessary equipment to carry out the functions (e.g. PC, communications and office equipment).

VI. QUALIFICATION REQUIREMENTS

Minimum requirements (mandatory):

- Higher education (at least master degree). Education in the field of economics is an advantage.
- At least 10 years of experience in scientific-and-pedagogical work in higher education institutions.
- Experience in the development, implementation, accreditation of educational programs, development of standards in the field of higher education, organization of the educational process, management of innovative educational projects, their implementation in the field of higher education and adult education, etc.; experience in cooperation with business or social partners, development of a system of qualifications, their recognition and assignment.
- Knowledge of legal basis for adult education, practice-oriented training, dual education in Ukraine, and forms of cooperation between higher education institutions and employers.
- Understanding of European priorities and policy instruments in the field of higher education, approaches to quality assurance (Bologna Process, quality assurance standards, micro-qualifications, etc.).
- Excellent command of the Ukrainian language.
- English proficiency at a level at least B2.
- Proficient PC user: knowledge and practical skills in working with Microsoft Office (MS Word, Excel, Power Point) and email.

Desirable qualifications, competencies, and experience which provide the advantage:

- Experience in administrative positions in higher education institutions related to quality assurance, development of cooperation with business.
- Experience in work related to adaptation, retraining or employment of veterans/military personnel and their families.
- Experience in working with international/donor projects.
- Experience of professional development in an international environment.

The MoES may invite the best-qualified candidates to an interview to clarify information provided in the respective CVs.

VII. PERIOD AND LOCATION OF EMPLOYMENT

The Consultant shall provide his/her services until December 31, 2026, with the possibility of extending the contract.

The Consultant is expected to provide the services based on the full-time workload. The Client and the Consultant may negotiate other workloads at any time, given the actual scope of the assignment.

Particular contract and work mode modalities are subject to negotiations.

VIII. APPLICATION PACKAGE

Interested persons should submit their CVs in Ukrainian and English to the following email address: oleksandr.radchenko@uiherp.org and indicating the email subject: «P171050: MOES-C3-05-SUP-IC-15: [NAME]».

The deadline for submission of the documents is 11:00 AM local time on February 20, 2026.

If the applicant fails to provide CVs in both languages, the Client reserves the right to reject the application.