

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Higher Education Network Modernisation and Institutional Development Specialist

Contract No. MOES-C3-05-SUP-IC-17

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 Higher Education Network Modernisation and Institutional Development Specialist 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 reorganization of the network of higher education institutions in order to improve the higher education sector within the framework of the Ukraine Improving Higher Education for Results Project. The role involves analytical, design, consulting and coordination activities in the field of development and implementation of scenarios for modernization and consolidation of the network of HEIs with subsequent provision of support to consolidated higher education institutions aimed at developing their institutional capacity, including by facilitating the formation of partnerships with business, as well as monitoring and analyzing the results of the reorganization.

III.SCOPE OF SERVICES

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

- Supporting HEI network modernisation and consolidation as a managed process, from scenarios and roadmaps to implementation coordination and risk mitigation in specific cases.
- Developing recommendations on strengthening the institutional capacity of consolidated HEIs regarding changes in governance, financial model, infrastructure and digital processes needed for stable work after reorganization.
- Coordinating cooperation between the MoES as the founder, HEI teams, regional partners and involved public authorities, preparing aligned decisions and ensuring the same approaches and implementation logic across different cases.
- Supporting building partnerships of HEIs with business and mobilising funding by preparing “investment packages” for universities/clusters, launching cooperation models (dual education, joint laboratories, contract research) and managing a resource pipeline.
- Monitoring progress and results of network modernisation and capacity strengthening, producing regular management reports and decision proposals based on data and implementation practice.
- 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:

- Analytical notes on options and criteria for network modernisation and consolidation of HEIs (recommendation report).
- Analytical notes with recommendations on strengthening the institutional capacity of consolidated HEIs regarding changes in governance, financial model, infrastructure and digital processes needed for stable work after reorganization based on performance analysis of merged HEIs.
- Roadmaps for cases of reorganization of HEIs, regular management reports and decision proposals based on data and implementation practice.
- Communication events on network modernisation and consolidation of HEIs, meetings of MoES, HEI teams, regional partners and involved public authorities are organised, support decisions making.

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 Law is an advantage.
- At least 10 years of professional work experience.
- Knowledge of the higher education system, the regulatory framework for the functioning and financing of higher education institutions.
- Understanding the current state of higher education in Ukraine and the priorities for its reform.
- Experience in strategic planning, stakeholder engagement.
- High level of negotiation skills, building long-term, constructive relationships with different groups of stakeholders, proactive management of stakeholder expectations.
- 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), tools for online events (Zoom, Teams) and email.

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

- Experience working as part of a management team at a higher education institution, in education management bodies, 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 Employer 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-17: [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.