

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Specialist in Development of Dual and Veteran Education

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

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>.

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:

- Providing support to the Ministry of Education and Science of Ukraine (MoES) in the design and implementation of initiatives aimed at building partnerships between higher education institutions (HEIs) and businesses for the launch of practice-oriented and dual education programmes, as well as programmes for veterans.
- Developing models for dual education in the higher education system based on standard partnership arrangements between HEIs and businesses; supporting MoES in facilitating the implementation of practice-oriented and dual education programmes; coordinating pilot projects; identifying barriers to implementation; and preparing solutions for further scaling student participation in dual education.
- Conducting an analysis of the needs of veterans in the areas of higher education, reskilling and upskilling.
- Supporting MoES in developing coordinated solutions to facilitate veterans' access to higher education, retraining opportunities, support instruments, and the preparation of HEI staff to work effectively with veterans.
- Identifying internal and external stakeholders and experts, including international experts; supporting MoES in the organization and delivery of joint events and in maintaining active engagement with stakeholders; and structuring dialogue aimed at identifying barriers to the development of dual education and at developing solutions for institutionalizing new approaches to improve the effectiveness of the national skills formation system.
- Supporting MoES in stakeholder engagement related to the development of education programme formats for veterans, taking into account employer demand, veterans' educational needs and capacities, the development of regulatory frameworks for flexible adult learning pathways, and the establishment of partnerships.
- Coordinating pilot projects related to dual education and veterans' access to higher education and retraining.
- Preparing proposals for нормативно-правові акти regulatory and legal acts aimed at advancing dual education, other forms of practice-oriented learning, and support instruments for veterans in higher education, including grants, scholarships, benefits, and recognition of prior learning and experience.
- Coordinating the development and implementation of training programmes for academic and administrative staff of HEIs to work with veterans, including in the areas of mental health, inclusion, and ethical communication.
- Ensuring active coordination and working-level interaction with the Ministry of Economy of Ukraine and the Ministry of Veterans Affairs of Ukraine.
- Performing other tasks related to Project implementation, within the Consultant's area of competence, as assigned by the Deputy Minister of Education and Science of Ukraine responsible for higher education.

The Consultant's services are expected to contribute to the achievement of the Project results and to the delivery of the following outputs, including but not limited to:

- A stakeholder map and stakeholder engagement support for discussions on dual education and education opportunities for veterans, including the organization of seminars and consultation events.
- Analytical briefs on key challenges and policy options for the development of dual education at different levels of higher education, including practical recommendations.
- Analytical briefs on the development of adult learning opportunities for veterans within higher education institutions, including practical recommendations.
- Support for the promotion of micro-credential programmes as a model of short-term learning for adults leading to employment, including through the organization and delivery of seminars for higher education institutions.

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 to the Project Coordinator (Co-Coordinator) 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 at Master's degree level.
- At least 5 years of professional experience in project management, partnership development, or the implementation of innovative or socially significant initiatives.
- Experience in project management, partnership development, or implementation of innovative or socially significant initiatives;
- experience in the design, launch, or implementation of projects, programmes, or products;
- experience in engaging with a wide range of stakeholders, including representatives of business, civil society organizations, expert communities, educational institutions, or public authorities;
- experience in conducting research, stakeholder interviews, or target group needs assessments;
- understanding of the principles of practice-oriented learning, adult education, dual education, qualifications system development, and interaction between employers and educational institutions;
- fluent command of the Ukrainian language;
- command of English at a level not lower than B2;
- proficient PC user, with knowledge of and practical skills in using Microsoft Office applications (MS Word, Excel, PowerPoint) and email.

Desired (non-mandatory) qualifications, competencies, and experience that will be considered an advantage:

- education in economics, management, public administration, law, or a related field;

- experience of professional development or training in an international environment;
- combat veteran status, experience of participation in veterans' initiatives (implementation of the policy of priority employment of veterans).
- 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 shall provide services under this Agreement on a full-time basis throughout its term, at a level of engagement equivalent to full-time employment, to the extent necessary for the proper performance of the tasks specified in the Scope of Services.

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-R: [NAME]».

The deadline for submission of documents is 11:00 AM local time on June 5, 2026.

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