

TERMS OF REFERENCE

Consultancy Services for Establishment and Operationalisation of Supervisory Boards in Vocational Education Institutions

Contract №LEARN-2.3-VET-SB

I. BACKGROUND

Ukraine with the International Bank for Reconstruction and Development and the International Development Association (hereinafter referred to as the World Bank) have signed the agreements for the Program “Lifting Education Access and Resilience in times of Need in Ukraine” (hereinafter referred to as the LEARN or Operation).

LEARN was designed to address critical issues and provide the necessary support to the education sector in accordance with the Strategic Action Plan of the Ministry of Education and Science of Ukraine until 2027, approved by the Order of the Ministry of Education and Science of Ukraine dated 07.03.2024 No. 276 (hereinafter referred to as the Strategic Plan).

The Operation focuses on supporting the priorities “1. Early Childhood and Preschool Education” and “2. Reform of the “New Ukrainian School”” stipulated in the Strategic Plan.

The LEARN objectives are: (i) to improve teaching and learning conditions; and (ii) to strengthen the management capacity of the education system. The total LEARN financing amounts to US\$451 million provides a combination of the World Bank financing instruments: Program for Results (PforR) and Investment Project Financing (IPF).

The Program-for-Results (PforR) is implemented through a US\$235 million loan provided by Bank resources, supported by loan enhancement from the Advancing Needed Credit Enhancement for Ukraine (ADVANCE Ukraine) Trust Fund, which is backed by the Government of Japan. This is formalized under the Loan Agreement between Ukraine and the International Bank for Reconstruction and Development for the Program ([LOAN No 9721-UA](#)). An additional US\$150 million is provided under the Special Program for Ukraine and Moldova Recovery (SPUR) of the International Development Association (IDA) Crisis Facility, as outlined in the Financing Agreement between Ukraine and the International Development Association for the Program ([CREDIT No 7626-UA](#)). On July 1, 2025, the Financing Agreement (Additional Financing: Lifting Education Access and Resilience in Times of Need in Ukraine Program) between Ukraine and the International Development Association ([CREDIT No 7905-UA](#)) was signed in the amount of US\$4.9 million.

Furthermore, US\$30 million in Investment Project Financing (IPF) is secured under the Grant Agreement between Ukraine and the International Bank for Reconstruction and Development and the International Development Association, acting as the administrator of the Ukraine Relief, Recovery, Reconstruction, and Reform Multi-Donor Trust Fund ([URTF GRANT No TF0C5794](#)). On December 19, 2025, the Grant Agreement (Additional Financing for Lifting Education Access and Resilience in Times of Need in Ukraine Project) between UKRAINE and the International Bank for Reconstruction and Development and the International Development Association jointly acting as a Supervising Entity for the Global Partnership for Education Fund and as administrator of the Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund ([GPE GRANT No TF0D0613](#), [URTF GRANT No TF0D0612](#)) was signed in the amount of US\$31.1 million.

More detailed information about the LEARN program is provided at <https://projects.worldbank.org/en/projects-operations/project-detail/P504171>

The latest additional grant agreement provides for expanded support for reforms in the education sector, in particular by:

- financing activities for the development of preschool education;
- providing grant support of the Global Partnership for Education (GPE) aimed at strengthening the institutional capacity of the Ministry of Education and Science of Ukraine to implement educational reforms.

In accordance with the provisions of the agreements concluded, the Ministry of Education and Science of Ukraine is responsible for the overall implementation, coordination, monitoring and reporting on the Project activities, in particular those aimed at strengthening the institutional management capacity of the Ministry of Education and Science of Ukraine. Such activities include the provision of technical assistance, the development and implementation of information systems, conducting training activities in the field of vocational (technical) education, as well as the implementation of initiatives in cross-sectoral areas, in particular inclusive education, European integration, education infrastructure management and strategic planning.

Under the GPE-financed institutional capacity activities Ministry of Education and Science of Ukraine (hereinafter referred to as MoES) intends to engage a qualified Consultant to support the nationwide establishment and operationalisation of at least 300 Supervisory Boards in VE institutions. The Assignment will focus on scaling up implementation, strengthening institutional capacities, providing structured communication and training support, and introducing standardised monitoring and analytical tools to ensure evidence-based policy development. The Assignment shall be implemented over a period of twelve (12) months from the Effective Date of the Contract.

The Assignment is expected to be implemented in line with World Bank Procurement Regulations for IPF Borrowers and applicable Ukrainian legislation.

II. OBJECTIVE

The objective of the Assignment is to support the Ministry of Education and Science of Ukraine in scaling up the establishment and operationalisation of at least 300 Supervisory Boards (SBs) in vocational education (VE) institutions nationwide.

Supervisory Boards are intended to serve as structured platforms for cooperation between VE institutions, founders (local authorities), employers, and local communities. Their role includes strategic oversight, support to institutional development, and facilitation of alignment between training provision and labour market needs.

Initial regulatory groundwork has already been undertaken by the Ministry. Model provisions, standard documentation templates, and role descriptions for Supervisory Boards have been developed or are under finalisation. Policy signalling and initial communication regarding SB establishment have been launched at the national level.

However, large-scale operationalisation of Supervisory Boards across VE institutions requires structured support. Challenges remain in consistent interpretation and application of the regulatory framework at the regional and institutional level; ensuring that trained individuals are those who will actively serve on Supervisory Boards; providing practical, legal and facilitation support during the first operational cycle of Boards; and establishing a unified monitoring and feedback mechanism connecting institutional governance to national policy refinement.

Specifically, the Assignment aims to:

1. facilitate the practical implementation of the existing regulatory framework governing Supervisory Boards;
2. strengthen institutional capacities of VE institution directors, designated SB secretaries, founders and SB members for effective governance;
3. provide structured legal, methodological and facilitation support during the first operational cycle of Supervisory Boards;
4. ensure coherent nationwide rollout through strategic communication and regional engagement;
5. introduce standardized data collection and digital monitoring mechanisms to assess SB functionality;
6. generate analytical evidence and policy recommendations to support further institutionalisation of Supervisory Boards within the national vocational education reform framework.

The Consultant shall achieve the above objectives in full compliance with applicable Ukrainian legislation, relevant regulations of the Ministry of Education and Science of Ukraine, and procurement and implementation requirements of the World Bank.

III. SCOPE OF SERVICES

The Consultant shall provide comprehensive technical, organizational and analytical support to MoES for the nationwide establishment and operationalisation of Supervisory Boards (SBs) in VE institutions.

The Assignment shall include, but not be limited to, the following activities.

3.1 Overall Approach

The Assignment shall build upon the regulatory framework and standard documents already developed by MoES. It shall not redesign Supervisory Boards from scratch but shall focus on large-scale operationalisation, capacity building, and system-level integration.

The implementation logic shall follow a structured sequence:

1. Dissemination and onboarding of institutions and founders;
2. Capacity building and operational support;
3. Formal establishment and activation of Supervisory Boards;
4. Monitoring, data collection, analysis and policy integration.

The Consultant shall ensure that all training participants are directly involved in the establishment or operation of Supervisory Boards to guarantee immediate practical applicability.

3.2 Components

Component 1. Development of Scale-up Plan and Mobilisation of Expert Team

The Consultant shall:

- Develop a detailed scale-up implementation plan for the establishment of at least 300 Supervisory Boards in accordance with the updated regulatory requirements effective from 2025, including VE institutions where Supervisory Boards previously existed under prior legislation;
- Define clear sequencing, timelines, regional coverage and risk mitigation measures;
- Mobilise and manage an expert team to deliver all components of the Assignment.
- Ensure coordination with MoES and regional education authorities.

The scale-up plan shall include measurable milestones and a clear allocation of responsibilities.

Component 2. Strategic Communication and Stakeholder Engagement

The Consultant shall design and implement a targeted communication campaign to support nationwide rollout of Supervisory Boards.

The communication shall:

- Clearly position Supervisory Boards within the ongoing vocational education reform and the new Law on Vocational Education;
- Explain their governance role (accountability, employer engagement, institutional autonomy);
- Target directors, founders, SB members and regional authorities;
- Engage employers and business associations as governance partners. Involve civil society organisations to support stakeholder engagement, transparency, and inclusiveness.
- Incorporate insights from consultations (including focus group discussions, where appropriate) to tailor communication approaches to different stakeholder groups.

To achieve the above, the Consultant shall:

- Develop and submit for MoES approval a Communication Strategy for the nationwide rollout of Supervisory Boards, including detailed action plan;
- Produce and disseminate at least five (5) information and advocacy materials, including policy briefs, explanatory notes, and guidance materials, distributed in digital format and printed in a minimum print run of 1,000 copies each;
- Develop and publicly distribute in digital format and printed in a minimum print run of 1,000 copies each a package of visual communication materials, including infographics explaining the role and functioning of Supervisory Boards;
- Conduct at least ten (10) regional stakeholder briefings for VE institutions directors, founders, Supervisory Board members, and regional authorities;
- Organise and conduct one (1) national conference on Supervisory Boards in hybrid format with a minimum of 500 participants.

Activities shall include publications, media materials, infographics, regional briefings, and one national conference. The MoES agreement to all communication materials shall be obtained prior to publishing.

Component 3. Capacity Building

The Consultant shall design and deliver a structured capacity-building programme consisting of:

1. Twenty-five (25) regional in-person training seminars shall be conducted (one per region), with approximately **15 participants per seminar** (total ~375 participants), including VE institutions directors, SB secretaries, and Supervisory Board members. Training venues shall be agreed with MoES, considering accessibility and the security situation. The Consultant shall ensure compliance with safety requirements, including

the selection of appropriate venues with access to certified shelters, basic emergency procedures, and flexibility to adapt the format if needed.

The training programme shall be designed in accordance with adult learning principles and the European approach to micro-credentials, and approved by MoES prior to launch. Each regional training seminar shall comprise a total of 12 academic hours (1 academic hour = 45 minutes), including 6 academic hours of in-person instruction and 6 academic hours of independent preparatory work, equivalent to 0.4 ECTS credits. For each training seminar, the Consultant shall define: target groups and participant eligibility criteria; measurable learning outcomes assessed against transparent standards; form of participation and type of assessment; and a Quality Assurance Plan incorporating participant and peer feedback as a basis for continuous improvement. The training shall be learner-centred and directly relevant to the operational needs of Supervisory Board members. Upon successful completion, participants shall receive certificates confirming the achieved learning outcomes.

2. Development and launch of one official MoES online course hosted on an existing MoES-approved digital platform, targeting up to 2,000 registered participants nationwide, with at least 1,500 successfully completing the course and receiving certificates.

The online course shall be designed in accordance with the European approach to micro-credentials and adult learning principles. The total notional workload of the online course shall comprise 30 academic hours (1 academic hour = 45 minutes), equivalent to 1 ECTS credit. The Consultant shall ensure that the course includes the following elements:

- Target groups and participant eligibility criteria, ensuring relevance to the operational needs of Supervisory Board members, VE institutions directors, SB secretaries, and founders' representatives;
- Learning outcomes, defined in a measurable and transparent manner, specifying the knowledge, skills and competences participants are expected to acquire upon completion;
- Type of assessment and form of participation, ensuring that learning outcomes are assessed against transparent standards;
- Quality Assurance Plan, incorporating learner feedback, peer review mechanisms, and procedures for continuous improvement of course content;
- Certification, confirming achieved learning outcomes upon successful completion, issued through the MoES-approved digital platform.

The online course shall be designed in close cooperation with MoES as a standalone micro-credential with the possibility of stacking with other learning achievements within the broader VE governance professional development framework.

The trainings and online course shall focus on:

- roles and responsibilities of SB members;
- application of MoES-approved standard documents;
- organisation of SB meetings and decision-making;
- first-year operational challenges;
- interaction between SBs, founders and institutional management.

The MoES agreement to a proposed online course curriculum shall be obtained prior to launch.

Component 4. Operationalisation, Monitoring and Policy Integration

This component shall focus on ensuring that Supervisory Boards are not only formally established but also function effectively.

The Consultant shall:

- Support activation of at least 300 Supervisory Boards;
- Provide structured legal consultations and facilitation support to institutions during the initial operational phase of Supervisory Boards. At least 100 legal consultations (each lasting 2 hours, approximately 20 consultations per month, delivered over a 5-month period according to the Time Schedule) should be provided to vocational education institutions and supervisory board members in online and in-person formats, with documentation and reporting on the results achieved through such consultations, under the capacity building component.
- Develop, in close collaboration with MoES, a standardised data collection mechanism and monitoring instruments, and submit them for MoES approval prior to the commencement of data collection. The development of monitoring tools shall be initiated no later than Month 6 of the Assignment.
- Collect and analyse data from at least 300 SBs and a minimum of 600 respondents;
- Design and launch one national digital dashboard integrating regional data;
- Produce one analytical report identifying implementation challenges, trends and good practices;
- Produce one policy brief with recommendations for MoES regarding further support, regulatory refinement and institutionalisation of monitoring;
- Organize one national forum “Supervisory Boards: One Year of Transformation” (hybrid format, minimum 500 participants).

This Scope ensures that Supervisory Boards are operationalised at scale, supported during their first implementation cycle, monitored through standardized tools, and embedded into long-term governance reform of the VE sector.

IV. DELIVERABLES

The Consultant shall deliver the following key deliverables during the implementation of the Assignment.

Deliverable 1. Inception Report

This deliverable encompasses the foundational planning and organisational outputs required to launch the Assignment effectively, including a comprehensive scale-up plan, mobilised expert team, and an approved implementation framework that will guide all subsequent components of the Assignment.

Within 30 calendar days from the Effective Date of the Contract, the Consultant shall submit a Draft Inception Report, including:

- Detailed implementation plan (including scale-up plan and timeline);
- Methodology for communication, training and monitoring components;
- Detailed work plan with milestones and sequencing;
- Proposed structure of the online course and regional training programme;
- Risk assessment and mitigation measures;
- Team mobilisation plan.

MoES shall provide comments within 14 calendar days. The Consultant shall submit the Final Inception Report within 7 calendar days after receiving comments.

Deliverable 2. Strategic Communication and Stakeholder Engagement Report (Interim Report 1)

The following outputs shall be produced under Deliverable 2:

- Communication Strategy for the nationwide rollout of Supervisory Boards, developed and approved by MoES;
- At least five (5) information and advocacy materials (policy briefs, explanatory notes, guidance materials), produced and disseminated in digital format and printed in a minimum print run of 1,000 copies each;
- Package of visual communication materials (including infographics explaining the role and functioning of Supervisory Boards), developed and publicly distributed in digital format and printed in a minimum print run of 1,000 copies each;
- At least ten (10) regional stakeholder briefings conducted for VE institutions directors, founders, Supervisory Board members, and regional authorities;
- One (1) national conference on Supervisory Boards conducted in hybrid format with a minimum of 500 participants.

A consolidated Strategic Communication and Stakeholder Engagement Report (Interim report 1) shall be submitted upon completion of the campaign, including information on outreach, stakeholder participation, and recommendations for further communication support.

Deliverable 3. Capacity Building Report (Interim report 2)

The Consultant shall deliver:

- 25 regional in-person training seminars conducted;
- Online course developed, launched and operational;
- The online course shall target up to 2,000 registered participants nationwide, with at least 1,500 participants expected to successfully complete the course and receive certificates. Participant outreach and enrolment shall be carried out in close coordination with MoES and relevant stakeholders.

A draft of consolidated Capacity Building Completion Report (Interim report 2) shall be submitted upon completion of the training cycle (both in-person training and online course) no later than 1 month.

Deliverable 4. Final Completion Report

The following outputs shall be delivered under this component and documented in the Final Completion Report:

- Supervisory Boards establishment report: confirmation of activation of at least 300 Supervisory Boards;
- Structured legal consultation mechanism implemented and documented (at least 100 legal consultations with documented outcomes delivered).
- Standardised data collection instruments and methodology, approved by MoES;
- Analytical dataset collected from at least 300 SBs and a minimum of 600 respondents;
- National digital dashboard integrating regional data, operational and accessible to MoES;
- Analytical Report on implementation challenges, trends and good practices;
- Policy Brief with recommendations to MoES on further support measures, regulatory refinement and institutionalisation;
- National Forum "Supervisory Boards: One Year of Transformation" conducted (minimum 500 participants, hybrid format).

The Consultant shall submit a Draft Final Completion Report no later than one month before completion of the Assignment, summarizing overall implementation results; achievement of objectives and targets; key lessons learned; recommendations for further institutionalisation and sustainability.

Reports Submission and Acceptance Procedure

The following procedure shall apply to all reports submitted under this Assignment: the Inception Report (Deliverable 1), the Strategic Communication and Stakeholder Engagement Report - Interim Report 1 (Deliverable 2), the Capacity Building Report - Interim Report 2 (Deliverable 3), and the Final Completion Report (Deliverable 4).

The exact format of the reports will be discussed and agreed upon with MoES, Implementation group, and where applicable with the World Bank, upon contract signing and before the

commencement of the Assignment. All reports and deliverables will be submitted in minimum 2 (two) hard copies in English and 2 (two) hard copies in Ukrainian language. Materials developed for Ukrainian-speaking audiences (including training and communication materials) shall be submitted in Ukrainian only, without translation, and included as annexes to the relevant reports. All materials developed under this Assignment shall become the property of MoES.

The Consultant shall submit:

the draft version of the Inception Report - within 30 calendar days from Effective Date;

the draft version of the Interim Report 1 - no later than the 14th calendar day after completing the delivery of Component 2 activities according to the Work Schedule;

the draft version of the Interim Report 2 - no later than the 14th calendar day after completing the delivery of Component 3 activities according to the Work Schedule;

the draft version of Final Report - at latest 30 calendar days before the completion of the services.

The draft of each report package shall be drawn up in electronic (Word/Excel and PDF) format and sent to the Client's email address specified in the Contract.

The Client will review the draft of the report package within 14 calendar days from the date of its receipt and provide comments and suggestions for finalizing the draft report or confirm the efficiency and quality of the Assignment implementation and its correspondence with the requirements of this Terms of Reference.

The Consultant, within 7 calendar days from the date of receipt of comments from the Client, will process them and submit the revised report package in electronic and paper format to the Client, together with a table indicating, for each comment, the method of its consideration or justification for the deviation.

If the Client has no comments on the revised report, the report shall be deemed approved, which shall be confirmed by signed Acceptance certificate for services.

If the Client does not respond with comments on the draft report and proposals for its revision within the above-mentioned period, the draft report shall be deemed accepted, and the Consultant shall be obliged to send the report in electronic PDF format and paper format to the Client.

If required by MoES, the Consultant shall provide ad-hoc reports within 3-7 calendar days, depending on the complexity of the request.

V. REQUIREMENTS

5.1 Consultant

The Consultant must be a legally registered firm or a Joint Venture / Consortium of firms.

Minimum Qualification Requirements (Pass/Fail Basis)

Failure to meet any of the requirements below shall result in disqualification.

Core Business and Experience

- At least 6 (six) years of experience in the education sector governance, institutional development, public administration reform, or related fields;
- At least 4 successfully completed assignments during the last 6 years in one or more of the following areas:
 - capacity building programs;
 - governance reform;
 - institutional management support;
 - vocational education or education sector projects.

In case of a JVCA, the Lead Member shall demonstrate substantial compliance with the above requirements, including at least:

- 6 (six) years of relevant experience; and
- participation in at least 2 (two) relevant assignments.

The JVCA as a whole must meet all qualification requirements.

Financial Capacity

- Average annual turnover for the last 3 completed financial years shall be at least USD 250,000 or equivalent.

In case of JVCA:

- Lead Member: minimum 50% of the annual turnover requirement;
- Other members: minimum 25% of the annual turnover requirement;
- Combined: must fully meet the annual turnover requirement.

Audited financial statements or verified financial documents shall be provided.

Experience with Donor-Funded Projects

- At least one assignment financed by IFIs or bilateral donors (e.g., World Bank, EBRD, EU, GIZ, etc.) within the last 5 years.

5.2 Staff

The Consultant shall provide suitably qualified professionals in terms of expertise and time allocation to complete the activities required under the scope of work and to finally achieve the objectives of the project in terms of time, costs and quality, within the agreed timeframe.

The Consultant shall also provide adequate administrative staff (secretary, translators, drivers etc.) needed to support the expert team.

The minimum expected staff inputs for Assignment are summarized below:

Experts	Working Man-Months*		
	Preparatory work and reporting	Training	Total
Key Experts			
Project Manager	10	2	12
Expert (Governance and Institutional Development)	6	2	8
Expert (Training and Capacity Building)	2	4	6
Expert (Monitoring and Policy Analysis)	6	2	8
Total Key Experts man-months:	24	10	34
Non-Key Experts			
Legal Expert	1	5	6
Communication specialist	11		11
IT Specialist	6		6
Trainer		9	9

Total Non-Key Experts man-months:	19	13	32
Supporting Staff			
Financial assistant	6		6
Total Supporting Staff man-months:	6	0	6
TOTAL MINIMUM EXPECTED STAFF INPUTS:	49	23	72

* For the purposes of this Assignment, one (1) man-month is equivalent to twenty-two (22) man-days, and one (1) man-day equals eight (8) working hours.

The proposed team shall include the following Key Experts.

5.2.1 Key Experts

KE1. Team Leader / Project Manager

Responsibilities:

- Overall coordination of Assignment;
- Primary contact point for MoES;
- Oversight of quality assurance and reporting;
- Supervision of all experts.

Qualifications:

- Master's degree (minimum);
- At least 10 years of professional experience;
- At least 5 years of experience in managing education or governance-related projects;
- Experience with donor-funded projects;
- Excellent command of English and Ukrainian.

KE2. Governance and Institutional Development Expert

Responsibilities:

- Technical guidance on Supervisory Board operationalisation;
- Development of training content related to governance;
- Advisory support to institutions.

Qualifications:

- Master's degree (minimum);

- At least 7 years of experience in governance, public administration, or education reform;
- Experience in institutional development projects.

KE3. Training and Capacity Building Expert

Responsibilities:

- Design and delivery of regional trainings;
- Development of online course structure and materials;
- Coordination of trainers.

Qualifications:

- Master's degree (minimum);
- At least 7 years of experience in training design and delivery;
- Experience in adult learning methodologies.

KE4. Monitoring and Policy Analysis Expert

Responsibilities:

- Design of data collection tools;
- Development of dashboard structure;
- Preparation of analytical report and policy brief.

Qualifications:

- Master's degree (minimum);
- At least 5 years of experience in policy analysis and data-driven reporting;
- Experience in monitoring and evaluation.

5.2.2 Non-Key Experts

The Consultant shall mobilize additional experts as required, including but not limited to:

- Legal Expert (at least 5 years of experience in law or public administration; knowledge of Ukrainian legislation governing educational institutions and governance bodies);
- Communication Specialist (at least 5 years of experience in strategic communications, public awareness campaigns, or advocacy; proven experience in developing information materials for public sector audiences) ;
- IT/Dashboard Specialist (at least 3 years of experience in data management systems, web-based platforms, or digital monitoring tools; experience in developing interactive dashboards or reporting systems) ;

- Trainers (at least 5 years of experience in education, facilitation, or capacity building trainings; experience in delivering training for public sector or educational institutions) .

CVs for Non-Key Experts shall be provided prior to mobilization and subject to MoES approval.

5.2.3. Administrative support staff

The Consultant shall provide adequate administrative staff: secretary, translators, drivers etc., needed to support the expert team.

5.3 Implementation Arrangements

The Client shall be responsible for the implementation of the overall Project and the Consultant's Assignment shall be managed and monitored by the Client's Implementation group.

The Consultant shall:

- Provide all necessary logistical, technical and administrative support;
- Ensure availability of staff according to the approved work plan;
- Bear full responsibility for team management and performance.

MoES shall:

- Provide access to regulatory documents and relevant data;
- Facilitate communication with regional authorities and VE institutions;
- Review and approve deliverables.

All materials produced under the Assignment shall become the property of MoES.

VI. PAYMENT SCHEDULE

Payment for Consultancy Services shall be made upon completion of components and acceptance of the respective reports by MoES, in accordance with the following deadlines for submission of the reports:

Deliverable	Estimated Submission Timeline for Reports	Percentage of Total Contract Value
Deliverable 1. Inception Report	Draft version should be submitted within 30 calendar days and final	20%

	version - within 51 calendar days from Effective Date	
Deliverable 2. Strategic Communication and Stakeholder Engagement Report (Interim report 1)	Draft version should be submitted no later than the 14 th calendar day, and final version - no later than the 35th calendar day after completing the delivery of the set of activities of the Component 2 "Strategic Communication and Stakeholder Engagement" according to the Time Schedule.	30%
Deliverable 3. Capacity Building Completion Report (Interim report 2)	Draft version should be submitted no later than the 14 th calendar day, and final version - no later than the 35th calendar day after completing the delivery of the set of activities of the Component 3 "Strategic Communication and Stakeholder Engagement" according to the Time Schedule.	30%
Deliverable 4. Final Completion Report	Draft version should be submitted at latest 30 calendar days before the completion of the services, and final version - at latest 9 calendar days before the completion of the services.	20%
Total		100%

VII. IMPLEMENTATION TIMELINE (12 MONTHS)

The Assignment shall be implemented over a period of twelve (12) months from the Effective Date of the Contract.

Implementation shall follow the phased approach outlined below.

Component 1 – Development of Scale-up Plan and Mobilisation of Expert Team (Months 1-2)

Key activities:

- Mobilisation of an expert team;
- Development of a detailed scale-up plan;
- Finalisation of work plan, communication strategy and monitoring framework;
- Approval of the implementation methodology by MoES.
- Preparation and submission of Inception Report;

Key milestone:

- Approved Inception Report.

Component 2 – Strategic Communication and Stakeholder Engagement (Months 2-4)**Key activities:**

- Launch of strategic communication campaign;
- Regional outreach to founders, directors and prospective SB members;
- Publication of explanatory materials and reform-context positioning;
- Preparatory activities for capacity building rollout (including planning, coordination and participant mobilisation)

Key milestone:

- Communication campaign operational.
- First regional training sessions scheduled.
- National conference on Supervisory Boards in hybrid format with a minimum of 500 participants

Component 3 – Capacity Building (Months 2-6)**Key activities:**

- Delivery of 25 regional in-person training seminars;
- Development, launch and operation of the online course;
- Continuous enrolment of participants (target: 2,000 registrations);
- Legal and facilitation support to institutions during SB establishment;
- Ongoing advisory support during the first operational cycle of SBs.

Key milestones:

- At least 375 participants trained in-person.
- Online course operational.
- At least 1,500 certified course completers.

Component 4 – Operationalisation, Monitoring and Policy Integration (Months 5-12)

Key activities:

- Formal activation of Supervisory Boards;
- Deployment of standardised data collection tools;
- Collection of data from at least 300 SBs and 600 respondents;
- Development and launch of national digital dashboard;
- Initial assessment of SB establishment, composition, and early-stage operational performance
- Preparation of analytical report;
- Development of policy brief with recommendations to MoES;
- Organisation of national forum “Supervisory Boards: One Year of Transformation”;
- Submission of Final Completion Report.

Key milestone:

- Operational national dashboard;
- Data set covering a minimum of 300 SBs.
- Analytical report and policy brief submitted and accepted.
- National forum “Supervisory Boards: One Year of Transformation” in hybrid format with a minimum of 500 participants
- Final Completion Report approved.

Implementation Overlap

Given the scope and scale of the Assignment, activities across Components 2, 3 and 4 shall run in parallel to ensure efficiency, continuity of support, and nationwide coverage within the 12-month timeframe.