

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Specialist in International Cooperation and Internationalisation in Higher Education

Procurement No. MOES-C3-05-SUP-IC-08-R4

Ukraine Improving Higher Education for Results Project

World Bank Loan No. 9238-UA

I. BACKGROUND

Ukraine and the International Bank for Reconstruction and Development (hereinafter referred to as the “IBRD” or the “World Bank”) signed Loan Agreement No. 9238-UA in the amount of USD 200 million to implement the Ukraine Improving Higher Education for Results Project (hereinafter referred to as the “Project”). The Project is implemented in Ukraine by the Ministry of Education and Science of Ukraine (MoES) with support from the World Bank Group. The Project implementation period is 2021–2026.

The Project consists of six parts:

Part 1: Sector-wide improvements in governance, financing, quality and transparency.

Part 2: Mergers and partnerships for improved efficiency and quality.

Part 3: Capacity building and improvements to the learning environment.

Part 4: Project management, monitoring and evaluation.

Part 5: Support for academic and social scholarships for students of higher education institutions.

The Project will finance two categories of expenditures:

- (i) investments in goods, works, and services, reimbursed according to eligible expenditures;
- (ii) budget transfers under disbursement-linked indicators, reimbursed according to eligible expenditures subject to achievement of specific results defined in the Loan Agreement and the Project Operational Manual.

Part 3 of the Project provides for the engagement of specialist consultants to support effective governance of the higher education and research system and higher education institutions, and to support the implementation of digital, financial, personnel and other higher education reforms at institutional level.

Further information about the Project is available at:
<https://projects.worldbank.org/en/projects-operations/project-detail/P171050>.

The contract with the Consultant in International Cooperation in Higher Education will be awarded through a competitive selection process in accordance with the Procurement Regulations for IPF Borrowers (7th edition, September 2025). These Terms of Reference define the objective and scope of the consulting services, as well as the qualification requirements for the Consultant.

II. OBJECTIVE

The objective of this assignment is to support the Ministry of Education and Science of Ukraine in developing international cooperation by coordinating the international dimension of higher education reforms and engaging external partners to improve the higher education sector under the Ukraine Improving Higher Education for Results Project.

The role of the Consultant in International Cooperation in Higher Education is to support all activities aimed at achieving the Project Development Objective (PDO) by aligning international cooperation with

the needs of Ukrainian higher education. The Consultant is expected to coordinate cooperation with international partners and align Project activities with international best practice, contributing to the successful implementation of all Project components.

III. SCOPE OF SERVICES

The Consultant's scope of services includes, but is not limited to, the following:

- Prepare analytical briefs and proposals on the international dimension of higher education reforms, including university governance, autonomy, modernisation of the network of institutions and staff development; align proposals with MoES priorities and Project objectives.
- Prepare and provide coordination support for MoES international initiatives in higher education, including Twinning, English for Ukraine and cooperation under Erasmus+; prepare activity plans and define expected results, timelines and responsible parties.
- Collect and consolidate the international cooperation needs of Ukrainian higher education institutions (HEIs), including academic mobility, joint educational programmes, research partnerships and institutional development, taking account of the needs of frontline and displaced institutions.
- Provide coordination support for MoES engagement with foreign universities, international organisations, development agencies and donors; maintain an up-to-date register of partners, joint initiatives and progress in implementing agreed actions.
- Identify and analyse international partnership and funding opportunities in line with HEI needs and Project objectives; prepare concepts for joint initiatives, proposals for participation in international consortia and draft cooperation documents.
- Prepare and provide organisational support for working meetings, negotiations and international visits, including programmes, partner profiles, talking points and briefing materials for MoES leadership; document outcomes and monitor the implementation of agreed follow-up actions.
- Provide advisory support to university teams in identifying partners and calls for proposals and preparing concepts and applications for international projects; organise exchanges of practice between HEI international offices and grant offices.
- Prepare information and analytical materials, presentations, talking points and draft official correspondence in Ukrainian and English to present Ukrainian higher education at international events; check the consistency of data and terminology.
- Carry out other tasks directly related to international cooperation in higher education and 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 following results and deliverables (the list is not exhaustive):

- Analytical briefs with conclusions and practical recommendations on applying international experience in higher education reform in Ukraine.
- Briefing packages for international events, meetings and visits, and follow-up reports recording agreed actions, timelines and responsible parties; participation in relevant events on behalf of MoES, where specifically authorised.
- Concepts for international initiatives, draft applications and cooperation documents prepared with the Consultant's support, and recommendations to university teams on further developing these materials.
- An updated register of international partnerships and funding opportunities; monitoring reports on activities completed, results achieved, risks and next steps for the initiatives supported.

IV. REPORTING

The Consultant will be accountable to and report to the Project Coordinator (Co-Coordinator) and the Deputy Minister of Education and Science of Ukraine responsible for higher education, and will work under their supervision. The Consultant will coordinate their activities with the Project Manager – Head of the Consultants' Team.

The Consultant will submit monthly reports in hard copy. The reports must describe the services provided by the Consultant during the reporting period.

V. RESOURCES PROVIDED

MoES will provide the Consultant with the information needed to carry out the assignment in a timely manner. MoES may provide the Consultant with a workspace, including the equipment required to perform their duties, such as a personal computer, communication tools and office equipment.

VI. QUALIFICATION REQUIREMENTS

Minimum requirements (mandatory):

- A higher education qualification at master's degree level or above.
- At least five years of documented experience in analytical work and/or project coordination in international cooperation, European integration or international policy, including in public institutions, higher education institutions, think tanks, international organisations or projects.
- Practical experience in preparing analytical briefs, briefing notes, presentations and talking points for senior management; ability to verify sources, synthesise data and formulate practical recommendations; ability to meet deadlines and handle confidential information.
- Proficient computer user: MS Office and Google Workspace.
- Practical experience in official correspondence, preparing materials in Ukrainian and English, and providing organisational support for meetings with foreign partners; ability to communicate effectively in an international working environment.
- Knowledge of Ukraine–EU cooperation priorities in higher education, the principles of the European Higher Education Area and the main instruments for international educational cooperation, including Erasmus+; ability to assess their relevance to the needs of Ukrainian HEIs.
- Fluency in Ukrainian.
- English language proficiency at C1 level or above (supporting documents must be provided).

Desirable qualifications, competencies and experience (not mandatory, but considered an advantage):

- Proficiency in another EU language at B2 level or above (supporting documents must be provided).
- Experience in identifying and analysing international calls for proposals and partnership opportunities using official EU programme portals, donor resources, analytical databases and project monitoring tools.
- Experience in international cooperation in higher education, including preparing project applications, supporting university partnerships or academic mobility, or liaising with donors; experience in supporting the institutional development of HEIs would be an advantage.

VII. DURATION AND PLACE OF WORK

The Consultant shall provide services until June 30, 2027.

The Consultant shall render services under the contract on a continuous basis for the duration of its term, at a level of commitment equivalent to full-time engagement, in a scope necessary to duly perform the tasks set forth in the Terms of Reference. The Client and the Consultant may, at any time, mutually agree

to adjust the workload in accordance with the actual volume of tasks. Particular contract and work mode modalities are subject to negotiations.

Specific contract terms and working arrangements are subject to discussion.

VIII. APPLICATION PACKAGE

Interested candidates must submit their CVs in Ukrainian and English to oleksandr.radchenko@uiherp.org, using the following email subject line: “MOES-C3-05-SUP-IC-08-R4: [Name]”.

The application deadline is 11:00 local time on October 26, 2026.

If a candidate does not submit a CV in both languages, the Client reserves the right to reject their application.