

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Specialist in the Development of Dual Education and Education for Veterans

Procurement No. MOES-C3-05-SUP-IC-15-RR

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 educational 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>

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 the assignment is to support MoES in developing partnerships between higher education institutions (HEIs) and businesses, dual education and other forms of practice-oriented learning, as well as educational programmes and opportunities for veterans of all genders to obtain qualifications under the Project. The Consultant will provide analytical and coordination support for the development of roadmaps for cooperation between HEIs and employers, the launch of pilot programmes and the sharing of proven practices. A separate area of work will involve cooperation with the Ministry of Veterans Affairs of Ukraine on education, professional adaptation and veterans’ transition to civilian employment, taking account of their needs and labour market demand.

III. SCOPE OF SERVICES

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

- analyse employers' workforce and skills needs and the capacity of HEIs to provide relevant training; engage companies, industry associations and business associations in the joint development of educational programmes, workplace learning and mentoring;
- develop partnership roadmaps jointly with HEIs and businesses, defining target groups, fields of study and competencies, programme launch stages, the roles of the parties, resources, timelines and performance indicators; prepare recommendations and working document templates to formalise cooperation;
- identify, describe and compare successful Ukrainian and international practices in university–business cooperation, dual education and education for veterans; assess outcomes, conditions for application, required resources and limitations; prepare recommendations on adapting and sharing these practices;
- analyse the learning needs, prior experience and barriers to participation in education of veterans of all genders through consultations with veterans, veterans' organisations, the Ministry of Veterans Affairs and employers; prepare proposals for accessible learning formats and individual learning pathways;
- provide coordination support for cooperation between MoES and the Ministry of Veterans Affairs, the public authority responsible for employment policy, the State Employment Service, the National Qualifications Agency, HEIs and businesses; prepare a joint action plan and monitor the implementation of agreed actions;
- support HEIs and employers in jointly developing higher education, retraining, continuing professional development and short programmes for veterans of all genders; define learning outcomes, assessment methods and links to professional qualifications; explore opportunities for micro-credentials and the recognition of prior learning and experience in accordance with applicable procedures;
- coordinate support for pilot partnerships and programmes, including the preparation of participant selection criteria, launch plans and monitoring indicators; collect feedback from learners, HEIs and employers, analyse programme completion and subsequent employment, and prepare proposals for improvement and scaling up;
- prepare proposals to address regulatory and organisational barriers to university–business cooperation, dual education and educational opportunities for veterans; analyse available funding instruments and prepare recommendations on combining partners' resources;
- provide organisational support for preparing lecturers, university coordinators and employer mentors to work with veterans; engage specialists in accessibility, ethical communication and psychosocial support; prepare recommendations on adapting learning and referring participants to appropriate services;
- hold working meetings and practical workshops for HEIs, businesses and veterans' organisations; prepare guidance materials on launching partnerships, programmes and pathways from education to employment; follow up on agreed next steps;
- carry out other tasks directly related to partnerships between HEIs and businesses, dual education and educational opportunities for veterans, within the Project and 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):

- a map of potential partners identifying their needs and contributions; a draft joint action plan with the Ministry of Veterans Affairs and other stakeholders; consultation summaries recording agreed actions;

- a standard roadmap for university–business partnerships and adapted roadmaps for pilot partnerships, specifying activities, responsibilities, timelines, resources and indicators; working document templates for launching cooperation;
- a collection of documented and analysed successful practices with verified results and recommendations for implementation; analytical briefs on barriers, ways to address them and conditions for scaling up;
- draft educational programmes for veterans of all genders prepared with the Consultant’s support, specifying learning outcomes, assessment methods and links to qualifications and employers’ needs; pilot implementation plans, training materials for HEI and business teams, and reports on pilot results with recommendations for further implementation.

IV. REPORTING

The Consultant will report to the Project Coordinator/Co-Coordinator and be accountable to the Deputy Minister of Education and Science of Ukraine responsible for higher education, working 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 to the Project Coordinator/Co-Coordinator. 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 professional experience in project management, partnership development or the implementation of socially significant programmes, management of dual education provision, or the implementation of support programmes for veterans;
- practical experience in establishing and supporting cooperation with companies, employers or business associations, and agreeing joint tasks, contributions and results;
- experience in developing and implementing programmes or projects, including preparing roadmaps or implementation plans with defined stages, responsibilities, resources and performance indicators;
- experience in coordinating several partners, including businesses, educational institutions, civil society organisations or public authorities; skills in facilitating working discussions, recording agreed actions and following up on their implementation;
- experience in analysing the needs of target groups and employers and conducting interviews or consultations; ability to document and assess successful practices and prepare recommendations for their application;
- fluency in Ukrainian;
- English language proficiency at B2 level or above;
- proficient computer user with knowledge of and practical skills in Microsoft Office (MS Word, Excel and PowerPoint) and email.

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

- experience of professional development or training in an international environment;
- experience of cooperation with the Ministry of Defence, the Ministry of Veterans Affairs, veterans' organisations, veteran development centres or the employment service in education, professional adaptation or employment;
- experience in developing educational programmes with employers, launching dual education or short programmes, or working with occupational standards and qualifications;
- combatant status and experience of participation in veterans' initiatives (implementation of the policy of priority employment for veterans).

MoES may invite the most qualified candidates for an interview to clarify the information provided in their CVs.

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-15-RR: [Name]".

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

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