TERMS OF REFERENCE
for Consulting Services (Consultant)
Specialist in Implementation and Infrastructure Development for the "Campuses of Excellence" (CampeX) Project - Coordination and monitoring
Procurement No. MOES-C3-05-SUP-IC-21
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 Bank; the World Bank) signed Loan Agreement No. 9238-UA in the amount of USD 200 million for the project "Ukraine Improving Higher Education for Results" (hereinafter 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 implementation period is 2021–2027.

The Project Development Objective (PDO) is to improve efficiency, enhance conditions for quality assurance, and strengthen transparency in Ukraine's higher education system.

The Project consists of six components:

- Component 1: Sector-wide improvements in governance, financing, quality, and transparency;
- Component 2: Consolidation and partnerships to improve efficiency and quality;
- Component 3: Capacity building and improvement of the learning environment;
- Component 4: Project management, monitoring, and evaluation;
- Component 5: Support for academic and social scholarships for higher education students;
- Component 6: Contingent Emergency Response Component (CERC).

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.

More detailed information is available at the link:
https://projects.worldbank.org/en/projects-operations/project-detail/P171050

The full-scale invasion of Ukraine by the Russian Federation in 2022 exacerbated long-standing underinvestment in research and development, damaged infrastructure, and

weakened human capital. The rising importance of human capital in the modern economy is largely driven by the emergence of the knowledge economy, where knowledge, skills, and talent play a key role in creating value and increasing product competitiveness.

The education system is therefore an integral part of Ukraine's science and innovation ecosystem. Higher education institutions (HEIs) must become key elements of the national innovation system. They should serve as centres of scientific and technological progress, stimulate innovation, play a key role in industrial clusters, and directly influence economic productivity and innovativeness through continuous interaction and effective cooperation with enterprises.

The Higher Education Development Strategy of Ukraine for 2022–2032 and the MoES Strategic Action Plan until 2027 face several challenges: inefficient use of financial resources, a gap between higher education and labour market needs, lack of feedback mechanisms between employers and HEIs, inconsistent institutional autonomy, reluctance of many institutions to use opportunities provided by legislation, low public trust in HEIs, low trust in innovation activities within HEIs, insufficient practice and experience in digital technologies, and reluctance to conduct applied research or create innovative intellectual products for the economy.

The main objective of the Project is to improve efficiency, enhance conditions for quality assurance, modernize the educational and scientific infrastructure, and strengthen transparency in Ukraine's higher education system. Within the Project, the "Support for Campuses of Excellence" (CampeX) initiative is being implemented, aimed at creating and developing a network of 10 Campuses of Excellence based on leading state higher education institutions (HEIs).

Campuses of Excellence are considered interdisciplinary synergistic clusters that combine educational, scientific, and innovative potential in priority areas for the state (including: unmanned and autonomous technologies, advanced materials, biotechnology, critical infrastructure, green technologies, space, and medical technologies) in accordance with the goals of Ukraine's Global Innovation Strategy WINWIN 2030 and the tasks of post-war recovery.

The implementation of the CampeX initiative involves the comprehensive execution of investment packages, covering the drafting and adoption of special regulatory acts, the formation of budget programs, the procurement and transfer of high-tech equipment, the execution of construction and repair works, the registration and administration of Public Investment Projects (PIPs) in the DREAM system, as well as the conclusion and support of partnership agreements with the winning HEIs. To ensure proper management of this process, the MoES requires the engagement of a highly qualified Specialist in the implementation and deployment of the CampeX project.

This Terms of Reference defines the objective, scope, and duration of the consulting services, as well as the qualification requirements for the Consultant.

II. OBJECTIVE

The objective of the Specialist's activities is to provide comprehensive expert-consulting, organizational, and legal support to the MoES in implementing the investment project “Support for Campuses of Excellence” (CampeX). The Specialist ensures coordination of the processes of regulatory drafting, budget financing, conclusion of agreements and memorandums, procurement and transfer of equipment, supervision of construction/reconstruction of campuses, administration of objects in the DREAM system, as well as support for the execution of partnership agreements between the MoES and HEIs.

III. SCOPE OF SERVICES

The Consultant shall provide the following services and perform, but not be limited to, the tasks below:

- Preparation and support of draft regulatory legal acts (resolutions and orders of the Cabinet of Ministers of Ukraine, MoES orders) necessary for the launch, functioning, and development of CampeX projects.
- Development of the regulatory framework for the functioning of a separate budget program and preparation of the Procedure for the use of state budget funds.
- Financial planning, cost estimation, passportization of budget programs, preparation of calculations, and budget requests to ensure proper financing of the Campuses of Excellence.
- Organization and expert support of financing procedures for activities within the CampeX project in accordance with the requirements of the Budget Code of Ukraine and the World Bank Loan Agreement No. 9238-UA.
- Analysis of financial risks and preparation of proposals for the efficient and targeted use of budget funds and IBRD loan funds.
- Drafting, legal expertise, and legal support of agreements, contracts, supplementary agreements, and memorandums of cooperation with international partners, suppliers, contractors, and consultants.
- Support of procurement procedures for scientific, laboratory, educational, IT, and network equipment, and specialized software for CampeX facilities in accordance with World Bank Procurement Regulations.
- Coordination of the processes of supply, customs clearance, installation, commissioning, and acceptance of laboratory and scientific equipment.
- Organizational and technical support for construction and repair works, capital repairs, reconstruction, and energy modernization of buildings, research laboratories, educational spaces, and CampeX shelters.

- Formation, maintenance, and filling of public investment project (PIP) cards in the Digital Restoration Ecosystem for Accountable Management (DREAM).
- Ensuring regular updating of data in the DREAM system regarding project implementation status, financial indicators, procurement, and physical progress of construction and repair works.
- Systematic monitoring and control over compliance with work schedules, construction quality, as well as adherence to environmental and social standards and safety requirements.
- Conducting on-site inspections and reviews of campus construction/reconstruction sites together with MoES and World Bank experts.
- Development, coordination, and legal support for the signing of Cooperation and Partnership Agreements between the MoES and the HEIs that won the CampeX competition.
- Formation and finalization of annexes to Partnership Agreements, in particular Key Performance Indicators (KPIs), Declarations of Agreement Execution, and Anti-Fraud and Anti-Corruption Provisions.
- Interaction with HEIs, provision of methodological assistance and explanations on subproject implementation issues.
- Organization and conduct of annual monitoring of the implementation of approved KPIs by recipient HEIs and preparation of consolidated analytical reports.

IV. REPORTING

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

The Consultant submits monthly reports in hard copy to the Project Coordinator/Co-Coordinator. The reports must contain a description of the Consultant's services during the reporting period.

V. RESOURCES PROVIDED

The MoES shall provide the Consultant with the information required to perform their assignment in a timely manner. The MoES may provide the Consultant with a workspace, including the necessary equipment to perform their functions (e.g., personal computer, communication facilities, and office equipment).

VI. QUALIFICATION REQUIREMENTS

Minimum requirements (mandatory):

- A higher education degree at master’s level or above in public administration, project management, law, finance, construction/engineering, economics, or related fields;

- At least three (3) years of professional experience in project management, capital construction, regulatory drafting, public procurement, or financial and budget administration;
- Practical experience in developing or providing legal/financial support for contracts, regulatory legal acts, and instructional documents;
- Fluency in Ukrainian, with the ability to create clear, legally and stylistically correct documents;
- Advanced PC user and proficient with office software (MS Word, Excel, PowerPoint, electronic document management).

Desirable qualifications and competencies (considered an advantage):

- Experience working in projects funded by the World Bank (IBRD) or other international financial organizations (EBRD, EIB, USAID, etc.);
- Practical experience using the Digital Restoration Ecosystem for Accountable Management (DREAM) (entering PIP cards, monitoring recovery);
- Deep understanding of Ukraine's budget legislation, procedures for opening budget programs, and developing procedures for the use of funds;
- Experience in organizing and supporting the procurement and transfer of equipment for state institutions or HEIs;
- Knowledge of the specific functioning of the higher education system and the scientific sphere of Ukraine;
- English language proficiency at B1/B2 (Intermediate) level or above.

The 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 their services until June 30, 2027.

The Consultant shall render services under this 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.

Specific contract terms and working arrangements are subject to discussion.

The services are planned to be provided in Kyiv, Ukraine. It is expected that the Consultant will provide services primarily in-person, with continuous interaction with the relevant structural units of the MoES responsible for science and innovation, at the Client's premises or at another location designated by the Client. During specific periods, services may be provided remotely. Given the specifics and geography of the CampeX

initiative's implementation, the performance of duties also involves regular business trips within Ukraine to the cities where the state higher education institutions that won the competitive selection and serve as the base for the creation and development of Campuses of Excellence are located.

VIII. APPLICATION PACKAGE

Interested persons must submit their CVs in Ukrainian and English to the following email address: oleksandr.radchenko@uiherp.org, indicating the email subject: "MOES-C3-05-SUP-IC-21: [Name]".

The deadline for submission of the documents is 11:00 am Kyiv time November 20, 2026.

If an applicant fails to provide a CV in both languages, the Client reserves the right to reject their application.