

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

"Coordinator of the Academic Managers Training"

Contract No. MOES-IC-14-Training
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, conditions for quality, and transparency in the higher education system of Ukraine.

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 Scholarships under MOES and Social Scholarships under MOSP for Higher Education Students
- Part 6: Contingent Emergency Response (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.

More detailed information is given at the link

<https://projects.worldbank.org/en/projects-operations/project-detail/P171050>

The full-scale invasion of Russia in Ukraine in February 2022 created severe disruptions for the Ukrainian education community. These include ensuring the necessary resources for the displaced universities to continue their educational and scientific activities, creating safe conditions for offline learning - i.e., building bomb shelters, enhancing the quality of teaching disciplines in English, and strengthening the innovative capabilities of Ukrainian higher education institutions. Despite these disruptions, MoES aims to continue the higher education reform

envisioned in the Strategy for Development of Higher Education in Ukraine 2022-2032¹ and to tackle the present challenges of the higher education system, i.e.:

- non-compliance between HEIs network and modern society development requirements,
- lack of legal framework and economic incentives for university-business collaboration and
- ineffective management and utilization of resources in the higher education system, insufficient demonstration of social responsibility, and limited autonomy of higher education institutions.

As set in the Vision on Education and Science of Ukraine², these specific challenges are expected to be tackled under the Strategic Objective “Governance in higher education is based on the principles of autonomy and responsibility” which details the higher education reform objectives and actions.

The Part 3 of the Project aims to support the carrying out of training for managerial staff in support of higher education reforms, envisaging creating and implementing a training program (hereinafter referred to as the Program).

The objective of the Program is to develop and implement the professional development program for up to 1000 academic managers – top- and mid-level institutional administrative personnel, such as vice-rectors, deans, deputy deans, heads of departments of state-owned Ukrainian HEIs to improve their capacity and expertise in the areas of strategic, financial and people management. It is expected that training will start and be delivered in batches of approximately 40 participants.

The training is expected to cover state-owned HEIs operating in the territory of Ukraine, including but not limited to universities, academies and institutes, as defined in the Law of Ukraine ‘On Higher Education’ (2014).

Recently, MoES announced a selection of the consulting firm to provide services for developing the Program. The consultant firm, in cooperation with MOES, will be responsible for the competitive selection of the training participants with the potential to realize and introduce changes. As a boundary condition, consideration will be given to ensure gender parity and balanced geographical distribution. It is envisaged that each training cohort will consist of up to 40 participants made up of 5-7 representatives from 6-8 HEIs.

Within the scope of the Program, HEIs’ academic managers shall be trained to achieve the following learning outcomes/competencies including but not limited to:

1. To understand trends in Ukrainian and European higher education, and how these may affect the role and strategies of HEIs on the one hand, and how HEIs can impact their community and national contexts on the other.
2. To understand the concept of HEI strategy and critically evaluate its potential and limitation based on international best practices, particularly in emergency and crisis situations.
3. To understand the theory and practice of organizational development and leadership with a focus on change management and autonomy in tertiary education.
4. To understand and critically assess the potential and limitation of different funding and budgeting models and tools in higher education, their relevance to HEIs and and principles of funding and budgeting at system and institutional level.

¹ <https://zakon.rada.gov.ua/laws/show/286-2022-%D1%80#Text>

² <https://mon.gov.ua/ua/viziya>

5. To know and be able to implement the basic principles and phases of project management in HEI.

It is expected that this Program will be implemented for a period of 18 months.

Now, the MoES is seeking an experienced consultant (hereinafter referred to as “the Consultant”) to support MoES and Project implementation unit in coordinating and managing the Program implementation.

The Consultant will be contracted through competitive selection in line with Procurement Regulations for IPF Borrowers, Nov 2020. This Terms of References defines the purpose, Scope and duration of consulting services and qualification requirements for the Consultant.

II. OBJECTIVE

This assignment aims to support MoES's capacities for managing and monitoring the Program implementation.

III. SCOPE OF SERVICES

The Scope of services to be provided by the Consultant shall cover the following key directions and includes but is not limited to:

- Support MoES in evaluation of the consultants’ proposed training methodology.
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- Liaise with the MoES, the World Bank, the Project Implementation Unit, the selected consulting firm, and other counterparts, as required, to ensure meeting the objectives of the Program implementation.
- Manage the awarded contract with the consulting firm including provision of the oversight of development and implementation of the Program in accordance with the contract.
- Advise the MoES on the quality of trainings and provide recommendation on its improvements.
- Advise on the completion of the Programs stages enabling the MoES to accept the services under the awarded contract.
- Enhance methodological capacities of the MoES on professional development of HEIs’ academic managers.
- Provide inputs for the monitoring indicators foreseen for the Project.
- Contribute to the communication and outreach campaign related to the Project.
- Execution of other assignments and activities related to the project implementation within his/her competence upon request of the Project Coordinator(s), Deputy Minister of Education and Science of Ukraine responsible for higher education, and the Project Manager - Lead of a group of consultants.

IV. REPORTING

Coordinator of Academic Managers Training will report to the Project Coordinator, Deputy Minister of Education and Science of Ukraine responsible for higher education and Project Manager – Lead of group of consultants, and act under their supervision.

The Consultant shall submit monthly reports in hard copy. The reports shall include a description of the Consultant's services during the reporting period and time sheets.

V. PROVIDED RESOURCES

MoES shall provide the Consultant with the information necessary to carry out his/her assignment in a timely manner.

VI. QUALIFICATION REQUIREMENTS

Minimum requirements (mandatory):

- At least a Master's Degree in the field of management, social sciences, etc.
- At least 15 years of scientific and pedagogical work experience in HEIs.
- Experience with project management and/or implementation in higher education.
- Proven administrative experience at HEIs.
- Experience with training programs at HEIs in Ukraine.
- Working level of English (at least B2 or equivalent).
- Fluency in Ukrainian.
- Advanced PC user, knowledge and practical skills in using Microsoft Office.

Desirable qualifications and competencies which provide the advantage:

- Academic degree/title, scientific and pedagogical work experience in HEIs.
- Experience of cooperation with public authorities.
- Professional development track-record in international settings.
- Practical knowledge on the current state of higher education in Ukraine.

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, 2025, with the possibility to extend the contract and scope of services.

The Consultant is expected to provide the services based on the part-time workload with a fixed daily rate. Estimated average monthly workload is 60% with the increased workload during the peak times. The Employer and the Consultant will negotiate workloads, given the actual Scope of the assignment. The payment will be executed upon the approved timesheets accounting the factual workload and signed acceptance certificates.

The services can be rendered remotely. The Consultant should be required and expected to take business trips to other regions of Ukraine to support the Program implementation.

Particular contract and work mode modalities are subject to negotiations.

VIII. APPLICATION PACKAGE

Interested persons should submit their CVs in Ukrainian and English at the following email address: uiherp@mon.gov.ua Cc: serhiy.artemenko@uiherp.org and oleksandr.radchenko@uiherp.org indicating the email subject: «P171050: Coordinator of Academic Managers Training: [NAME]».

The deadline for submission of the documents is 11:00 AM local time on May 14, 2024.

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