

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Specialist for HEIs' Network Optimization and Institutional Reform Support

Contract No. MOES-C3-05-SUP-IC-06

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, quality conditions, and transparency in Ukraine's higher education system.

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, the MoES aims to continue the higher education reform envisioned in the Strategy for Development of Higher Education in Ukraine 2022-2032 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 Ukraine, 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’ that details the higher education reform objectives and actions.

The Law of Ukraine ‘On Higher Education’, adopted in 2014, has laid down grounds for academic, staffing, organizational and financing autonomy of HEIs. Yet, the latter two are still not implemented in practice. The Strategy for Development of Higher Education in Ukraine 2022-2032 details that, as benchmarked against the European University Association’s Autonomy Scorecard, the financial autonomy of Ukrainian HEIs is lagging behind. The reasons for that include, i.e. the requirements of the Budget Code of Ukraine and respective restrictions of HEIs as budget institutions in matters of managing their own revenues and funding allocation and redistribution, alongside war-related fiscal constraints. This fiscal rigidity of HEIs results in a lack of institutional funding and ineffective use of funding that is being made available, thus restraining their institutional competitiveness on the national and international scale. The organizational autonomy of Ukrainian HEIs is likewise bounded by a low level of their managerial capacity, lack of governance culture in higher education, and outdated approaches to the organization of teaching, research, and innovation activities.

Currently, the MoES is working on a pilot project (experiment) HEIs that would strengthen their institutional autonomy and capacity regarding financing and governance. As part of this experiment, the selected HEIs will have more comprehensive flexibility with the use of funds, including third-party funding, and be steered by newly formed supervisory boards tasked with introducing change and crisis management to institutional operations activities. These objectives are further stipulated and operationalized in the Strategic Plan of MoES activities till 2027.

HEIs’ participation in the pilot project is among the key selection criteria, next to partaking in the merger process, for HEIs to benefit from the core investment components of the UIHERP project.

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

II.OBJECTIVE

This assignment aims to support MoES's capacity to develop the pilot project (experiment) on funding and governance autonomy of selected HEIs and strengthen institutional autonomy reform in the whole HEIs’ network including mergers.

III.SCOPE OF SERVICES

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

- Analysis of the current legal framework on HEIs’ autonomy at national and institutional levels and identification of gaps and barriers which present obstacles to enhancing the level of HEIs’ autonomy.
- Develop new approaches to the legal-normative base of higher education governance and funding in close cooperation with MoES, in particular, but not limited to: changing the legal status of HEIs as budget institutions, liberalizing HEIs’ pay grids, strengthening capacities of HEIs’ supervisory boards.
- Support MoES in preparing and implementing the pilot project (experiment) to strengthen institutional autonomy and the capacity of selected HEIs.

- Take part in evaluating the expected economic impact of the pilot project (experiment) on HEIs' network.
- Support MoES in liaising with the HEIs' network, including those HEIs selected for the pilot project (experiment) and merging or acquiring.
- Support MoES in overseeing the HEIs network optimization procedures.
- Support assessment and evaluation of the investment results in Part 2 and 3 of the Project.
- As part of the broader higher education reform, support MoES in communication efforts with HEIs, the media, and national and international stakeholders.
- Execution of other assignments and activities related to the project implementation within his/her competence upon request of the Project Coordinator, Deputy Minister for higher education, and the Project Manager - Lead of a group of consultants.

IV. REPORTING

The Consultant will report to the Project Coordinator, Deputy Minister for higher education, and the Project Manager—head of a group of consultants and act under their supervision.

The Consultant shall submit monthly hard copy reports that describe the Consultant's services during the reporting period.

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 Public Administration, Law, Social Sciences, Education, Economics, Finance or a similar complete higher education degree;
- At least five years of work experience as a specialist in corporate management;
- Fluency in English;
- Fluency in Ukrainian;
- Advanced PC user, knowledge and practical skills in using Microsoft Office (MS Word, Excel, PowerPoint) package, email and databases.

Desirable qualifications and competencies which provide the advantage:

- Experience of cooperation with public authorities;
- Experience in cooperation with higher education institutions;
- Experience in projects financed by donors or international organizations;
- Practical knowledge on the transformation projects;
- Practical knowledge on the international corporate standards (e.g. G20/OECD Principles of Corporate Governance);
- 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 of extending the contract and workload.

The Consultant is expected to provide the services based on the full-time workload. Given the actual scope of the assignment, the Employer and the Consultant will negotiate workloads. The services can be partly rendered remotely.

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: MOES-C3-05-SUP-IC-06: [NAME]».

The deadline for submission of the documents is 11:00 AM local time on June 28, 2024.

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