

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Head of New Ukrainian School Implementation Office

Contract No.

Lifting Education Access and Resilience in Times of Need in Ukraine Program

URTF Grant No. TF0C5794

I. BACKGROUND

Ukraine and World Bank have signed the agreements for the Program “Lifting Education Access and Resilience in times of Need in Ukraine Program” (hereinafter referred to as the LEARN or Operation).

The Operation total financing is US\$415 million using a combination of the World Bank’s financial instruments: Program-for-Results (PforR) complemented by Investment Project Financing (IPF).

The Program-for-Results (PforR) is implemented through a US\$235 million credit provided by Bank resources, supported by credit enhancement from the Advancing Needed Credit Enhancement for Ukraine (ADVANCE Ukraine) Trust Fund, which is backed by the Government of Japan. This is formalized under the Financing Agreement between Ukraine and the International Development Association for the Program (CREDIT NUMBER 7626-UA). An additional US\$150 million is provided under the Special Program for Ukraine and Moldova Recovery (SPUR) of the International Development Association (IDA) Crisis Facility, as outlined in the Loan Agreement between Ukraine and the International Bank for Reconstruction and Development for the Program (LOAN NUMBER 9721-UA).

Furthermore, US\$30 million in Investment Project Financing (IPF) is secured under the Grant Agreement between Ukraine and the International Bank for Reconstruction and Development and the International Development Association, acting as the administrator of the Ukraine Relief, Recovery, Reconstruction, and Reform Multi-Donor Trust Fund (URTF GRANT NUMBER TF0C5794).

Hereinafter, the portion of the Operation financed through the PforR will be referred to as the Program, and the portion financed through the IPF will be referred to as the Project.

LEARN was developed to address critical challenges and provide essential support to the education sector, aligning with the Ministry of Education and Science’s (MoES) Strategic Action Plan.

The Operation will focus on supporting the Strategic Action Plan Priority 2: School education and the New Ukrainian School (NUS). The continuation of the NUS reform is a key priority of the MoES.

The objectives of the Operation are to (i) improve teaching and learning conditions; and (ii) strengthen management capacity of the education system.

The Program Development Objectives (PDOs) are to:

- i. improve teaching and learning conditions; and
- ii. strengthen management capacity of the education system.

For this program, “teaching and learning conditions” refer to three critical factors of education service delivery:

- i. safety, including shelters as a pre-condition for schools to open for in-person learning and free and inclusive school bus transportation for students living further distances from schools;
- ii. learning materials, especially updated textbooks and age-appropriate learning materials in line with the NUS model; and
- iii. teachers trained on NUS standards, principles, and the use of the updated learning materials.

Meanwhile, “management capacity of the education system” refers to institutional capabilities to plan, allocate, and monitor resources based on robust data at the student and school levels.

The Program 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 2024-2027.

More detailed information is given at the link <https://projects.worldbank.org/en/projects-operations/project-detail/P504171>

The Ukrainian Government initiated the New Ukrainian School (NUS) reform in August 2018 to modernize the education sector and align teaching and learning with the needs of the 21st century. The reform's primary aim is to create a school environment that students enjoy attending and that equips them with knowledge and skills applicable in real-life situations.

On December 14, 2016, the Ukrainian Cabinet of Ministers endorsed the Concept for implementing state policy in the field of general secondary education reform under the “New Ukrainian School” initiative, as per Resolution No. 988-p.

In alignment with the NUS reform, new educational standards have been established (State Educational Standards: for primary education – Cabinet of Ministers Resolution No. 87 dated February 21, 2018 (with amendments from Resolutions No. 688 of July 24, 2019, and No. 898 of September 30, 2020); for basic secondary education – Cabinet of Ministers Resolution No. 898 dated September 30, 2020 (amended per Resolution No. 972 dated August 30, 2022); and for upper secondary education – Cabinet of Ministers Resolution No. 851 dated July 25, 2024).

Following the Ministry of Education and Science of Ukraine's Collegium decision on September 13, 2024, the Conceptual Principles for Reforming Upper Secondary Education (Academic Lyceums) were approved by Ministry Order No. 1451 dated October 10, 2024.

Since February 2022, Ukraine's education system has faced severe disruptions due to the destruction of educational facilities, the displacement of people, and the impact of trauma. The New Ukrainian School (NUS), a major education reform launched in 2017 to modernize schooling from grades 1 to 12 and support Ukraine's green transition, is also under threat due to the current situation. NUS is a comprehensive reform aimed at transforming

education across all grades to enhance quality, as set forth in its conceptual premises¹. The implementation of the NUS reform has been hindered by a loss of human resources, technical capabilities, and decreased funding, as impacted by school closures related to COVID-19 and the threat since the beginning of the invasion. These challenges include: (i) shortcomings in the development of the competency-based curriculum, (ii) poor design and content of textbooks, (iii) the limited effectiveness of ongoing professional development for teachers, (iv) a lack of data from regular standardized learning assessments, and (v) insufficient support for the NUS pilot phase before the national rollout, such as the absence of textbooks, teacher training, and necessary STEM and IT equipment in pilot schools. MoES also requires support of its own management capacity to plan, implement and monitor the NUS reform, which has deteriorated given competing urgent needs and staff shortages.

The Part 2 of the Project aims to support strengthening the MoES capacity to manage, monitor, and evaluate the rollout of the NUS reform, including through providing technical assistance to the Directorate of School Education and its office responsible for NUS implementation to plan, monitor, and evaluate the reform at national and decentralized levels.

As part of this objective, the Project intends to finance the NUS Implementation Office (NIO) for effective support to response and recovery of the school education sector, implementation of subventions, and continuation of the New Ukrainian School reform (including the development and support of the upper secondary school pilot). The NIO personnel shall provide targeted assistance to MoES on planning, implementation and evaluation of the NUS reform in various areas, including but not limited to professional development, education content, equipment provision, digital transformation, financing, policy development, communication, and gender, across primary, secondary and upper secondary NUS components. The NIO will be established by the Ministry as an advisory and consultative body. The NIO's primary purpose is to support and implement the New Ukrainian School (NUS) reform by providing expert guidance, strategic oversight, and coordination of reform initiatives across Ukraine. The NIO team shall be managed by the Head of NIO.

The Ministry is currently seeking a consultant to serve as the Head of NIO. The Consultant will be contracted through competitive selection in line with Procurement Regulations for IPF Borrowers, Sep 2023. This Terms of References defines the purpose, Scope and duration of consulting services and qualification requirements for the Consultant.

II. OBJECTIVE

The objective of this assignment is to provide overall general management of NIO, participate in, coordinate, and supervise implementation of the NUS reform.

III. SCOPE OF SERVICES

The Consultant shall provide the services which include but not limited to:

- Manage and coordinate the NIO to achieve the objective of the NUS reform.
- Lead implementation support for NUS reform with special attention to the requirements of the LEARN operation in accordance with MoES policies and plans.

¹ <https://www.kmu.gov.ua/npas/249613934>

- Ensure coordination with the School Education team.
- Oversees daily operations and facilitates collaboration across all NIO teams, ensuring smooth workflow and effective cross-functional communication.
- Partners with the MoES to contribute and implement strategic initiatives that enhance the quality and impact of educational resources.
- Engages in decision-making support to shape content, methodology, and pedagogical approaches, ensuring alignment with both short-term and long-term NUS objectives.
- Leads strategic assessments to identify areas for innovation and improvement within the NIO, including the adoption of new technologies or methodologies.
- Act as a liaison with external stakeholders to ensure that content and initiatives meet national standards and educational needs considering the linkage with pre-school, VET and HigherEd.
- Mainstreams gender, inclusion and transparency across project planning and implementation.
- Contribute to the NUS communication campaign.
- Contribute to the expert support of the *World Bank Operations Management Unit* (WBOPMU) / PIU, and Operation steering committees.
- Ensure quality of the deliverables and outcomes provided by NIO.
- Ensure adherence of NIO staff to the World bank policies and guidelines, provision of the LEARN operation governing agreements.
- Carries out other assignments and activities related to the project implementation within his/her competence upon request of the LEARN Project Coordinator and/or Head of PIU / WBOPMU.

IV. REPORTING

NUS Implementation Office Team Lead will report to the LEARN Project Coordinator and work in coordination with the Line Deputy Ministry responsible for School education and

other DMs as needed. For operational matters, the Head of NIO works in coordination with the Head of the World Bank Operations Management unit (project implementing unit). 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. MoES shall provide the Consultant with a workplace, including necessary equipment to carry out his/her functions (e.g. PC, communications and office equipment).

VI. QUALIFICATION REQUIREMENTS

Minimum requirements (mandatory):

- Master's degree Education in relevant to the assignment field;
- At least 5 years of professional experience in project management and administration/implementation;
- At least 3 years of experience in collaboration with national and local government authorities;

- At least 5 year experience in education sector, preferably school education;
- Experience of collaboration with the international financial or donor organizations environment;
- Advanced spoken and written English (upper intermediate or better level of English including knowledge of economic, legal, and technical terminology related to the Project);
- Fluency in Ukrainian.

Desirable skills and qualifications and competencies which provide the advantage:

- Leadership, and ability to lead and motivate teams more than 20 people
- Strong grasp of all stages of program cycle management and quality standards in education, preferably school education.
- Experience in leading projects implementation in education, preferably school education.
- Experience in drafting the normative acts
- Solid understanding of the school education system in Ukraine, specifically the New Ukrainian School Reform.
- Strong interpersonal skills to build and maintain relationships with stakeholders
- Ability to adapt to changing circumstances and priorities
- Interpersonal, consensus building and negotiating skills
- Crisis management experience

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 September 1, 2027. The contract may be extended subject to satisfactory performance and mutual agreement between the Consultant and the Ministry of Education and Science (MoES) during the Project financing period.

The Consultant shall provide his/her services on a full-time basis.

The Consultant should be required and expected to take business trips to other regions of Ukraine to support implementation of the Project.

The Consultant is expected to be able to provide services remotely, but at the MOES request must arrive and/or provide services at the MOES premises as soon as possible.

VIII. APPLICATION PACKAGE

Interested persons should submit their CVs in Ukrainian and English at the following email address: oleksandr.radchenko@uiherp.org Cc: serhiy.artemenko@uiherp.org indicating the email subject: «LEARN: Selection of the Head of NIO: [NAME]».

The deadline for submission of the documents is 11:00 am Kyiv time January 27, 2025.

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