

TERMS OF REFERENCE
for Consulting Services (Individual Consultant)

Business Analyst for the Development of the Automated Information Complex of Educational Management (AICOM) for Preschool Education

Contract No. LEARN-2.2-ECEIT-TA2
Lifting Education Access and Resilience in Times of Need in Ukraine (LEARN)
URTF Grant No. TF0D0612

I. Background

The Government of Ukraine is implementing a comprehensive reform of the education sector aimed at strengthening teaching and learning conditions and enhancing management capacities across all levels of education, which is one of the key tasks on the path of Ukraine's accession to the EU. With the adoption in 2024 of the new [Law of Ukraine "On Preschool Education"](#), which entered into force on January 1, 2025, active transformation processes have also covered preschool education.

The early childhood and preschool education ranks first among the strategic priorities identified by the [Strategic Action Plan of the Ministry of Education and Science of Ukraine until 2027](#), approved by the Order of the Ministry of Education and Science of Ukraine dated March 7, 2024 No. 276. The ultimate goal of the reform is to ensure access to quality preschool education for every child, including children with special educational needs, which is planned to be achieved through a number of the following strategic goals: accessibility, highly qualified and motivated staff, compliance of the quality and content of education with European requirements, the functioning of effective systems for monitoring and assessing quality, management and financing.

[The European Commission's Communication on the EU's Enlargement Policy for 2024](#) notes the steps taken as achieving some progress. It emphasizes the next task of ensuring the implementation of the legislation on preschool education, which puts in place measures aligning to EU principles and focuses on high-quality early childhood education, guaranteeing access for children of early and preschool age, fair rules for the functioning of preschool entities, and decent working conditions for employees.

Implementation of this reform is also accompanied by the development of the draft Strategy for preschool education development presented during the event "[First Steps Forward](#)", new secondary legislation, and additional budget allocations.

These reforms, which are the most transformative in more than three decades, will be implemented in two phases. The first phase involves developing capacity at the national and local levels for implementation of reforms on a limited scale, approximately 35 territorial communities (hromadas), combined with a rigorous process evaluation to prepare for scale up. The second phase involves implementation of the Strategy at the national level.

To support the first stage of the preschool education reform, the Government requested additional resources under the Technical Assistance component, Investment Project Financing, of "Lifting Education Access and Resilience in Times of Need in Ukraine" (LEARN) project.

In 2024, Ukraine and the World Bank signed agreements on the Operation “Lifting Education Access and Resilience in Times of Need in Ukraine” (LEARN).

The LEARN objectives are: (i) to improve teaching and learning conditions; and (ii) to strengthen the management capacity of the education system. The total LEARN financing amounts to US\$451 mln million provides a combination of the World Bank financing instruments: Program for Results (PforR) – US\$389.9 mln and Investment Project Financing (IPF) – US\$61.1 mln.

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 No 9721-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 No 7626-UA](#)). On July 1, 2025, the Financing Agreement (Additional Financing: Lifting Education Access and Resilience in Times of Need in Ukraine Program) between Ukraine and the International Development Association ([CREDIT No 7905-UA](#)) was signed in the amount of US\$4.9 million.

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 No TF0C5794](#)). On December 19, 2025, the Grant Agreement (Additional Financing for Lifting Education Access and Resilience in Times of Need in Ukraine Project) between UKRAINE and the International bank for reconstruction and development and the International Development Association jointly acting as a Supervising Entity for the Global Partnership for Education Fund and as administrator of the Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund ([GPE GRANT No TF0D0613](#), [URTF GRANT No TF0D0612](#)) was signed in the amount of US\$31.1 million.

The Ministry of Education and Science of Ukraine has established the Early Childhood Education Development Office (ECEDO). Functioning as a technical implementation office within the ministry, ECEDO provides operational and expert support to coordinate overall reform efforts across several areas, including access and financing, content of education and teacher professional development, inclusion, quality assurance, legal and regulatory frameworks, as well as intersectoral cooperation. The office will also be responsible for monitoring the implementation of reforms in the field of Early Childhood and Preschool Education (ECPE). The establishment of ECEDO strengthens the capacity of the Ministry of Education and Science of Ukraine to manage donor-funded technical assistance, provide support to participating communities, ensure coherence between reform components, and integrate project results into national systems for long-term sustainability and scalability.

To improve the information support of management activities in the education sector of Ukraine, the software and hardware complex “Automated Information Complex of Educational

Management” (AICOM) was created, the tasks, purpose and issues of its functioning are determined by the Resolution of the Cabinet of Ministers of Ukraine No. 1255 of December 2, 2021. The tasks to be performed by the Consultant will contribute to strengthening the management capacity in the field of preschool education through the development of the corresponding AICOM module for preschool in Ukraine.

II. Objective

The higher order objective of this assignment is to contribute to strengthening evidence based management, digital transformation, and implementation capacity in the preschool education sector by supporting the development of the AICOM preschool module as part of Ukraine’s broader preschool education reform.

The objective of this assignment is to provide business analysis for the hardware and software for the AICOM module for the preschool education sector, including formulation of clear and testable requirements, alignment of process and information models, and support for development and acceptance of functionality.

III. Scope of Work

The consultant will be responsible for the following areas/tasks:

1. Identifying requirements and specifications

- Collect and analyze requirements for the AICOM preschool module together with stakeholders, including MoES structural units, ECEDO, education authorities, preschool education providers, technical teams, and other relevant stakeholders, and document them as user stories, meaning concise descriptions of system functionality from the perspective of a specific user role, together with acceptance criteria and business rules
- Develop and maintain a glossary for the AICOM preschool module, ensuring clarity, consistency, and testability of identified requirements

2. Use cases and process modelling for key functional scenarios

- develop detailed user interaction scenarios, also referred to as use cases, and Business Process Model and Notation models for key functional scenarios, including alternative scenarios and exceptions
- validate s models with stakeholders (see above) and the AICOM delivery team, and keep related documentation, including use cases, process models, requirements, acceptance criteria, and business rules, up to date as the scope evolves.

3. Data analysis and integration mapping

- prepare the data dictionary and the list of entities which need to be integrated into the preschool module
- develop integration mappings and API field mapping tables, ensure consistency across AICOM components, external registries, integration services, and related information systems involved in preschool education data exchange systems

4. Traceability management

- maintain the traceability matrix linking objectives, large functional blocks that group related user stories, requirements, and tests
- use traceability to control changes and prevent scope gaps

5. Quality Assurance and User Acceptance Testing support

- support Quality Assurance by preparing test scenarios, edge cases, and rule-based checks derived from business rules
- prepare User Acceptance Testing scenarios and the feedback log, support triage and validation of fixes

6. Sign off and change management

- document requirements review and approval notes, including agreed decisions, accepted scope, open issues, responsible parties, and follow up actions
- maintain the requirements change log with rationale, impacts, and approval status

IV. Expected Deliverables

- requirements Package: user stories, acceptance criteria, business rules, and glossary
- documented use cases and Business Process Model and Notation diagrams for key functional scenarios, including main flows, alternative flows, exceptions, decision points, responsible user roles, validation rules, and stakeholder validation notes for key scenarios
- data Pack: data dictionary and integration mapping, including API field mapping tables
- traceability Matrix linking objectives, requirements, and tests
- QA and UAT Pack: test scenarios and feedback log
- requirements Sign off Notes and Change Log, including documented confirmations of reviewed and approved requirements, agreed decisions, accepted scope, open issues, follow up actions, and a structured record of requirement changes with rationale, impact assessment, responsible parties, and approval status

V. Performance Indicators

The Consultant's performance will be assessed based on the following indicators:

- timely delivery of agreed outputs and decision support
- clarity and testability of requirements evidenced by reduced rework and fewer clarification cycles
- stakeholder consultations carried out and alignment evidenced by accepted scope and documented acceptance of outcomes
- predictable delivery of the AICOM preschool module functionality supported by stable priorities and managed changes
- Quality of business analysis outputs and implemented functionality confirmed through UAT results and release acceptance

VI. Reporting and Coordination Arrangements

The Consultant reports to and is supervised by the Project Coordinator or Co Coordinator. On operational matters, the Consultant cooperates with the Director General of the Digital

Transformation Directorate and acts under his supervision. The Consultant coordinates activities with the Head of the World Bank Operations Management Team.

The Consultant shall submit monthly reports in printed form. The reports shall contain a description of the Consultant's services provided during the reporting period.

VII. Duration and Modality of Assignment

The Consultant shall provide services until December 31, 2028. The contract may be extended subject to satisfactory performance and mutual agreement of the Consultant and the MoES.

The Consultant shall provide services under this Agreement on a full-time basis throughout its term, at a level of engagement equivalent to full-time employment, to the extent necessary for the proper performance of the tasks specified in the Scope of Work.

VIII. Minimum Qualification Requirements

- higher education in the field of information technology (IT) or other relevant fields
- at least 3 years of experience as a Business Analyst, Systems Analyst, or in a similar role on IT projects
- strong skills in requirements engineering, work with use cases, user stories, acceptance criteria, and process modelling
- knowledge of accessibility and inclusive design principles for public services
- experience working with agile delivery teams, refinement, UAT support, and cross functional communication
- understanding of integration patterns, APIs, data mapping, and interoperability
- ability to work with public sector stakeholders and interpret regulatory constraints
- fluency in Ukrainian and English at B2 level or higher for preparing project documentation, conducting stakeholder communication, participating in meetings, and supporting review and acceptance processes.

IX. Desirable Skills and Qualifications

- experience working with information systems in the education sector, registries, or digital identity processes
- experience preparing donor format reports and maintaining audit ready documentation
- facilitation skills for discovery sessions and conflict resolution

X. Application Package

Interested candidates should submit CV in Ukrainian and English to: kateryna.kovtun@mon.gov.ua,
Cc: serhiy.artemenko@uiherp.org and marina.chubenko@mon.gov.ua .

Email subject line: "Selection of Business Analyst, Preschool Module, AICOM: [NAME]".

Deadline: 24.06.2026, Kyiv time.

Missing CV in both languages may lead to application rejection.