

TERMS OF REFERENCE
for Consulting Services (Individual Consultant)

ECPE Model Diversification Expert

Contract No. LEARN-IC-ECEDO-05
Lifting Education Access and Resilience in Times of Need in Ukraine Program
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.

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 million and is provided through a combination of World Bank financing instruments: Program for Results (PforR) and Investment Project Financing (IPF).

The Program-for-Results (PforR) is implemented through a US\$235 million loan provided by Bank resources, supported by loan 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 Loan Agreement between Ukraine and the International Bank for Reconstruction and Development for the Program ([LOAN 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 Financing Agreement between Ukraine and the International Development Association for the Program ([CREDIT 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.

The ECEDO brings together multidisciplinary teams of experts organized across three technical pillars — Access and Financing, Content and Teacher Professional Development, Inclusion

complemented by cross-sectoral experts in Quality Assurance, Legal and Normative Support, Social and Behavior Change (SBC) and Communication, and Physical and Learning Spaces (PLS).

This position will support the Access and Financing team which will focus on network optimization, diversification of ECE modalities, and financial sustainability. The team provides technical assistance to local governments in developing and implementing “First Steps Forward” strategies to expand access to in-person services for children and families.

II. Objectives

The objective of the Consultant’s assignment is to support hromadas during the first phase of the implementation of the [“First Steps Forward”](#) program in selecting and developing diversified service delivery models in the field of preschool education (ECE) that best respond to local needs.

The Expert will ensure that the diversified service delivery models are feasible for implementation, comply with national legislation, are child-centered, and are suitable for further scaling at the national level. The Expert will provide support to hromadas in identifying appropriate options for diversification of preschool education services, as well as ensure technical guidance on service delivery models and develop recommendations for their practical application.

III. Scope of Work

The Consultant provides the following services, including but not limited to the following:

1. Support the design of diversified ECE service models:

1.1. Provide technical guidance on service delivery models, including preschool units, workplace-based kindergartens, home-based kindergartens, mobile preschool services, and centres for pedagogical partnership.

1.2. Provide technical guidance on service models such as preschool units, workplace-based kindergartens, home- and community-based groups, mobile ECE services, and centres for pedagogical partnership.

1.3. Ensure that proposed models align with the Law on Preschool Education and the First Steps Forward strategy.

2. Operational and regulatory guidance

2.1. Translate national regulatory and normative requirements into practical, operational guidance for diversified ECE services.

2.2. Support hromadas in understanding licensing, staffing, safety, and organisational requirements for each service modality.

2.3. Develop practical recommendations for the implementation of diversified preschool education services in accordance with applicable regulatory and legal requirements.

3. Integration with local First Steps Forward plans

3.1. Work closely with the Network Optimisation and Local Budgets Experts to ensure diversified services are integrated into costed and optimised local ECE strategies.

3.2. Provide expert and advisory support to ensure that local preschool education development plans are aligned with existing infrastructure, human resources capacity, and local budget resources.

3.3. Support hromadas in sequencing diversification measures realistically over time.

4. Capacity building and technical assistance

4.1. Provide targeted consultations and hands-on technical assistance to hromadas on planning and implementing diversified ECE services.

4.2. Participate in the development of professional development programmes and deliver training (trainings, workshops) for local self-government representatives, heads of preschool institutions, teachers, and service providers.

4.3. Develop practical methodological materials and guidance notes for local use.

5. Documentation and learning for scale-up

5.1. Document implementation experiences, challenges, and solutions emerging from diversified service models.

5.2. Identify good practices and lessons learned to inform national policy discussions and future scale-up.

5.3. Contribute inputs to ECEDO analytical notes, guidance documents, and policy briefs on ECE diversification.

5.4. Participate in the process evaluation of the “First Steps Forward” project through analysis of implementation experience and scaling of diversified preschool education service models.

IV. Expected Deliverables

1. Technical guidance on diversified ECE service models tailored to hromada needs.

2. Model operational frameworks, checklists, and methodological guidance for diversified ECE modalities.

3. Advisory inputs to hromada First Steps Forward plans related to service diversification.

4. Capacity-building materials and summaries of consultations or workshops delivered

5. Brief analytical notes documenting lessons learned and recommendations for national scale-up of diversified ECE services.

6. Developed professional development programmes and delivered training (trainings, workshops) for local self-government representatives, heads of preschool institutions, teachers, and service providers.

V. Performance Indicators

1. Number of hromadas supported in selecting and designing diversified ECE service models.
2. Quality and practicality of guidance materials developed, as assessed by ECEDO and MoES.
3. Evidence that diversified service models are feasible, compliant, and aligned with local needs.
4. Positive feedback from hromadas on the relevance and usefulness of technical support provided.
5. Timely delivery of agreed outputs and contributions to ECEDO cross-pillar work.

VI. Reporting

The Expert reports directly to the Project Coordinator/Co-Coordinator and works under the supervision of the Head of the Access and Financing pillar and the Head of ECEDO. The Expert shall closely collaborate with the Deputy Head of ECEDO.

On operational matters, the Consultant shall coordinate activities with the World Bank operations team.

The Consultant shall submit monthly written reports to the Project Coordinator/Co-Coordinator describing the services provided during the reporting period.

VII. Qualification Requirements

Minimum Qualification Requirements:

1. Master's degree in Early Childhood Education, Education Policy, Social Policy, Public Administration, Community Development, or a related field.
2. Minimum 5 years of professional experience in early childhood education, service delivery diversification, community-based education programs, or alternative/innovative education models.
3. Proven experience designing, piloting, or scaling diversified ECE service modalities (e.g. preschool units, workplace-based kindergartens, home- and community-based groups, mobile ECE services).
4. Strong understanding of normative and regulatory requirements for establishing and licensing ECE services in Ukraine.
5. Experience working with hromadas or local governments to plan and implement ECE service models.
6. Experience collaborating with development partners (World Bank, UNICEF, EU, etc.).
7. Fluency in Ukrainian; Proficiency in English at a level not lower than B2.

Desirable Skills and Qualifications:

1. Familiarity with parent and community engagement strategies, including outreach to vulnerable or hard-to-reach populations.
2. Understanding of workplace childcare models, public-private partnerships, and market-based approaches in early learning.
3. Knowledge of inclusive practices and Universal Design for Learning (UDL) in diversified ECE settings.

- 4.Experience documenting implementation lessons and contributing to policy or technical guidance.
- 5.Ability to interpret demographic data and service demand trends to inform diversification decisions.
- 6.Strong facilitation, writing, and communication skills.

VIII. Duration and Modality

The Consultant shall provide services until December 31, 2028. The contract may be extended subject to satisfactory performance and mutual agreement between the Consultant and the Ministry of Education and Science (MoES) throughout the duration of the Operation's financing period.

The Consultant shall provide services under this Contract on a continuous basis throughout its duration, with a level of engagement equivalent to full-time employment, and to the extent necessary for the proper выполнения of the tasks defined in these Terms of Reference.

The duty station is Kyiv, Ukraine. The Consultant is expected to be able to work remotely; however, upon request of the MoES, the Consultant shall be ready to travel and/or provide services on-site at the MoES premises at short notice.

IX. Application Package

Interested persons should submit their CVs in Ukrainian and English to the following email address: oleksandr.radchenko@uiherp.org Cc: serhiy.artemenko@uiherp.org

Please indicate the email subject line as: «**LEARN: Selection of the Diversification Expert: [NAME]**»

The deadline for submission of documents is **11:00 am Kyiv time, July 29, 2026.**

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