

TERMS OF REFERENCE
for Consulting Services (Individual Consultant)

Data Analyst Expert

Contract No. LEARN-IC-ECEDO-08

Lifting Education Access and Resilience in Times of Need in Ukraine Project
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 strengthen data-driven planning and decision-making in the field of preschool education at both the national and hromada levels within the framework of the “First Steps Forward” project.

The Expert will provide support to ECEDO and participating hromadas in analyzing, visualizing, and utilizing data to inform decisions on expanding access, diversifying services, optimizing the network, and improving financing, with a view to further scaling at the national level.

III. Scope of Work

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

1. Data analysis to support First Steps Forward planning

1.1 Analyse available administrative, demographic, and education datasets to support decision-making by hromadas regarding access to preschool education, coverage, and service needs.

1.2. Support evidence-based development of local First Steps Forward plans by providing data insights relevant to service demand, coverage gaps, and utilisation patterns.

1.3. Work closely with the Network Optimisation, Diversification, and Local Budgets Experts to ensure analytical inputs directly inform strategic choices.

2. Education data systems and integration

2.1. Establishing technical integration with the software complex “Automated Information Complex of Education Management” (AIKOM), an information and analytical education management system, in order to ensure data alignment, interoperability, and the integration of analytical tools in the field of preschool education into national data systems, where appropriate.

2.2 Support harmonisation and integration of datasets used by ECEDO for planning, monitoring, and reporting purposes.

2.3. Identify data gaps and propose practical solutions for improving data availability and quality at hromada level.

3. Dashboards, visualisation, and decision tools

3.1. Develop clear, user-friendly dashboards, tables, and visualisations to support policy and planning discussions.

3.2. Transforming complex data sets into concise, decision-making analytics for MES, ECEDO, and communities.

3.3 Support development of simple analytical tools that hromadas can use independently for ongoing planning.

4. Capacity building and data literacy

4.1 Provide targeted technical assistance and deliver training for hromadas, oblast-level representatives, ECEDO teams, and MoES staff on the use of data for planning and monitoring.

4.2. Strengthen local capacity in basic data interpretation, use of indicators, and evidence-based decision-making.

4.3. Develop guidance notes or short manuals to support sustained use of data tools beyond the project period.

5. Learning, documentation, and scale-up

5.1. Document analytical approaches, tools, and lessons learned under the First Steps Forward project.

5.2. Contribute inputs to ECEDO analytical notes, policy briefs, and national recommendations related to ECE data systems and planning.

5.3. Ensure that data tools and methodologies are suitable for replication and institutionalisation at the national level.

5.4. Provide data analysis to inform plans for scale-up.

5.5. Support data collection and analysis in close collaboration with quality assurance experts for the purposes of process evaluation.

IV. Expected Deliverables

1. Analytical inputs to support the development of hromada “First Steps Forward” plans (datasets, summaries, tables, maps, training materials, or analytical briefs).

2. Dashboards and visualisation products supporting ECE access, coverage, and planning decisions.

3. Practical analytical tools or templates for hromada-level use.

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

5. Short analytical notes documenting findings, data gaps, and recommendations for national scale-up.

6. Analytical inputs contributing to the development and refinement of the overall ECPE scale-up strategy, including projections and system-readiness assessments to inform phased national implementation.

V. Performance Indicators

1. Timely delivery of analytical products supporting First Steps Forward planning.

2. Quality, clarity, and usability of dashboards and visualisation tools, as assessed by ECEDO and hromadas.

3. Evidence that data analysis is used to inform planning, diversification, or financing decisions.
4. Number of hromadas and stakeholders supported through data analysis or capacity-building activities.
5. Positive feedback from users on the relevance and accessibility of analytical outputs.

VI. Reporting

The Consultant 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 Consultant 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 reports in written form to the Project Coordinator/Co-Coordinator. The reports shall include a description of services provided during the reporting period.

VII. Qualification Requirements

Minimum Qualification Requirements:

1. Master's degree in Data Science, Statistics, Economics, Computer Science, Mathematics, or a related quantitative discipline.
2. Minimum 3 years of professional experience in data analysis, monitoring systems, education data management, or applied research.
3. Proven experience working with large administrative datasets, including EMIS, AIKOM, or similar systems.
4. Demonstrated proficiency in data cleaning, statistical analysis, visualisation, and dashboard development.
5. Advanced skills in analytical software (e.g. Excel advanced, R, Python, Stata, Power BI, Tableau).
6. Strong understanding of education indicators, particularly for early childhood education.
7. Experience preparing analytical reports or policy briefs for decision-makers.
8. Fluency in Ukrainian.
9. Proficiency in English at a level not lower than B2.

Desirable Skills and Qualifications

1. Experience supporting monitoring and evaluation frameworks and indicator development.

2. Familiarity with GIS tools (QGIS, ArcGIS) and spatial analysis for mapping service coverage.
3. Knowledge of data ethics, data protection, and secure data management practices.
4. Experience strengthening data literacy and data use within government or local authorities.
5. Ability to communicate complex data clearly to non-technical audiences.
6. Understanding of inclusive data indicators for vulnerable groups.
7. Experience working with World Bank, UNICEF, EU, or USAID–funded programmes.

VIII. Duration and Modality

Duration: Services are expected to be provided until December 31, 2028, with the possibility of extension subject to satisfactory performance and mutual agreement between the Consultant and the MOES throughout the duration of the Operation’s financing period.

Modality: The Consultant shall provide services on a full-time basis throughout the contract period, with a level of engagement equivalent to full-time employment, as required for the proper выполнения of the tasks defined in this Terms of Reference.

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 Data Analyst 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.