

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Cross-Functional Strategy and Alignment Expert 2 (Budget Planning)

Contract No. LEARN-2.6-CC-4

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

GPE № TF0D0613

I. Background

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

LEARN was designed to address critical issues and provide the necessary support to the education sector in accordance with 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 07.03.2024 No. 276 (hereinafter referred to as the Strategic Plan).

The Operation focuses on supporting the priorities “1. Early Childhood and Preschool Education” and “2. Reform of the “New Ukrainian School” stipulated in the Strategic Plan.

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\$737 mln provides a combination of the World Bank financing instruments: Program for Results (PforR) – US\$675.9 mln and Investment Project Financing (IPF) – US\$61.1 mln.

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. On June 9, 2026, a Loan Agreement (Third Additional Financing for Lifting Education Access and Resilience in Times of Need in Ukraine Program) was signed between Ukraine and the International Bank for Reconstruction and Development (Loan No. K019-UA) in the amount of \$286 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.

More detailed information about the LEARN program is provided at <https://projects.worldbank.org/en/projects-operations/project-detail/P504171>

The latest additional grant agreement provides for expanded support for reforms in the education sector, in particular by:

- financing activities for the development of preschool education;
- providing grant support of the Global Partnership for Education (GPE) aimed at strengthening the institutional capacity of the Ministry of Education and Science of Ukraine to implement educational reforms.

In accordance with the provisions of the agreements concluded, the Ministry of Education and Science of Ukraine is responsible for the overall implementation, coordination, monitoring and reporting on the Project activities, in particular those aimed at strengthening the institutional management capacity of the Ministry of Education and Science of Ukraine. Such activities include the provision of technical assistance, the development and implementation of information systems, conducting training activities in the field of vocational (technical) education, as well as the implementation of initiatives in cross-sectoral areas, in particular inclusive education, European integration, education infrastructure management and strategic planning.

II. Objective

The objective of this assignment is to support the Ministry of Education and Science of Ukraine (MoES) in aligning budget planning and public financial management processes with the strategic priorities of the education sector and the implementation of flagship national programmes and reforms. In particular, the assignment will contribute to the

effective planning, prioritisation, financing, and coordination of key initiatives. The Consultant will support the development of effective planning and resource allocation approaches aimed at improving the efficiency, effectiveness, and transparency of public expenditure, strengthening evidence-based decision-making, and ensuring better alignment between strategic objectives, reform implementation, and available financial resources.

III. Scope of services

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

- Analyze the current system of budgetary and strategic planning within the Ministry of Education and Science of Ukraine (MoES), including the application of the program-based budgeting approach;
- Analyze the alignment of budget programs with strategic objectives and national policy priorities in the education and science sector;
- Develop recommendations for aligning strategic documents (strategies, operational plans) with MoES budget programs;
- Ensure integration of strategic objectives and priorities into the budget process (including preparation of budget requests, budget program passports, and reporting);
- Contribute to the improvement of the structure of budget programs, performance indicators, and effectiveness metrics;
- Support medium-term budget planning in line with strategic documents;
- Provide methodological support on the application of the program-based budgeting approach within MoES;
- Coordinate with the Ministry of Finance of Ukraine on budget planning and alignment of budget programs;
- Provide methodological and analytical support for public expenditure reviews in relevant MoES sectors;
- Develop proposals for implementing recommendations from expenditure reviews and ensure their incorporation into future budget planning cycles;
- Support the implementation of results-based management approaches in the budget process;
- Assess the effectiveness of MoES budget programs;
- Prepare analytical materials on the efficiency of public expenditure and achievement of results.

Expected Deliverables:

- Regular reports on the progress of aligning budgetary and strategic planning;
- Analytical notes on the effectiveness of budget programs and their alignment with strategic objectives;
- Proposals for improving the MoES budget process:
consulting and practical support to the Ministry of Education and Science in implementing results-oriented management approaches;
conducting analysis and assessment of the efficiency and effectiveness of budget

programs of the Ministry of Education and Science of Ukraine;

- Analyze the implementation of previously provided recommendations and their impact on MoES budget indicators in the medium term, including collection and systematization of recommendations provided by the Accounting Chamber, the State Audit Service, and expenditure reviews conducted during the previous three years, as well as assessment of their implementation status.

IV. Reporting

The Consultant shall report to the Project Coordinator/Project Co-Coordinator and work in coordination with the Deputy Ministers of Education and Science of Ukraine, relevant MoES directorates, and project managers involved in the implementation of Project activities. On operational matters, the Consultant shall cooperate with the Head of the World Bank Operations Management Team.

The Consultant shall submit monthly reports to Project coordinator / Project Co-coordinator in hard copy. The reports shall include a description of services provided 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. MoES may 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 or higher in finance, economics, accounting, or taxation;
- At least 5 years of professional experience in public financial management or related areas;
- Experience in strategic planning and alignment of budget programmes with sectoral policies.
- In-depth knowledge of the budget legislation of Ukraine;
- Fluency in Ukrainian;
- Proficiency in English at a minimum level of B1.

Desirable skills and qualifications:

- Experience working with the public sector or international projects;

- Experience working with reforms or policies in the education and/or science sector;
- Skills in using analytical tools and basic data visualization tools;
- Experience in drafting regulatory/legal acts;

VII. Period and location of employment

The Consultant shall provide his/her services until July 31, 2027. The contract may be extended subject to satisfactory performance and mutual agreement between the Consultant and the Ministry of Education and Science of Ukraine during the Project financing period.

The Consultant is expected to provide services under this Agreement on an ongoing basis throughout its term at a level of engagement equivalent to full-time employment, to the extent necessary to properly perform the tasks specified in the Terms of Reference.

The Consultant shall provide services primarily in Kyiv, Ukraine, and may 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: kateryna.kovtun@mon.gov.ua Cc: serhiy.artemenko@uiherp.org, marina.chubenko@mon.gov.ua indicating the email subject: «LEARN: Selection of the Cross-Functional Strategy and Alignment Expert 2 (Budget Planning): [NAME]».

The deadline for submission of the documents is 14:00 pm Kyiv time July 31, 2026.

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