

TERMS OF REFERENCE

Individual Consultant

Infrastructure Manager

Procurement No. LEARN-IC-NIO-13

Program "Lifting Education Access and Resilience in times of Need in Ukraine" URTF
Grant No. TF0C5794

I. GENERAL INFORMATION

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

The total financing of LEARN currently amounts to USD 451 million, using a combination of World Bank financial instruments: Program for Results (PforR), complemented by 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.

In addition, USD 30 million of Investment Project Financing (IPF) is provided under the Grant Agreement between Ukraine and the International Bank for Reconstruction and Development and the International Development Association, acting as administrator of the Multi-Donor Trust Fund for Ukraine Relief, Recovery, Reconstruction and Reform (URTF No. TF0C5794).

Also, on December 19, 2025, a Grant Agreement (Additional Financing for the Project "Lifting Education Access and Resilience in times of Need in Ukraine") was signed between Ukraine and the International Bank for Reconstruction and Development and the International Development Association, acting jointly as the Supervising Entity for the

Global Partnership for Education Fund and as administrator of the Multi-Donor Trust Fund for Ukraine Relief, Recovery, Reconstruction and Reform (GPE No. TF0D0613, URTF No. TF0D0612), in the amount of USD 31.1 million.

Finally, to support the reconstruction and modernization of Ukraine's education infrastructure, the MoES—supported by the World Bank—is developing the “Building Forward Better Physical Learning Environments” technical assistance. Its goal is to establish a comprehensive, data-driven framework for the modernization and strategic development of Ukraine's educational institutions. The initiative focuses on three key priorities: 1) Updating technical documents to create Physical Learning Environments - PLEs aligned to the ongoing education reforms and the EU standards; 2) Developing a long-term investment plan to guide the reconstruction, modernization, and construction of educational institutions, ensuring efficient resource allocation and alignment with national priorities; and 3) Strengthening capacities for education infrastructure management.

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

The Operation focuses on supporting priorities "1. Early and Pre-School Education" and "2. New Ukrainian School Reform" as set out in the Strategic Action Plan.

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

For this Program, "teaching and learning conditions" relate to three critical factors of education service delivery:

- i. Safety, including shelters as a prerequisite for reopening schools for in-person learning, and free and inclusive school bus transportation for students living at greater distances from schools;
- ii. Learning materials, in particular updated textbooks and age-appropriate learning materials in line with the NUS model; and
- iii. Teachers trained in NUS standards and principles, using updated teaching materials.

Meanwhile, "management capacity of the education system" refers to the institutional capacity to plan, allocate, and monitor resources based on reliable data at the student and school level.

The NUS Implementation Office (NIO) is being established by the MoES as an advisory and consultative body. The primary purpose of the NIO is to support and implement the New Ukrainian School (NUS) reform by providing expert advice, strategic oversight, and coordination of reform initiatives across Ukraine.

II. OBJECTIVE

The objective of the Infrastructure Manager (hereinafter “the Consultant”) assignment is to provide coordination, analytical, and expert support to the Ministry of Education and Science of Ukraine in updating the regulatory and legal framework and technical regulations relating to the construction, reconstruction, major repair, and equipping of

general secondary education institutions (school infrastructure), including taking into account the principles of inclusivity, barrier-free access, and universal design.

The Infrastructure Manager will be responsible for coordinating, analytically supporting, and providing expert oversight of processes related to the updating of regulatory, legal, and technical documentation (a set of documents — technical regulations, standards, norms, technical specifications — defining requirements for products, production processes, technical means, and manufacturing methods), will analyze current standards and approaches to educational space formation, participate in the preparation of proposals for their improvement, and coordinate interaction with stakeholders on the development of modern, safe, inclusive, and accessible educational institution infrastructure in line with the principles of the "New Ukrainian School" reform and the Building Forward Better Physical Learning Environments (BFB PLEs) strategy.

III. SCOPE OF SERVICES

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

- analysis of current regulatory, legal, technical, and methodological documentation governing the construction, reconstruction, major repair, equipping, and spatial organization of general secondary education institutions;
- preparation of analytical materials on the compliance of current norms, standards, and approaches with the current needs of the New Ukrainian School reform, and the principles of safety, inclusivity, barrier-free access, and universal design;
- participation in the preparation of proposals for updating state building codes, standards, methodological recommendations, and other documents relating to school infrastructure;
- expert support in preparing amendments to regulatory documents regarding the design, construction, reconstruction, major repair, and functional zoning of educational institutions;
- coordination of interaction with structural units of the MoES, other public authorities, local self-government bodies, territorial communities, expert communities, international partners, and other interested parties on school infrastructure development issues;
- review of infrastructure project implementation practices at educational institutions and identification of systemic regulatory, organizational, and technical problems;
- ensure alignment of analytic materials, regulatory documents, interactions between government entities, and implementation practices with the Building Forward Better Physical Learning Environments strategy.
- preparation of analytical reports, findings, draft decisions, presentation and information materials on updating approaches to the creation of a modern educational environment;
- provision of expert support in developing approaches to educational space planning, taking into account the age characteristics of students, modern educational practices, and safe environment requirements;
- participation in working groups, consultations, inter-agency meetings, and other events on school infrastructure issues;
- development of proposals for improving approaches to planning, implementing, and monitoring infrastructure decisions in the education sector;

- promotion of best practices and communication with communities and educational institutions on the application of updated approaches and requirements for educational infrastructure;
- preparation, where necessary, of methodological and explanatory materials for representatives of local self-government bodies, founders of educational institutions, and other process participants.

Key Tasks

The key tasks of the Consultant include:

- systematic analysis of current documents governing school infrastructure development;
- preparation of substantiated proposals for amendments to the regulatory framework;
- participation in shaping conceptual approaches to the creation and renewal of the educational space;
- coordination of expert and inter-agency interaction on educational institution infrastructure issues;
- preparation of analytical documents on barriers, challenges, and needs in the area of school infrastructure;
- support of processes related to the implementation of updated regulatory and methodological approaches.

IV. REPORTING

The Infrastructure Manager reports directly to the Project Coordinator/Co-Coordinator and works under the supervision of the NIO Head. Works closely with the Deputy Head of the NIO for Infrastructure. On operational matters, the Consultant coordinates their activities with the World Bank Operations Manager.

The Consultant submits monthly reports in writing to the Project Coordinator/Co-Coordinator. Reports shall contain a description of the Consultant's services during the reporting period.

V. RESOURCES PROVIDED

The MoES shall provide the Consultant with necessary information in a timely manner for the performance of his/her assignment. The MoES provides/may provide the Consultant with a workplace, including the necessary equipment to perform his/her functions (e.g., PC, communication means, and office equipment).

VI. QUALIFICATION REQUIREMENTS

Minimum Requirements (Mandatory):

- master's degree or higher in construction or engineering, construction project management, or related fields;
- at least 3 years of total professional experience;

- at least 2 years of professional experience in regulatory and technical regulation of infrastructure facilities, including educational or social sector institutions, or related experience;
- experience preparing analytical materials, proposals for regulatory documents, methodological recommendations, or draft decisions;
- knowledge of the principles of inclusivity, barrier-free access, and universal design in the context of educational or public space formation;
- experience interacting with multiple teams or stakeholders — public authorities, local self-government bodies, expert communities, or international partners;
- ability to clearly articulate findings, risks, and recommendations based on data and regulatory document analysis;
- fluency in Ukrainian.

Desirable Skills and Qualifications:

- experience in the education sector or with infrastructure projects at educational institutions;
- experience working in international or donor programs;
- understanding of the NUS reform specifics, MoES approaches to educational space formation, and the structure of the education sector;
- experience participating in working groups, inter-agency meetings, or consultative processes on regulatory and technical issues;
- working knowledge of visualization or spatial planning tools;
- English language proficiency at B1 level or above.

VII. DURATION AND PLACE OF WORK

The Consultant shall provide services until August 31, 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 financing period of the Operation.

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

Place of work: Kyiv, Ukraine. The Consultant is required and expected to travel to other regions of Ukraine to support the implementation of the Operation.

VIII. APPLICATION PACKAGE

Interested individuals shall submit their CVs in both Ukrainian and English to the following email address: oleksandr.radchenko@uiherp.org, with the subject line: "LEARN: Selection (Infrastructure Manager): [NAME]".

The deadline for submission is 11:00 Kyiv time August 25, 2026.

If an applicant fails to provide a CV in both languages, the Client reserves the right to reject the applicant's application.