

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Reform Coordination Manager (Intergovernmental Liaison)

Contract № LEARN-2.6-CC-2

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\$451 mln 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 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.

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 ensure effective coordination of the implementation of reforms and priority initiatives of the Ministry of Education and Science of Ukraine, including flagship programmes and reform priorities under the Strategic Action Plan and LEARN Programme (such as English for New Ukraine, Build Back Better School Infrastructure Programme, optimisation of the upper secondary and VET network, and other priority initiatives identified by MoES), through strengthening interagency cooperation,

supporting the execution of managerial decisions, monitoring implementation progress, and facilitating the achievement of defined results within established timelines.

III. Scope of services

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

- Support the implementation of managerial decisions and leadership instructions from task initiation through to full completion and follow-up control;
- Monitor progress in the implementation of priority initiatives, including timelines and achievement of planned results;
- Initiate and organize the collection of quantitative and qualitative data related to policy implementation;
- Analyze the effectiveness of decisions and policies, identifying bottlenecks, delays, and implementation risks;
- Prepare analytical materials and recommendations to improve the effectiveness of reforms and managerial decisions;
- Document agreed decisions and ensure follow-up on their implementation;
- Facilitate alignment among key stakeholders and reduce the risk of uncoordinated or ineffective decisions.

IV. Expected Results

The Consultant is expected to contribute to the effective implementation of MoES priority reforms and flagship initiatives through:

- Regular monitoring and follow-up of managerial decisions, agreed actions, and reform implementation milestones;
- Preparation of analytical briefs, presentations, status updates, and other decision-support materials for MoES leadership;
- Coordination and facilitation of engagement among relevant stakeholders, including MoES structural units, central executive authorities, regional administrations, local self-government bodies, educational institutions, international partners, donors, and implementing entities;
- Collection, consolidation, and analysis of quantitative and qualitative information required for monitoring implementation progress, identifying bottlenecks, and supporting evidence-based decision-making;
- Identification of implementation risks and preparation of recommendations aimed at improving coordination, execution, and achievement of planned results;
- Support to the implementation of flagship programmes and strategic initiatives of the Ministry, including cross-government coordination and follow-up on agreed actions.

V. Reporting

The Consultant will report to the Project Coordinator/Co-Coordinator. On operational matters, the Consultant will coordinate his/her activities with the World Bank Operations

Team Leader, ensuring effective interaction and support throughout the project implementation process.

The Consultant will submit monthly reports in hard copy to the Project Coordinator/Co-Coordinator. The reports will include a description of the services provided by the Consultant during the reporting period.

VI. Provided resources

The MoES will provide the Consultant with timely access to information necessary for the performance of his/her duties. The MoES may provide the Consultant with a workplace, including the necessary equipment required for the performance of his/her functions (e.g., computer, communication tools, and office equipment).

VII. Qualification requirements

Minimum requirements (mandatory):

- Master's degree or higher in public administration, economics, international relations, other social sciences, education, or related fields;
- At least 5 years of relevant professional experience;
- Experience in organising, collecting, validating and synthesising quantitative and qualitative data from multiple sources to support policy implementation monitoring and decision-making;
- Experience working with monitoring frameworks, performance indicators, dashboards, or implementation tracking systems;
- Experience in inter-institutional coordination and engagement with public authorities and key stakeholders;
- Strong analytical skills, including the ability to assess policy implementation progress and identify risks or bottlenecks;
- Experience in preparing concise, high-quality analytical materials to support decision-making at senior management level;
- Experience working with reforms or policies in the education and/or science sector;
- Proficiency in English at a minimum level of B2;
- Fluency in Ukrainian;
- Strong organizational and communication skills, as well as the ability to work with documentation.

Desirable skills and qualifications:

- Ability to effectively manage multiple priorities and work under tight deadlines.

VIII. 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 provide services at the Client's premises.

IX. 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-2.6-CC-2: Reform Coordination Manager (Intergovernmental Liaison): [NAME]».

The deadline for submission of the documents is 14:00 am Kyiv time July 01, 2026.

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