

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Project Manager 5 – Upper Secondary Education Reform (Specialized School)

Contract No. LEARN-IC-NIO-7.8

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

URTF Grant No. TF0C5794

I. BACKGROUND

Ukraine and World bank have signed the agreements for the Program “Lifting Education Access and Resilience in times of Need in Ukraine Program” (hereinafter referred to as the LEARN or Program).

The total financing for the Operation is US\$419.9 million using a combination of the World Bank's 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 credit 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 NUMBER 9721-UA).

An 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 NUMBER 7626-UA). An additional financing in the amount US\$4,9 million has been made available under the Financing Agreement (Credit No. 7905-UA).

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 NUMBER TF0C5794).

Hereinafter, the portion of the Operation financed through the PforR will be referred to as the Program, and the portion financed through the IPF will be referred to as the Project.

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

The Operation will focus on supporting the Strategic Action Plan Priority 2: School education and the New Ukrainian School (NUS). The continuation of the NUS reform is a key priority of the MoES.

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

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

i. safety, including shelters as a pre-condition for schools to open for in-person learning and free and inclusive school bus transportation for students living further distances from schools;

ii. learning materials, especially updated textbooks and age-appropriate learning materials in line with the NUS model; and

iii. teachers trained on NUS standards, principles, and the use of the updated learning materials.

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

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

II. OBJECTIVE

The Project Manager 5 is responsible for cross-cutting coordination and integration of activities related to the implementation of the upper secondary education reform (specialized high school, grades 10–12). This includes managing interconnected projects under the reform, ensuring alignment between curriculum, learning materials (digital, hybrid, and traditional), teacher professional development, infrastructure, and policy directions. The Consultant will act as a central point of coordination, facilitating collaboration between MoES, the NUS Implementation Office, regional authorities, schools, and international partners.

The Project Manager 5 will ensure that reform efforts across different technical areas are synchronized, risks are managed proactively, and implementation remains responsive to systemic goals as well as evolving needs on the ground. This role combines strategic planning, operational oversight, and policy coordination to secure the successful rollout of specialized upper secondary education.

III. SCOPE OF SERVICES

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

Project Coordination

- Develop and manage implementation plans for the upper secondary education reform (grades 10–12).
- Oversee preparation, piloting, and rollout of new learning materials (print, digital, hybrid), ensuring their alignment with the updated curricula.
- Coordinate capacity-building measures for teachers and schools transitioning to the specialized high school structure.

Monitoring and Analysis

- Organize data collection and feedback from pilot schools, teachers, and students.
- Analyze implementation results to identify strengths, risks, and areas for improvement.
- Prepare analytical and reporting materials for MoES leadership, partners, and donors.

Communication and Collaboration

- Maintain effective collaboration with regional education authorities, high school principals, and teaching staff.
- Organize consultations, workshops, and working meetings on the reform of upper secondary education.
- Facilitate cooperation with international donors and education partners.

IV. REPORTING

The Project Manager 5 reports directly to the LEARN Project Coordinator and works under the supervision of the Project Managers Coordinator and the Head of the NUS Implementation Office. The Consultant collaborates closely with the Deputy Heads of NIO, relevant functional unit heads, and regional implementation teams to ensure coordinated planning, management, and delivery of activities.

The Consultant shall submit monthly reports, including a description of the tasks performed, key achievements, and timesheets.

V. PROVIDED RESOURCES

MoES shall provide the Consultant with the information necessary to carry out his/her assignment promptly. MoES shall 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):

- At least 2 years of professional experience in project management and/or school administration.
- At least 1 year of experience in collaboration with national and local government authorities.
- At least 2 years of experience in education sector, preferably school education.
- Knowledge of NUS reform principles and objectives.
- Fluency in Ukrainian.

Desired skills and qualifications:

- Experience in managing educational projects.
- Experience of collaboration with international financial or donor organizations.
- Strong understanding of project management methodologies.
- Strong analytical skills and attention to detail.
- Excellent interpersonal and negotiation skills.
- Ability to work in conditions of high uncertainty.
- Crisis management experience.
- Advanced spoken and written English (upper intermediate or better level of English including knowledge of project management terminology).

VII. PERIOD AND LOCATION OF EMPLOYMENT

The Consultant shall provide his/her services until September 1, 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 Project financing period.

The Consultant shall provide his/her services on a full-time basis.

The incumbent will be based in Kyiv, Ukraine. The Consultant should be required and expected to take business trips to other regions of Ukraine to support implementation of the Project.

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 and marina.chubenko@mon.gov.ua indicating the email subject: "LEARN: Selection of Project Manager 5: [NAME]".

The deadline for submission of the documents is 13:00 am Kyiv time December 1, 2025.

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