

TERMS OF REFERENCE

Contract			
Project:	Kyrgyz Republic: School Education Reform Sector Development Project (Loan No.4217 – KGZ (COL)/Grant No.0851 – KGZ) (SERSDP)		
Expertise:	Consultant for developing a new public school management model (school network)		
Source:	International	Category:	Independent
<p>Brief information</p> <p>The Ministry of Education and Science (MOES) of the Kyrgyz Republic is implementing the School Education Reform Sector Development Project financed by the Asian Development Bank (ADB). The project aims to improve the ability of the school education system to prepare graduates with subject knowledge and competencies. The project supports implementing the National Education Development Program in the Kyrgyz Republic for 2021–2040.</p> <p>Task</p> <p>The consultant will develop a new management model for public schools and school networks, incorporating innovative approaches to enhance educational efficiency, resource management, and investment attraction in public educational institutions.</p> <p>The National Development Program of the Kyrgyz Republic until 2026, approved by Presidential Decree No. 435 on 12 October 2021, identifies investments in education and healthcare as key to improving living standards and human capital development. As part of this initiative, the government aims to outsource administrative functions to enhance public sector efficiency.</p> <p>Countries with high educational outcomes implement various school management models in line with global best practices, including charter schools, public-private partnerships (PPPs), and decentralized governance models. These models offer schools greater autonomy in managing resources and decision-making, increasing their flexibility to respond to community needs. The development of a new model for managing public schools (and school networks) is motivated by several factors:</p> <ol style="list-style-type: none"> 1. <u>Improving education quality</u>: Public schools in the Kyrgyz Republic face challenges related to outdated management practices, underfunding, and low teacher motivation. Engaging private sector partners and introducing new models could enhance educational quality by adopting modern practices and technologies. 2. <u>Attracting investment for modernization</u>: Given budget constraints, external investments are needed to upgrade school infrastructure, improve learning conditions, and provide professional development opportunities for teachers. 3. <u>Optimizing resource use</u>: Effective management will optimize the use of existing resources—buildings, land, budgets, and administrative staff—while creating incentives for rational resource allocation to enhance teacher quality and the learning environment. 4. <u>Ensuring flexibility and adaptability</u>: New governance models should enable schools to adapt quickly to evolving educational standards and labor market demands. The consultant will propose mechanisms for investor engagement and incentives for teacher development while maintaining accessibility and equity in education. <p>Scope of Work:</p>			

1. Analyze current governance models used by public schools in the Kyrgyz Republic.
2. Develop new school management models based on international practices and national regulations, ensuring flexible and adaptive governance.
3. Propose new financing mechanisms and strategies to attract and incentivize investment in public education.
4. Prepare recommendations for implementing autonomous governance models for public schools or networks, including advanced or innovative schools, similar to charter schools or PPP models.
5. Design a governance framework that integrates private management elements while maintaining state oversight of educational quality.
6. Safeguard public interests and ensure compliance with national educational standards and students' rights.
7. Draft legislative recommendations to support the new management model to be submitted to the Ministry of Education and Science.
8. Develop an action plan for piloting the model, identifying implementation stages, key benchmarks, risk assessments, and criteria for evaluating effectiveness during the pilot phase.

Reports to:

The consultant will report to the Deputy Minister of Education and Science and the Director of the Project.

Reporting Requirements:

The consultant will provide reports on the stages of implementation of the task to the Ministry of Education of the Kyrgyz Republic. The final result should include a detailed school network management model with governance mechanisms, recommendations on legal and regulatory changes needed for implementation, a roadmap for pilot implementation, including milestones and risk management strategies.

Qualification Requirements and Work Experience:

- Proven experience in developing and implementing education reforms.
- Familiarity with international practices in public school management, including private investment models.
- Strong research skills and experience in developing strategic documents.
- Excellent analytical, reporting, and recommendation-making skills.

Place of Execution:	Duration:	Dates:
PIU office, Manas Avenue 22A, Bishkek, Kyrgyz Republic	6 months, with the possibility of extension based on performance. Probation period – 3 months.	Contract commences on _____, subject to ADB approval. The Contract will be valid until _____.
Contract period:	-----	-----