

TERMS OF REFERENCE

National coordinator on teacher/principal appraisal in schools/preschools

CONTRACT MODALITY Individual Consultancy

DUTY STATION Tashkent, Republic of Uzbekistan & Home based

DURATION OF CONTRACT 1 year 11,6 months

Purpose of Assignment

The Government of Uzbekistan is advancing education reforms to support competency-based education (CBE) and improve learning outcomes. Through the Smart-ED Project for Improving the Quality and Efficiency of Education Services, UNICEF, in partnership with national counterparts, is supporting efforts to strengthen systems for evaluating and developing teachers and school leaders across preschool and general secondary education, including the introduction of performance appraisal mechanisms.

Uzbekistan has established professional standards, teacher attestation, and school leader certification systems, providing a strong foundation for accountability, career progression, and professional growth. As reforms continue, there is an opportunity to further strengthen these systems to better support the competencies required for effective teaching and leadership in a CBE environment.

International experience shows that effective teacher quality systems combine periodic attestation with continuous performance appraisal that provides regular feedback, mentoring, and professional development opportunities. Building on ongoing reforms, this assignment will strengthen the existing teacher attestation system and develop a performance appraisal framework for teachers and school leaders aligned with professional standards, competency-based education, and the national education quality assurance framework. The assignment will also develop practical tools, guidelines, and capacity-building resources to support implementation and promote continuous professional growth, school improvement, and better learning outcomes.

Scope of Work

UNICEF's Education section seeks to engage National Consultant to coordinate quality implementation, monitoring, reporting on the progress, and timely risk mitigations on the activities related to strengthening system of teachers' and principals' attestation and appraisal in preschool and school education. Under the direct supervision of the Education Specialist, National Consultant will be closely working with the newly established Ministry of Education and Science (MOES) and the recruited by UNICEF international consultancy company to facilitate work on the following activities:

Development of situation analysis and functional review on the existing processes, procedures and practices related to teacher and principal performance evaluation in preschool and school education.

Develop teacher and principal appraisal frameworks aligned with professional standards and the national education quality assurance system.

Develop methodologies, tools, guidelines, and implementation arrangements to support the operationalization of teacher and principal appraisal processes in preschool and school education.

Build institutional capacity for effective implementation and use of appraisal results for professional growth and

continuous improvement.

The National Consultant will provide technical/operational support and monitoring throughout implementation of activities to facilitate the management and delivery of results and to strengthen national ownership of the activities, ensuring efficiency, quality assurance and value for money.

The National Consultant will also contribute to ensuring close liaison with the Government at different levels.

Duration of assignment: January 2027 – December 2028 with possible extension depending on the project needs.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Inception Phase, situation analysis development Coordinate with MOES to organize the IC team's inception mission to Tashkent for data collection and analysis of the current situation with teachers' attestation and principals' certification in school and preschool education. Join IC team in all meetings and visits during the mission (including 1 day inception Workshop facilitated by IC).	Mission agenda is developed and agreed with MOES; Meetings of international experts with relevant experts and stakeholders organized; Visits to schools/preschools are coordinated; Requested data and information for the situation and gap analysis are collected.	28 February 2027
1.2. Contribute to development of inception report with methodology, workplan, stakeholder map, risk plan to be developed by IC.	Comments and Inputs for Inception report are provided.	31 March 2027
1.3. Work closely with IC company and contribute to development of a situation analysis on teacher attestation and school-leader certification, with options for strengthening attestation and introducing appraisal in preschool and school education. Review all drafts, provide comments and technical inputs to the documents.	Inputs for situation analysis are provided; Inception report is available and agreed with UNICEF and national partner.	30 April 2027
1.4. Coordinate with MOES and the IC team to organize a face-to-face stakeholder workshop to present and validate situation analysis findings and recommendations. Agree on the structure of the national framework for teacher attestation and appraisal in school and preschool education. Participate in the workshop.	List of participants, Workshop agenda and materials are agreed with MOPSE; Structures of the framework for a sustainable appraisal system for: a) school education, b) preschool education are agreed with partners.	31 May 2027

Development of a conceptual and operational frameworks for teacher and principal attestation and performance appraisal in school and preschool education 2.1. Coordinate with the MOES on establishment of dedicated National Working Groups (NWGs) for 1) preschool and 2) school education to develop frameworks, guidelines and tools for its operationalization. Work closely with MOES and IC on development of TOR for national experts.	Working groups for a) school education, b) preschool education are established; Clear TORs for experts are available.	30 June 2027
2.2. Coordinate with MOES on organization of weekly on-line meetings with NWGs (separate for preschool team and school team) facilitated by international experts for smooth co-creation of the draft frameworks. Participate in all online meetings for school and preschool teams	Online meetings (weekly) are conducted in line with agreed schedule for preschool team and school team. Action-point trackers produced and shared after each meeting.	31 July 2027
2.3 Supervise and provide guidance/ instructions to teams of NWGs during the development of frameworks. Ensure smooth exchange of the inputs from the WGs and IC teams Review all drafts, provide guidance, comments and technical inputs to the documents.	Written inputs from NWGs members are shared in advance of the joint meetings. Draft frameworks are available.	30 September 2027
2.4. Coordinate with MOES and IC to organize face-to-face workshop to validate draft frameworks and implementation roadmap and finalize it. Participate and support to facilitate workshops	List of participants, Workshop agenda is developed and agreed with MOPSE; Meetings of international experts with relevant experts and stakeholders organized; Visits to schools/preschools are organized	31 Oct 2027
2.5. Provide technical inputs through drafting legal and regulatory document for teacher and school-leader attestation and appraisal as well as implementation roadmaps with a set of indicators to track implementation progress, based on the developed frameworks.	Technical inputs provided to draft policy and implementation road maps with a set of indicators to track implementation progress Draft policy, implementation of roadmaps and set of indicators are available	30 November 2027
2.6. Provide technical input through revision and finalization of framework documents, policy document, roadmap and monitoring indicators	Final framework and policy document for 1) school education, 2) preschool education; policy; roadmap; and monitoring indicators	31 December 2027
Develop methodology, tools and guidelines for operationalization of TA Frameworks in school and preschool education 3.1. Supervise work of NWG in close collaboration with IC company to develop the appraisal methodology	Draft tools for data collection for schools, preschools and appraisers are available	31 January 2028

and tools for teachers and school leaders for operationalization of appropriate framework for schools and preschools. Participate in all meetings during development of tools and guidelines		
3.2. Supervise work of NWGs in close collaboration with IC company on drafting methodological guides for appraisers, principals and teachers	Draft guidelines for schools, preschools and appraisers	31 March 2028
3.3. Coordinate with MOPSE to organize testing of draft tools and guidelines in selected educational institutions. Join IC team in all visits during their mission	Testing of draft tools and guidelines for users are organized in selected regions for preschools and schools.	31 May 2028
3.4. Work closely with the WG (through weekly on-line meetings) to revise and finalise tools based on the results of testing.	Final tools ready for further longer-term piloting in schools and preschools in selected regions. Action plan for piloting is agreed with MOPSE	30 June 2028
3.5. Work closely with the technical working group to finalize the guidelines.	Final guidelines for schools and external evaluators ready for piloting in schools and preschools Action plan for next steps is agreed with MOPSE	31 July 2028
3.6. Work closely with the IC and technical working group and contribute to design capacity-building modules for the staff of the agency and institutions responsible for teachers and principal evaluation, so that they can introduce the new appraisal system into the teachers' professional community.	Inputs for capacity-building modules are provided.	30 September 2028
3.7. Work closely with the IC and technical working group and contribute to deliver trainings based on developed modules	Training materials are available and delivered	30 November 2028

3.8. Develop monthly progress report on the activities implemented	24 monthly progress reports are available, delivered monthly on the 30 th each month, starting from 30 January 2027 until 20 Dec 2028.	31 December 2028
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Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

**QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES
(CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT**

Minimum requirements:

- **Education:**
 - Bachelor's degree in exact sciences, education or any other related field
- **Work Experience:**
 - Professional experience in programme coordination and monitoring in the field of education.
- **Language Requirements:**
 - Excellent written and spoken English and Uzbek, spoken Russian
- **Knowledge/Expertise/Skills:**
 - Understanding of current reforms in teacher attestation and development in preschool and school education in Uzbekistan.
 - Ability to work effectively with government counterparts
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 - Experience in development of policy documents, monitoring tools and methodological guidelines

- **Desirables:**

- Prior experience with UN agencies and other international organizations.
