



**REPUBLIC OF LIBERIA
MINISTRY OF EDUCATION**

Excellence in Learning in Liberia Project

TERMS OF REFERENCE

FOR

PROJECT COORDINATOR

PROJECT ID: P510448

1. Background

The Government of Liberia has signed financing agreements with the International Development Association (IDA) of the World Bank Group for the implementation of the Excellence in Learning in Liberia (EXCEL) Project. The project is co-financed through a Grant from the Global Partnership for Education (GPE) and a concessional loan/credit from IDA.

The Ministry intends to use part of the project funds to finance the services of a Project Coordinator. The Project will support the Government in implementing a defined strategy to improve foundational learning and access in public primary schools and to strengthen the education system in Liberia. To do this, the project will use a combination of investment project financing (IPF) and results-based financing (RBF).

The Project's development objective (PDO) is to improve foundational learning and access in public primary schools and to strengthen the education system. This will be achieved through the following components:

1. Improving foundational learning for all
2. Increasing access for all
3. System Strengthening to deliver foundational learning
4. Project Management and Technical Assistance

2. Objectives of the Assignment:

To serve as the primary coordinator for the implementation of activities under the EXCEL project, ensuring timely and high-quality delivery of project components, achievement of PDO indicators, and adherence to World Bank and GoL procedures. The role will focus on building sustainable capacity within the MoE by providing effective coordination and management support to implementing departments and divisions, thereby contributing to the successful implementation and completion of the project.

3. Scope of Service

The project coordinator will provide strategic coordination and technical leadership to ensure the effective and timely delivery of all project components, working in close collaboration with the MoE, Project Delivery Team members, and other stakeholders. Specific responsibilities include:

- Lead and oversee the establishment of the Project Delivery Team (PDT), including guiding the development of ToRs for PDT staff, reviewing recruitment evaluation reports, and providing evidence-based recommendations for staff hiring.
- Provide strong coordination to ensure alignment of project activities with foundational learning priorities, facilitating collaboration across relevant MoE departments and divisions.
- Manage PDT staff performance and provide targeted support to enhance capacity and accountability.
- Collaborate with relevant heads of line departments to ensure the timely implementation and coordination of all project activities.
- Update and maintain the Project Implementation Manual (PIM), ensuring comprehensive record-keeping protocols
- Coordinate with Independent Verification Agents (IVAs) for timely results verification to enable disbursement
- Systematically collect, document, and disseminate good practices from project implementation
- Strengthen operational relationships with financial and procurement units within the MOE and in the Project Financial Management Unit (PFMU) in order to address challenges and streamline processes.;
- Engage with key stakeholders, including the Local Education Group (LEG), Education Sector Development Committee (ESDC), CEOs, DEOs, contractors, communities, and Development Partners (DPs) on implementation progress and issues;
- Strengthen the capacity of key MoE departments at the national and sub-national levels through project-related training;
- Support procurement processes, including identifying eligible goods/works/services, preparing requests for no objection, and liaising with the World Bank.
- Oversee the planning, scheduling, and delivery of procured goods/services, and ensure timely payment and acceptance of deliverables from consultants.
- Monitor progress against performance indicators indicated in the Results Framework, proactively addressing risks and delays.

- Facilitate the preparation of annual work plans, budgets and audit processes.
- Commission, on an annual basis, reputable procurement and accounting firms to conduct independent procurement and financial audits, the later to include a report on the financial management of the Designated Account(s), and to submit required audit reports within six months after the period under review.
- Facilitate the preparation of all environmental and social safeguards instruments, including the development of Grievance Redress Mechanism (GRM) system.
- Assist the SMT in preparations for (i) World Bank supervision missions; (ii) timely submission of quarterly progress and procurement management reports; and (iii) the Implementation Completion Report at the end of the project

4. Required Minimum Qualifications and Experience

- Experience managing multilateral projects with donors
- Experience in managing education programs at the national and subnational levels
- Experience in quality improvement design, programs, and implementation
- At least ten (10) years of experience in project management, especially in the public sector, is desirable
- Experience in designing, managing, overseeing, and/or supporting multimillion-dollar World Bank education projects or other donor-financed education project valued over US\$25 million
- Experience with results-based financing mechanisms
- Proven track record on advancing girls' education and support for vulnerable populations (preferred)
- Knowledgeable and familiar with key education sector policy instruments, the Education Sector Plan, the Education Sector Analysis, and Liberia's Partnership Compact is desirable
- Master's degree in social sciences, public administration, Project Management, Economics, or related discipline
- Strong knowledge and experience in foundational learning programs and early-grade literacy/numeracy
- Excellent written and verbal communication skills
- Proven track record in working effectively within multidisciplinary teams.
- Excellent digital literacy and command of computer tools and applications
- International certification in Project Management
- Strong leadership and organizational development skills, including education program design and reform.

5. Reporting and Deliverables

The Project Coordinator will work under the direct supervision of the Minister through the office of the head of the Education Delivery Unit (including the Minister's Technical Advisor's office).

The Project Coordinator shall ensure the submission of regular reports to the MoE and the World Bank, and GPE, as needed. Each project report shall cover the period of one calendar semester, and shall be furnished to the World Bank as well as the Ministry of Finance and Development Planning no later than one month after the end of each calendar semester and three months after the end of the project. The Project Coordinator shall support the preparation of the World Bank implementation completion report.

Key deliverables will include:

- Weekly implementation report to the Minister
- Monthly report to the SMT and the Minister
- Quarterly report to the World Bank, LEG and MoE
- Monthly, quarterly, and annual work plans and budgets
- Monthly, quarterly, and annual project financial and procurement implementation reports
- Minutes of stakeholders' meetings

6. Duration of the assignment and Performance Criteria

This is a five-year assignment renewable every twelve (12) months based on satisfactory performance. There will be a three-month probation period and a six-month evaluation to determine whether the assignment continues, which will be based on a good rating. In addition to these performance requirements, the standard conditions of the employment contracts will include a provision allowing termination of contracts for nonperforming staff with prior notice, informed by performance outcomes.

The Project Coordinator's performance will be rated based on the following criteria:

- Timely and effective implementation of the annual work plan and budget, meeting at least 80% of planned deliverables within a given quarter
- Coordinate the recruitment of all PDT staff, including onboarding
- Coordinate the recruitment of all TAs required by the first quarter of the first year
- Conduct a desk review and submit an inception report within the probation period (3 months)
- Submit monthly reports within the probation period (3 months).
- Submit quarterly reports, semi-annual reports, and annual reports within the duration of the contract

7. Facilities to be provided by the client

The project coordinator will work in the Ministry of Education with adequate facilities. Facilities to be provided will include:

- office space, furniture, and equipment
- transportation
- capacity development support

8. Selection method: Individual Consultant selection as indicated in the World Bank Procurement Regulations of July 2016, revised in November 2017, July 2018, November 2020, September 2023, and February 2025.