Ministry of Education and Human Resources Development

Modernizing Education, Skills, and Administrative Reforms (MASAR) Program

Terms of Reference for:

Digital Transformation Senior Coordinator

Reference No.: JO-MOE-566807-CS-INDV

Program Background:

The Modernizing Education, Skills, and Administrative Reforms (MASAR) Program for Results (PforR) is a transformative, system-wide reform initiative anchored in Jordan's Economic Modernization Vision (EMV). The MASAR Operation is designed to support the Ministry of Education and Human Resources Development in addressing foundational bottlenecks in access, quality, and relevance of education, with a dual emphasis on equity and efficiency. The operation aims to strengthen institutional capacity while enabling measurable improvements in learning outcomes and employability, particularly through early childhood education and labor market-aligned technical and vocational education and training (TVET), and digital transformation in education.

The program became effective in 2024, with a total financing envelope of USD 400 million, supported by the International Bank for Reconstruction and Development (IBRD). It comprises two core components:

1. **Program-for-Results (PforR)**: the principal financing instrument that disburses against verified achievement of results tied to government reform priorities.
2. **Investment Project Financing (IPF)**: a complementary technical assistance (TA) component aimed at supporting the implementation of system-strengthening activities and accelerating the achievement of Disbursement Linked Indicators (DLIs).

MASAR is structured around four interlinked Results Areas (RAs) that are strategically aligned with key education-sector transition points and cross-cutting governance reforms:

- **RA1: Home to School – Expanding Access to Foundational Learning.** This includes (i) increasing equitable access to KG2, particularly in under-served districts and refugee-hosting communities; (ii) enhancing the quality of early childhood education through a revised KG1-KG2 curriculum and quality assurance mechanisms; and (iii) improving foundational literacy skills for Grades 1–3 through targeted pedagogical interventions and a comprehensive implementation plan.
- **RA2: School to Work – Increasing Access to Labor Market-Relevant TVET.** MASAR seeks to improve the alignment of TVET with private sector needs by institutionalizing public-private partnerships, scaling apprenticeships, and expanding career guidance and employment pathways. This is complemented by the operationalization of an equivalency system that supports the portability and recognition of TVET qualifications, and enhanced use of learner trajectory data to inform student support services.

- **RA3: Strengthening Sector Governance and Efficiency.** The program supports the operationalization of a restructured governance model for the education sector and introduces reforms to human resource management, with a particular focus on teacher recruitment, deployment, and professional development policies.
- **RA4: Digital Transformation in Education,** to be introduced through the MASAR Additional Financing (AF), supporting digital and AI-enabled learning for students in Grades 4-12 and strengthening the institutional infrastructure needed for national-scale technology integration in education.

In addition to its core education objectives, MASAR embeds environmental and social sustainability principles across its implementation.

Ultimately, MASAR is designed to deliver measurable, inclusive, and sustainable improvements in Jordan's education system. It expands access to early learning, strengthens foundational skills, improves graduate employability, strengthens digital skills, technology-enabled learning, and future-ready competencies, and reinforces institutional coherence through evidence-based policymaking. By supporting inclusive education and strengthening school-to-work transitions, the program directly contributes to Jordan's long-term economic resilience and human capital development agenda.

Objectives of the Assignment:

The objective of this assignment is to provide strategic and operational support for the implementation of MASAR Result Area 4 (Digital Transformation in Education) and the coordination of MoE's digital education transformation portfolio, ensuring achievement of RA4 DLRs, alignment with national reform priorities, effective inter-institutional and donor coordination, and timely delivery of evidence required for programme verification and disbursement.

The Senior Coordinator will support operational follow-up, troubleshoot bottlenecks, monitor implementation against annual work plans, coordinate GFPP-financed preparatory activities, and contribute to institutionalizing sustainable digital education governance, EdTech implementation capacity, child-safe and inclusive digital learning standards, and cross-government coordination mechanisms within MoE systems.

Specifically, the Senior Coordinator will:

- Lead MASAR RA4 preparation and implementation, driving progress against DLR 8.1-8.5 milestones and ensuring that technical assistance, procurement, capacity building, and institutional arrangements are sequenced to deliver required results on time.
- Serve as the coordination focal point responsible for tracking, consolidating, and supporting delivery of RA4-related DLRs and associated verification evidence.
- Coordinate GFPP-financed preparation activities so that technical assessments, pilots, PIU establishment, EdTech and AI Hub readiness, knowledge exchange, and capacity building directly inform the MASAR AF design and first-year implementation readiness.
- Coordinate the digital education donor and partner portfolio, to ensure strategic alignment with the Education Strategic Plan, the National Education Sector Strategy, the EMV, and MASAR AF priorities while preventing duplication across programmes.
- Produce regular, analytically rigorous RA4 and digital education portfolio progress reporting for DCU leadership, MASAR operational program manager, and relevant government counterparts.
- Identify unresourced digital transformation priority areas and support resource mobilization and partner alignment.

Scope of Work

1. **MASAR RA4 Planning and Implementation**

- Develop, update, and closely monitor annual action plans for RA4, ensuring alignment with MASAR's overall results framework, DLR timelines, and MoE priorities.
- Break activities into operational tasks with clear milestones, dependencies, and responsible units.

- Support the preparation and review of annual work plans, budgets, and implementation schedules to ensure timely delivery of programme results.
- Conduct periodic implementation reviews and recommend adjustments to activities, sequencing, resource allocation, and technical assistance arrangements to maintain progress toward DLR achievement.
- Provide regular progress reports against implementation for result area 4 workplan under MASAR, including the preparation of MASAR's bi-annual progress reports.
- Support the preparation and quality review of ToRs for RA4 consultancies and contracts, including connectivity assessments, device pilots, EdTech technical assistance, AI governance, digital content development, cybersecurity, data privacy, and M&E assignments.

Digital Education Portfolio Coordination and Partner Alignment

- Maintain and analyse a Digital Education Projects Matrix as a strategic portfolio management tool, identifying gaps, duplication risks, sequencing challenges, and opportunities for synergies across interventions.
- Advise DCU and MASAR leadership on the prioritisation, alignment, endorsement, modification, and coordination of Digital Transformation initiatives to support implementation of the Education Strategic Plan (ESP) and national reform priorities.
- Screen new digital education, EdTech, AI, connectivity, content, teacher training, and device-related proposals for alignment with RA4 DLRs, existing interventions, MoE standards, and donor investments.
- Facilitate division-of-labour arrangements among development partners and stakeholders, ensuring clarity of roles, responsibilities, expected results, and implementation timelines.
- Identify un-resourced Digital Education priority areas and support resource mobilisation efforts through engagement with development partners and relevant stakeholders.
- Maintain cluster meeting records and action trackers; ensure follow-through on agreed actions between meetings.
- Serve as the focal point for the Google Chromebook project.

2. Stakeholder Coordination and Representation

- Serve as the primary coordination focal point for digital transformation reforms, ensuring effective collaboration among Ministry directorates, development partners, implementing agencies, and other stakeholders.
- Coordinate regularly with relevant MoE directorates and external stakeholders to ensure clarity of roles, timelines, and expected contributions.
- Participate in technical committees, working groups, task teams, and workshops, providing inputs and ensuring follow-up on agreed actions.
- Attend all MASAR supervision missions as the RA4 technical focal point.
- Represent DCU’s coordination mandate at all Digital Transformation technical working groups and maintain proactive, technically substantive relationships with implementing agencies including UN agencies, development partners, private sector technology firms, telecom providers, universities, and others, as needed.

3. **Monitoring, Reporting, and Verification**

- Track all RA4-relevant MASAR DLRs and maintain a real-time DLR risk register; flag at-risk DLRs to the Program Manager and DCU Leadership with sufficient lead time for corrective action.
- Monitor implementation progress across the broader digital transformation portfolio, maintaining oversight of milestones, deliverables, risks, dependencies, and corrective actions
- Coordinate the preparation, consolidation, and quality assurance of DLR verification evidence, ensuring compliance with agreed verification protocols and readiness for independent verification reviews.
- Review Verification reports submitted by the verification agency for the DLRs under result area 4.
- Support monitoring, evaluation, reporting, verification, and learning requirements across digital transformation-related donor-funded programmes, ensuring timely provision of data, performance information, and evidence in accordance with donor requirements.
- Support supervision missions, evaluations, audits, verification exercises, and technical assessments by ensuring data readiness and facilitating access to relevant information and stakeholders.

4. **Risk Management and Troubleshooting**

- Identify implementation risks, bottlenecks, and systemic constraints affecting RA4 and the broader digital transformation portfolio.
- Provide timely solutions or mitigation measures and engage relevant directorates to resolve issues.
- Escalate critical challenges to the Program Manager and DCU Deputy Director with clear problem statements and recommended actions.

5. **Knowledge Management and Institutional Strengthening**

- Facilitate knowledge exchange across MoE directorates and donor partners, ensuring that lessons learned, technical guidance, and best practices are captured and shared.
- Support capacity-building efforts related to EdTech program management, digital pedagogy, AI-supported teaching, digital content development, school connectivity, device management, cybersecurity, data privacy, and DLR verification.
- Promote institutionalization of MASAR RA4 processes and DCU digital transformation coordination mechanisms within MoE systems to strengthen long-term sustainability.
- Document lessons from pilots and knowledge exchanges and ensure that they inform implementation manuals, technical standards, procurement documents, and training packages.

Duration and Location

Contract duration is 1 year with possible extension based on performance and availability of funding.

Full-time presence is required. The Senior Coordinator will be based at the Ministry of Education and Human Resources Development, Amman, Jordan.

Required Qualifications and Experience

- **Education:** A bachelor's degree in Education, Digital Education, ICT, Computer Science, Public Policy, Economics, Development Studies, Engineering, or a related field. A master's degree is preferred, particularly in education policy, digital transformation, educational technology, public
- **Experience:** At least 10 years of progressively responsible experience in education sector reform, digital transformation, EdTech implementation, programme management, or donor coordination, including at least 5 years in a leadership or coordination role involving multiple stakeholders.
- **Technical Skills:** Deep understanding of digital education systems, school connectivity, device deployment, digital content, teacher digital pedagogy, AI-enabled education tools, data privacy, cybersecurity, child online protection, accessibility, and inclusive technology design. Strong background in results-based management, including work planning, monitoring progress, tracking indicators, maintaining risk registers, and preparing progress reports. Experience with PforR, DLI/DLR-based programmes, World Bank operations, or large-scale public-sector technology programs is a strong advantage. Familiarity with Jordan's education sector, digital government architecture, and the Economic Modernization Vision is desirable.
- **Stakeholder Engagement and Communication:** Excellent interpersonal and communication skills, with a proven ability to engage and coordinate government officials, development partners, UN agencies, and private-sector stakeholders. Experience in facilitating workshops, leading working groups, and achieving consensus among diverse actors. Fluency in English and Arabic is required.
- **Political Economy and Organisational Skills:** Strong political economy awareness with the ability to navigate complex multi-donor environments diplomatically. Self-driven, results-oriented, and capable of managing multiple simultaneous work streams. Demonstrated ability to produce high-quality, decision-ready briefings for senior leadership and meet tight deadlines.

Reporting and Institutional Arrangements

The Senior Coordinator shall report administratively to the MASAR Operational Program Manager and maintain a technical reporting line to the DCU Deputy Director for portfolio coordination functions. For day-to-day operations, the Senior Coordinator will work closely with designated focal points in the Ministry of Education and Human Resources Development, the World Bank task team, Digital Transformation donor programme teams, and DLR task team leaders as primary counterparts.