Ministry of Education and Human Resources Development

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

Terms of Reference for:

Technical and Vocational Education and Training - TVET - Senior Coordinator

Reference No.: JO-MOE-566808-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 2 and the coordination of the implementation of other projects supporting the Ministry of Education and Human Resource Development's TVET development portfolio, ensuring achievement of Disbursement Linked Results (DLRs), alignment with national reform priorities, effective 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 the Annual Work Plan, and contribute to institutionalizing sustainable TVET governance, labour market alignment, and donor coordination mechanisms within MoE systems.

Specifically, the Senior Coordinator will:

- Lead MASAR RA2 implementation, driving progress against all DLR milestones and ensuring that TA inputs are sequenced to deliver required results on time.
- Serve as the coordination focal point responsible for tracking, consolidating, and supporting delivery of all RA2-related DLRs and associated verification evidence.
- Support the timely achievement of MASAR DLRs by facilitating coordination and sequencing across relevant donor-supported programmes, ensuring that required inputs are aligned with DLR timelines.
- Coordinate the DCU's full TVET donor portfolio, ensuring strategic alignment with the ESP 2026–2030 and preventing duplication across programmes, to prevent misalignment between parallel donor interventions through structured division-of-labour processes.
- Produce regular, analytically rigorous TVET portfolio and RA2 progress reporting for DCU leadership and MASAR operational program management
- Identify portfolio gaps for unresourced TVET priority areas.

Scope of Work

1. **MASAR RA2 Planning and Implementation**

- Develop, update, and closely monitor annual action plans for RA2, 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 2 workplan under MASAR, including the preparation of MASAR's bi-annual progress reports.
- Supports the Managing Director of TVET at MoE in the preparation of TORs for activities identified in the workplan

2. TVET Portfolio Coordination and Donor Alignment

- Maintain and analyse the TVET Projects Matrix as a strategic portfolio management tool, identifying gaps, duplication risks, sequencing challenges, and opportunities for synergies across interventions.
- Advise DCU leadership on the prioritisation, alignment, endorsement, modification, and coordination of TVET initiatives to support implementation of the Education Strategic Plan (ESP) and national reform priorities.
- Screen new TVET programme proposals and assess their alignment with sector priorities, existing interventions, 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 TVET priority areas and support resource mobilisation efforts through engagement with development partners and relevant stakeholders.
- Provide regular progress reports against implementation of the DCU's full TVET donor portfolio.
- Maintain cluster meeting records and action trackers; ensure follow-through on agreed actions between meetings.

3. Stakeholder Coordination and Representation

- Serve as the primary coordination focal point for TVET-related 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 DCU TVET/RA2 technical focal point.
- Represent DCU's coordination mandate at all TVET technical working groups and maintain proactive, technically substantive relationships with implementing agencies including UNESCO, ILO, GIZ, and others.

4. Monitoring, Reporting, and Verification

- Track all TVET-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 TVET 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 2.

- Support monitoring, evaluation, reporting, verification, and learning requirements across TVET-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.

5. Risk Management and Troubleshooting

- Identify implementation risks, bottlenecks, and systemic constraints affecting RA2 and the broader TVET portfolio.
- Provide timely solutions or mitigation measures and engage relevant directorates to resolve issues.
- Escalate critical challenges to the Operational Program Manager and DCU Deputy Director with clear problem statements and recommended actions.

6. 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 TVET programme delivery, labour market alignment, and TVET qualification equivalency systems.
- Promote institutionalization of MASAR RA2 processes and DCU TVET coordination mechanisms within MoE systems to strengthen long-term sustainability.

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 Resource Development, Amman, Jordan

Required Qualifications and Experience

- **Education:** A bachelor's degree in Education, Public Policy, TVET, Economics, Development Studies, or a related field. A Master's degree is preferred, particularly in education policy, international development, or labour market economics.

- **Experience:** At least 10 years of progressively responsible experience in education sector reform, TVET systems development, programme management, or donor coordination, including at least 5 years in a leadership or coordination role involving multiple stakeholders.

- **Technical Skills:** Deep knowledge of TVET systems, governance, qualifications frameworks, and labour market linkages. Strong background in results-based management, including developing work plans, monitoring progress, tracking indicators, and preparing progress reports. Experience with Programme for Results (PforR) or DLI-based programmes is a strong advantage. Familiarity with Jordan's education sector, TVET system, and the Economic Modernisation 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 Program Operational Manager 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 Resource Development, the World Bank task team, TVET donor programme teams, and DLR task team leaders as primary counterparts.