



TERMS OF REFERENCE FOR CONSULTANCY SERVICES: *MIDDLE TIER LEADERSHIP PROFESSIONAL DEVELOPMENT FRAMEWORK AND MOE PARTNERSHIP SUPPORT*

About PEAS

[PEAS](#) is transforming education across sub-Saharan Africa. Each year we support 200,000 young people, in marginalised communities across Uganda, Zambia and Ghana.

We work hand in hand with governments so all young people can learn in a safe, inclusive environment. We draw on 16 years practical experience running one of the largest, not-for-profit secondary school networks in sub-Saharan Africa.

Our award-winning programmes are designed and delivered by Africans for Africans. Evidence shows our students come from poorer households and make faster learning progress. And our girls are more confident and better equipped for life after school.

Background for this opportunity

PEAS partners with the Ministry of Education (MoE) in Zambia to strengthen the quality, equitable access, and sustainability of primary and secondary education. PEAS and MoE have co-designed and implemented the Targeted Improvement for Equitable Education in Zambia ([the TIEEZ programme](#)), a structured approach to school improvement that brings together school leaders and middle tier actors to drive positive change based on data.

Building on the ongoing collaboration with the Directorate of Standards, and the Teacher Education and Specialised Services Directorate (TESS), PEAS aims to support the MoE to define and strengthen professional development processes for Standards Officers - key actors in Zambia's education middle tier leadership.

This consultancy will play a pivotal role in supporting the Ministry of Education to define how Standards Officers are equipped and supported, through a collaborative process co-led by MoE and PEAS. This consultant will primarily support PEAS and the MoE to develop a Middle Tier Professional Development Framework, while also providing technical design input and materials development across a small number of related MoE workstreams being implemented within the same programme window (December 2025 – March 2026).

| Role Headlines | |
|----------------------------------|--|
| Role Title and Department | PEAS Consultant - Professional Development Framework; PEAS Technical Team |
| Time Period | Anticipate up to 60 working days, scheduled around key milestones between December 2025 and March 2026. Anticipated start date is mid-December. Open to discuss the right set-up including start date with successful candidate. |
| Compensation | Applicants to submit their proposed all-inclusive day rate |
| Location and Travel | Remote or in one of PEAS offices (London, Kampala, Lusaka) with one potential in-country visit to Zambia (approximately February 2026) to support workshops and stakeholder engagement. |
| Reporting to | Senior Manager for Education and Partnerships (PEAS Global) |

Purpose and Opportunity

This consultancy offers an opportunity to contribute to national efforts to strengthen middle-tier leadership and teacher support in Zambia. The consultant will support PEAS' collaboration with the Ministry of Education to design, document and aim to validate a Professional Development Framework for Standards Officers, helping to lay the foundation for a sustainable, system-wide approach to continuous professional development.

The role will also involve hands-on technical design and content development for related PEAS and MoE-led professional learning and validation activities.

This opportunity places the consultant within an energetic, committed, and technically strong team, with close collaboration across the PEAS Global Technical Team and PEAS Zambia Team to deliver high-quality results.

Objectives

1. Support PEAS and MoE to design and document a Professional Development (PD) Framework and toolkit for Standards Officers, aligned with MoE priorities and informed by research including a recent Functional Review and evolving job descriptions.
2. Integrate evidence and lessons from the MoE-PEAS TIEEZ programme and related initiatives to strengthen the focus on school improvement, data use, and coaching.
3. Support validation and endorsement processes with MoE, ensuring the resulting framework and materials are MoE-owned and ready for use, future testing or scale-up.
4. Provide targeted technical design and content development support (e.g. slides, workshop materials) to strengthen PEAS' technical engagement with MoE across related system-strengthening workstreams.

Scope of Work

A. Core Deliverables - Middle Tier Leadership Professional Development Framework

- Review existing MoE and partner CPD resources relevant to Standards Officers - including the recent Functional Review conducted by EDT - to inform the development process.

- Work with the PEAS team to interpret and integrate feedback and input gathered from MoE stakeholders (Standards Directorate, TESS, TCZ, and others as identified) into the framework design. This may also include FGDs and KIIs during a visit to Zambia, budget dependent.
- Develop, based on MoE input, a clear set of priority competency areas and professional standards, aligned with the evolving Standards Officer job description and the Functional Review recommendations.
- Design a structured Leadership Professional Development Framework outlining the process, learning journey, and expected outcomes for Standards Officers, reflecting MoE priorities and terminology.
- Develop an accompanying toolkit (sample modules, templates, facilitation and reflection tools, draft visuals) that builds on MoE feedback and PEAS' experience through the TIEEZ programme.
- Support PEAS to prepare and refine materials for MoE-led endorsement or validation workshops (Standards Directorate, TESS, etc.) and integrate MoE feedback following these sessions.
- Produce a final MoE-branded (as appropriate) and endorsed framework and toolkit, with clear recommendations for future piloting, capacity-building, and scale-up.

B. Additional Technical Support to PEAS' MoE Partnership Workstreams

Provide up to 20 days of content design, materials development, and technical input to strengthen PEAS' support to the Ministry of Education across related workstreams. This may include:

- Drafting or refining content and providing technical input to support the review and adaptation of the Standards Directorate Handbook, including preparation for validation.
- Developing slides, workshop materials, or summary notes to support PEAS' engagement with the Curriculum Development Centre (CDC) as part of curriculum review and training needs discussions at primary and secondary levels.
- Designing or reviewing content for the validation and launch of the Top 10 for Pre-Service Teachers, including short presentations or facilitator materials.
- Preparing or refining technical materials to support validation of the Top 10 for Teachers (school-level) workshops.

Deliverables and Timeline

| Deliverable | Indicative Completion |
|---|-----------------------|
| Desk review summary of Functional Review, MoE documents, and existing CPD tools and programmes | December 2025 |
| Draft Professional Development Framework structure and competency areas (based on MoE input collected by PEAS) | January 2026 |
| Outline of accompanying toolkit (sample modules, templates, visuals) | January 2026 |
| Draft toolkit and materials prepared for MoE validation | Early February 2026 |
| Validation or endorsement workshop preparation and refinement of materials (supporting PEAS workshops with MoE) | Mid-February 2026 |
| Final MoE-branded framework and toolkit, integrating MoE feedback | March 2026 |

Required Qualifications and Experience

1. Advanced degree in Education, Education Policy, or a related field.
2. At least 10 years' experience in education systems strengthening, teacher or middle-tier professional development, or institutional capacity-building.
3. Strong technical skills in designing CPD frameworks, competency standards, and training materials.
4. Proven facilitation and stakeholder engagement experience.
5. Excellent written communication and ability to produce polished, MoE-branded outputs.
6. Experience working with staff in multiple locations and maintaining effective communication.
7. Demonstrated experience working with or for the Ministry of Education in Zambia and/or Ministries of Education in Sub-Saharan Africa is an advantage
8. Experience with digital or blended learning tools is an advantage.

Application Process

Interested consultants should complete the following form by 12th December 2025. As we are keen to move ahead quickly, applications will be reviewed on a rolling basis in the order they are received, so early submission is encouraged.

[Apply for PEAS Consultancy Position here](#)

Our Values



PEAS is highly committed to keeping children safe from harm and preventing corruption. We therefore take our responsibility to promote safe recruitment practices very seriously, including conducting appropriate reference and background checks. We also operate a zero-tolerance approach to any PEAS employees who breach our Safeguarding and Anti-Corruption Policies, which all employees and consultants are required to sign upon induction.

PEAS is an equal opportunity employer that does not discriminate in its recruitment practices and, in order to build the strongest possible workforce, actively seeks a diverse applicant pool.