

CARLOS ARTURO OCHOA CUCALEANO

Education Director | International Education Policy | Institutional Development

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EXECUTIVE PROFILE

International education expert with over 25 years of experience leading education reforms, public policy design, and institutional capacity building across Latin America and the Caribbean. Has directed university distance education systems impacting more than 10,000 students, managed cooperation portfolios of up to EUR 2 million annually, and supervised teams of up to 145 direct and indirect staff. Served as Country Representative Director for the OEI in Honduras and provided technical advisory services to ministries of education in more than ten countries. Documented track record with leading multilateral and cooperation agencies: UNESCO, UNDP, UNICEF, GIZ, European Union, World Bank, IDB, USAID, and AECID. Author of more than 15 textbooks published by international publishers. Doctoral candidate at UNED (Spain).

AREAS OF EXPERTISE

- ◆ Educational institution leadership and management
- ◆ Portfolio and budget administration (up to EUR 2M)
- ◆ Institutional strengthening and capacity development
- ◆ Distance education and digital educational transformation
- ◆ International technical cooperation (USAID, EU, WB, UN)
- ◆ Educational research (mixed methods)
- ◆ Public education policy design and evaluation
- ◆ Multidisciplinary team supervision
- ◆ Competency-based curriculum reform and development
- ◆ Monitoring, Evaluation and Learning (MEL / MELP)
- ◆ Early childhood, inclusion and educational equity
- ◆ Governance, audit, and institutional accountability

CURRENT POSITION

Evaluation Coordinator

Government of El Salvador (GOES) / CAF | El Salvador | *May 2025 – Present*

- Leads the design and implementation of the evaluation system for an education reform pilot project, leveraging artificial intelligence and state-of-the-art technology platforms.
- Designed three integrated evaluation models: process, progress, and outcomes.
- Coordinates the design of monthly assessments and year-end competency-based tests grounded in Item Response Theory (IRT).
- Manages technical coordination across pedagogical, technology, and measurement teams to ensure system coherence.

LEADERSHIP & MANAGEMENT POSITIONS

Country Representative Director

Organization of Ibero-American States (OEI) – Honduras | July 2012 – December 2014

- Full financial, administrative, and legal responsibility for the country office: annual portfolio of approximately EUR 2 million, funded by AECID, AEXCID, EU, and Comunidad de Madrid.
- Supervised 25 direct staff and 120 indirect personnel (145 total); led recruitment, performance appraisal, and institutional capacity development.
- Directed donor reporting, participated in external audit processes, and developed corrective action plans.
- Formulated and negotiated technical cooperation projects valued between EUR 500,000 and EUR 1,000,000 annually.
- Represented the organization before national authorities, cooperation agencies, and multilateral bodies.
- Promoted public-private partnerships and expanded institutional coverage, aligning local policies with international quality standards.

Director of the Distance Education System

National Autonomous University of Honduras (UNAH) | Honduras | August 2015 – May 2019

- Directed the restructuring and modernization of the distance education system, benefiting more than 10,000 students.
- Managed a team of 12 direct staff and approximately 90 indirect collaborators (102 total); oversaw operational planning, academic coordination, and financial administration.
- Participated in institutional audit processes and implemented corrective action plans.
- Formulated institutional policies and comprehensive development plans for the distance learning modality, including the virtualization of undergraduate programs.
- Led the creation of an inter-university network of distance education systems across Central America.
- Strengthened governance mechanisms and academic quality assurance processes.

Education Quality Specialist – Deputy JATI

GIZ / European Union | Paraguay | January 2022 – November 2024

- Coordinated technically across multiple government stakeholders in the MEC, building the capacity of approximately 2,500 Ministry of Education and Science officials.
- Designed and implemented capacity-building plans at central, departmental, and local levels.
- Ensured compliance with EU contractual standards and implemented structured donor reporting systems.
- Integrated environmental risk considerations and inclusion criteria (indigenous communities and gender) into education reform processes.
- Updated procedural standards aligned with e-government principles and transparent governance.

Capacity Development Specialist

United Nations Development Programme (UNDP) | Honduras | June 2020 – December 2021

- Designed and implemented a comprehensive institutional strengthening and training strategy for more than 3,000 field consultants nationwide.
- Coordinated with the National Civil Registry (RNP) on the modernization of the national biometric digital identification system.
- Managed political risk variables in coordination with national authorities and under UNDP standards.
- Contributed to institutional frameworks for transparency, governance, and regulatory compliance.
- Supervised the design of the sustainability plan and monitoring and evaluation system for the program.

Educational Cooperation Coordinator

Organization of Ibero-American States (OEI) – El Salvador and Central America | June 2004 – August 2013 (9 years)

- Provided technical assistance to cooperation projects with ministries of education in Honduras, Costa Rica, Panama, and El Salvador.
- Contributed to budget planning and operational oversight of technical cooperation programs.
- Coordinated multi-stakeholder initiatives involving ministries, public institutions, and regional partners.
- Coordinated projects for basic education transformation and secondary education reform in Honduras.
- Participated in procurement processes, drafting of terms of reference, and contract management.

Educational Processes Coordinator – Escuela 10 Program

World Bank / MINED | El Salvador | April 2002 – February 2004

- Coordinated pedagogical processes for the Phase 1 Educational Reform Project, with direct impact on more than 140 schools.
- Provided technical assistance to the Ministry of Education for the improvement of national pedagogical practices.

KEY INTERNATIONAL CONSULTANCIES

Period	Organization / Client	Country	Role and Scope
Nov 2024 – May 2025	Plan International	El Salvador	Education Advisor – Central America and Mexico Cluster. Led design and monitoring of strategic inclusive education and early childhood programs; coordinated with the Ministry of Education and local organizations on educational intervention models.
Nov 2024 – Jan 2025	Social Impact, Inc. / USAID	Honduras	Qualitative Specialist – UNIDOS Project. Led qualitative analysis to assess target population perceptions and program effectiveness; coordinated with community and government actors to promote inclusive practices in citizen security and human rights.
Nov – Dec 2024	CLAD / INAPP	Paraguay	Public Education Policy Consultant. Designed a modular education system with micro-credentials for the National Institute of Public Administration; developed strategic alliances with universities and oversight bodies.
Apr – Sep 2024	DAI Global LLC	Honduras	Designed and validated educational materials (manuals and workbooks, four educational cycles) for transparency strengthening; coordinated validation workshops with oversight institutions, teachers, and students.
Jul – Sep 2024	UNHCR – UNFPA	Costa Rica	Designed a specialized course for the PANI School of Children's and Adolescents' Rights; developed training plan and inter-institutional coordination.
Apr – Aug 2024	UNICEF	Costa Rica	Developed the Manual of Processes and Procedures for the PANI Training School on Children's Rights; operational

			process mapping, risk identification, and workflow design.
Aug – Nov 2023	UNICEF	Costa Rica	Drafted the project document and curricular framework for the creation of the PANI School of Formation on Children's Rights; phased implementation strategy.
Feb – Jul 2022	PADF / USAID-INL	Honduras	Evaluated gender-based violence and citizen security programs; managed more than 40 interviews and focus groups; generated a public policy model for police, judicial, and migration institutions.
Jun – Nov 2022	USAID / DAI	Honduras	Designed training materials on leadership and civic participation for more than 200 youth; validated with focus groups; adapted for virtual and face-to-face platforms.
Mar 2021 – Mar 2022	World Bank / SEDUC	Honduras	Training needs assessment for national educators using a mixed (qualitative-quantitative) approach; developed a competency framework.
Oct – Nov 2021	DAI / USAID	Honduras	Moderated the Latin American Forum on Educational Monitoring and Accompaniment in the context of the COVID-19 pandemic.
Oct – Dec 2021	IFRC Americas	Regional	Designed the MDC Virtual Course on Data Design and Analysis: MAGPI, ODK, basic and advanced Excel modules.
Jan 2020 – Mar 2021	UNESCO	Panama	Qualitative evaluation of the Panamanian educational curriculum and its adaptation to non-face-to-face modality (COVID-19); strategic plan for gradual return to classrooms with biosafety standards.
Sep – Nov 2020	UNESCO	Nicaragua	Technical advisory to MINED on education system analysis, monitoring strategies, and post-crisis COVID-19 transition.
Jun – Aug 2020	UNESCO	EI Salvador	Continuing education strategies and school reopening preparation during the COVID-19 crisis.
Sep 2019 – Apr 2020	USAID / EDC	Honduras	Senior MEL Consultant – 'From Readers to Leaders' project. Updated MELP; developed case studies on enrollment, retention, and school transitions; proposed actions for Grade 7 transition.
Jun – Sep 2019	USAID / DAI	Honduras	Educational supervision in 6 departments; curricular proposal design

			and training plan; impacted 2,000 supervisors.
Feb 2019 – May 2020	PADF	Honduras	Qualitative research: stakeholder mapping, focus groups (9+ participants each), interviews (10+ key informants), 15 monthly activity reports, and final research report.
Jun – Dec 2018	IDB / MINED	Honduras	Research on the impact of technologies in the education sector; administrative coordination and technical reporting.
Apr – Oct 2018	USAID / DAI	Honduras	Analysis and improvement of the departmental educational supervision model; technical-financial proposal for update and pilot implementation in La Paz Dept.; impacted 2,000 supervisors.
Jun – Oct 2017	USAID / ME&A	EI Salvador	Education Specialist – MELI Initiative. Developed the Education Sector Review methodology; qualitative policy analysis and key stakeholder interviews.
Jun – Sep 2017	UNESCO	Honduras	Teacher policies in Honduras: analysis for the national education policy review report; ~10 priority issues identified; gender perspective (SDGs 4 and 5).
Jan – Jul 2017	USAID / SSG	Honduras	National Coordinator and Senior Expert. Evaluated national reading curriculum, textbooks, and materials for public primary schools.
Jun – Nov 2015	Swisscontact / ProJoven / INFOP	Honduras	Education and Human Development Specialist. Personal development methodology for vocational training; 7 instructor training workshops.
Jun – Aug 2015	Plan International	Honduras	Early Childhood and Education Technical Specialist. Designed and monitored the Country Strategic Plan in education; intervention models for community educators.
Jan – Aug 2012	CECC-SICA	EI Salvador	Regional research: 'Teaching and Learning of Mathematics in the First Primary Cycle: factors affecting school failure.'
Feb – Oct 2012	World Bank / MINED	EI Salvador	Defined quality criteria, indicators, and standards for school management and M&E within the full-time inclusive school system.
Jul 2011 – Jul 2012	AECID / MINED	EI Salvador	Design, validation, and systematization of school improvement strategies; technical assistance for inclusive and full-time schools.

Feb – May 2011	Pan-American Agricultural School	Honduras	Formulated a competency-based curriculum for an articulated secondary–tertiary program in the agro-industrial sector (Zamorano).
Jan – Dec 2010	USAID / AED	EI Salvador	Technical assistance for the reorganization of national education services; support for the Social Education Plan 2009–2014.
Aug – Dec 2008	AECID / AEXID / MINED	EI Salvador	Coordinated the production of 75 educational materials for the EDUCAME distance education program; virtual platform support.
Jan – Jul 2007	AECID	EI Salvador	Designed a self-assessment strategy for schools using playful methodologies; graphic design of the strategy.
Jan – Apr 2007	UNDP Guatemala	Guatemala	Pedagogical mediation consultancy: mediated version of the II Millennium Development Goals Progress Report.

EDUCATION

PhD in Education (in progress) <i>National University of Distance Education (UNED) – Spain</i>	2023 – present
MSc in Technology and Education (in progress) <i>Universitat Oberta de Catalunya (UOC) – Spain</i>	2023 – present
Diploma of Advanced Studies (DEA) in Research and Diagnostic Methods in Education <i>National University of Distance Education (UNED) – Spain</i>	2012
Postgraduate Certificate in Educational Indicators and Statistics <i>National University of Distance Education (UNED) – Spain</i>	2011
Postgraduate Certificate in Planning and Management of Development Cooperation Projects <i>National University of Distance Education (UNED) – Spain</i>	2007
Bachelor's Degree in Mathematics Education <i>National Pedagogical University (UPN) – Colombia</i>	1992

PUBLICATIONS & EDITORIAL PRODUCTION

Published textbooks (more than 15 titles – selection):

- Mathematics in Construction – Oxford University Press (3 volumes)
- The New Sower – Imprenta Wilbot S.A. de C.V. (4 volumes)
- Mathematics Turn – Montañas de Fuego Editores (5 volumes)
- Mathematics 2000 – Editorial Voluntad S.A.

- Strokes – Drawing and writing training series for Early Childhood Education
- Magic Leaves – Reading series for Cycles I and II of Basic Education (co-author)
- Open the Word – Primer and writing guide for Early Childhood Education
- Dynamic Calligraphy – Series for Cycles I and II of Basic Education

Academic and technical publications (selection):

- Education Sector Assessment of El Salvador – USAID (https://pdf.usaid.gov/pdf_docs/pa00n65r.pdf)
- Improving Basic Literacy in Honduras: Assessment of the National Reading Curriculum – USAID/SSG
- Citizen Security for All: Gender and Security in El Salvador, Honduras, and Mexico – PADF
- Training modules and guides for education for life – CECC-SICA

CERTIFICATIONS & CONTINUING EDUCATION

• SCRUM Product Owner – Udemy	2024
• Information Security – GIZ	2023
• Use of Information for Educational Planning – UNESCO IPE, Argentina	2023
• Responsible Use of AI in the Public Sector – IDB	2023
• Active Learning Lab – Presence Institute	2021
• Human Rights – United Nations	2020
• Ethics and Integrity – United Nations	2020
• UNDP Legal Framework – United Nations	2020
• Identifying Fraud and Corruption – UNFPA	2020
• I Know Gender – UN Women	2017
• Basic Security in the Field – UN DSS	2017

LANGUAGES & DIGITAL COMPETENCIES

Languages:

Spanish: Native

English: Advanced (C1)

Portuguese: Intermediate (B1)

Digital Tools:

Learning platforms: Moodle, Articulate 360

Data analysis: SPSS, DEDOOSE, Atlas.ti, R

Productivity: Advanced MS Office, Adobe Suite, Camtasia

Innovation: AI applied to education, SCRUM – Product Owner

PROFESSIONAL AFFILIATIONS

- International Doctoral School – UNED, Spain
- Colombian Center for Reprographic Rights (CDR) – Colombia