

## **TERMS OF REFERENCE**

for Consulting Services (Individual Consultant)

### **Communications Manager on Higher Education at the Education Reform Communication Office**

#### **Contract No. MOES-C1-COM-03**

Ukraine Improving Higher Education for Results Project  
World Bank Loan No. 9238-UA

## **I. BACKGROUND**

Ukraine and the International Bank for Reconstruction and Development (the World Bank) have signed Loan Agreement No. 9238-UA of US\$200 million for the Project "Ukraine: Improving Higher Education for Results" (hereinafter referred to as the Project). The Project is implemented in Ukraine by the Ministry of Education and Science of Ukraine (MoES) with the support of the World Bank Group. The Project implementation period is 2021-2026.

The Project Development Objective (PDO) is to improve efficiency, conditions for quality, and transparency in the higher education system of Ukraine.

The Project includes six Parts:

- Part 1: Sector-Wide Improvements to Governance, Financing, Quality, and Transparency;
- Part 2: Alliances/Partnerships for Improved Efficiency and Quality;
- Part 3: Capacity Building and Education Environment Enhancement;
- Part 4: Project Management, Monitoring & Evaluation
- Part 5: Support to Academic Scholarships under MoES and Social Scholarships under MOSP for Higher Education Students
- Part 6: Contingent Emergency Response (CERC)

The Project supports two categories of expenditures: (i) traditional investments in goods, works, and services, for which disbursements are made against eligible expenditures, and (ii) defined performance-based conditions (PBCs), for which disbursements are also made against eligible expenditures conditional on the achievement of the PBCs as defined in the Loan Agreement and Project Operational Manual.

More detailed information is given at the link <https://projects.worldbank.org/en/projects-operations/project-detail/P171050>

The science in HEIs is one of pillars of the quality of higher education. The Ministry of Education and Science of Ukraine now is facing a difficult task of restoring the research infrastructure of Ukraine, preserving human capital, and in particular, returning Ukrainian scientists from other countries.

The preservation of the scientific domain is crucial for Ukraine's future, as the basis for rebuilding the country's human capital and economy. The key solution for restoring the research activities is the intensification of the communication within the research community, facilitating interest of the students toward research activities, especially in the STEM sector, highlighting the scientific advances and research opportunities in science.

Parts 2 and 3 of the Project are designed to help selected HEIs in improving the research and education environment by providing research equipment to the selected universities.

Part 1 aimed at the support of strategic and operational communications related to both the project and the larger higher education reform. The component will finance a comprehensive communications campaign and outreach effort for the ongoing higher education reform as a critical element both for transparency and building engagement and consensus amongst the higher education community in Ukraine

The Ministry of Education and Science now seeks for consulting assistance towards developing and implementing new communication strategies for the Ukrainian higher education field.

Specialist in communication and outreach for science in HEIs (hereinafter the Consultant) will be contracted through competitive selection in line with Procurement Regulations for IPF Borrowers, Nov 2020. This Terms of Reference defines the purpose, Scope and duration of consulting services and qualification requirements for the Consultant.

## **II. OBJECTIVE**

The objective of this assignment is to develop and implement a comprehensive communication strategy to enhance public awareness and stakeholder engagement regarding higher education reforms in Ukraine. The Communications Manager will ensure that all messaging is aligned with the MoES Strategic Action Plan and the Operation of the World Bank, effectively promoting key policies, initiatives, and successes in higher education.

## **III. SCOPE OF SERVICES**

The Consultant shall provide the following services, including but not limited to:

- Developing and implementing the communication strategy for the higher education sector, aligned with the MoES Strategic Action Plan and the goals of the World Bank’s UIHERP project.
- Creating and managing targeted content across multiple platforms — including press releases, op-eds, social media posts, newsletters, and official reports — to effectively communicate the progress of higher education reforms supported by UIHERP.
- Coordinating media relations and engagement on higher education topics, including preparation of press kits, background materials, and organization of interviews with MoES top officials and reform stakeholders.
- Managing stakeholder communication and engagement with Ukrainian universities, academic networks, international partners, and higher education quality assurance bodies.
- Developing strategic messages and storytelling materials that explain key reform achievements such as governance transformation, digitalization of universities, performance-based funding, and internationalization of Ukrainian HEIs.
- Monitoring and analyzing media coverage, public sentiment, and communication KPIs to continuously refine messaging and improve outreach related to the UIHERP agenda.
- Supporting timely and transparent crisis communication related to the higher education sector, including reputational risk mitigation and proactive clarification of MoES reform decisions.
- Collaborating with internal MoES communication units (e.g., content, PR, SMM) and external project communication teams to ensure consistent, policy-aligned messaging across all channels.
- Preparing content and briefings to support Ukraine’s participation in global higher education events and platforms — showcasing the country’s reform leadership and commitment to modernization and resilience in the postwar recovery context.

#### **IV. REPORTING**

**Communications Manager on Higher Education at the Education Reform Communication Office** reports directly to the LEARN Project Coordinator. For operational matters, works in coordination with the Head of the World Bank Operations Management unit (project implementing unit).

The Consultant shall submit monthly reports in hard copy. The reports shall include a description of the Consultant's services during the reporting period and time sheets.

#### **V. PROVIDED RESOURCES**

MoES shall provide the Consultant with the information necessary to carry out his/her assignment in a timely manner. MoES shall provide the Consultant with a workplace, including necessary equipment to carry out his/her functions (e.g. PC, communications and office equipment).

## **VI. QUALIFICATION REQUIREMENTS**

Minimum requirements (mandatory):

- At least 5 years of professional experience in communications, PR, or public affairs.
- At least 2 years of experience in collaboration with national and local government bodies.
- Strong understanding of higher education policies, reforms, and key challenges.
- Expertise in developing and executing communication strategies.
- Excellent written and verbal communication skills in Ukrainian and at least an Upper-Intermediate level of English.

Desired skills and qualifications:

- Experience in crisis communication and media management.
- Familiarity with MoES policies and the Ukrainian higher education system.
- Ability to simplify complex educational policies and reforms into clear and engaging content.
- Experience working with international donor-funded projects in the education sector.
- Strong analytical skills for media monitoring and impact assessment.
- Ability to work under tight deadlines and manage multiple communication projects.

## **VII. PERIOD AND LOCATION OF EMPLOYMENT**

The consultant shall provide his services until 31/12/2025 with potential prolongation till the end of the Operation(s).

The Consultant shall provide services on a full-time basis.

The services are planned to be rendered in Kyiv, Ukraine. It is expected that the Consultant may provide the Services remotely with mandatory presence upon request to be in the premises of MoES. The Consultant should be required and expected to take business trips to other regions of Ukraine to support the implementation of the Operations.

The terms of the contract and the work schedule are subject to negotiation.

## **VIII. APPLICATION PACKAGE**

Interested persons should submit their CVs in Ukrainian and English at the following email address: [kateryna.kovtun@mon.gov.ua](mailto:kateryna.kovtun@mon.gov.ua), Cc: [serhiy.artemenko@uiherp.org](mailto:serhiy.artemenko@uiherp.org) and [maryna.chubenko.piu@gmail.com](mailto:maryna.chubenko.piu@gmail.com) indicating the email subject: " MOES-C1-COM-03: Selection of Communications Manager on Higher Education: [NAME]".

The deadline for submission of the documents is 11:00 am Kyiv time 09.06.2025.

If the Consultant fails to provide CVs in both languages, the Client reserves the right to reject the Consultant's application.