

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Communication Manager 1 at the Education Reform Communication Office

Contract No. LEARN-IC-NUS-1.16-R

Lifting Education Access and Resilience in Times of Need in Ukraine Program
URTF Grant No. TF0C5794

I. BACKGROUND

Ukraine and World Bank have signed the agreements for the Program "Lifting Education Access and Resilience in times of Need in Ukraine Program" (hereinafter referred to as the LEARN or Operation).

The Operation total financing is US\$415 million using a combination of the World Bank's financial instruments: Program-for-Results (PforR) complemented by Investment Project Financing (IPF).

The Program-for-Results (PforR) is implemented through a US\$235 million credit provided by Bank resources, supported by credit enhancement from the Advancing Needed Credit Enhancement for Ukraine (ADVANCE Ukraine) Trust Fund, which is backed by the Government of Japan. This is formalized under the Financing Agreement between Ukraine and the International Development Association for the Program (CREDIT NUMBER 7626-UA). An additional US\$150 million is provided under the Special Program for Ukraine and Moldova Recovery (SPUR) of the International Development Association (IDA) Crisis Facility, as outlined in the Loan Agreement between Ukraine and the International Bank for Reconstruction and Development for the Program (LOAN NUMBER 9721-UA).

Furthermore, US\$30 million in Investment Project Financing (IPF) is secured under the Grant Agreement between Ukraine and the International Bank for Reconstruction and Development and the International Development Association, acting as the administrator of the Ukraine Relief, Recovery, Reconstruction, and Reform Multi-Donor Trust Fund (URTF GRANT NUMBER TF0C5794).

Hereinafter, the portion of the Operation financed through the PforR will be referred to as the Program, and the portion financed through the IPF will be referred to as the Project.

LEARN was developed to address critical challenges and provide essential support to the education sector, aligning with the Ministry of Education and Science's (MoES) Strategic Action Plan.

The Operation will focus on supporting the Strategic Action Plan Priority 2: School education and the New Ukrainian School (NUS). The continuation of the NUS reform is a key priority of the MoES.

The objectives of the Operation are to (i) improve teaching and learning conditions; and (ii) strengthen management capacity of the education system.

For this program, "teaching and learning conditions" refer to three critical factors of education service delivery:

- i. safety, including shelters as a pre-condition for schools to open for in-person learning and free and inclusive school bus transportation for students living further distances from schools;
- ii. learning materials, especially updated textbooks and age-appropriate learning materials in line with the NUS model; and
- iii. teachers trained on NUS standards, principles, and the use of the updated learning materials.

Meanwhile, "management capacity of the education system" refers to institutional capabilities to plan, allocate, and monitor resources based on robust data at the student and school levels.

The NUS Implementation Office (NIO) will be established by the Ministry as an advisory and consultative body. The NIO's primary purpose is to support and implement the New Ukrainian School (NUS) reform by providing expert guidance, strategic oversight, and coordination of reform initiatives across Ukraine.

II. OBJECTIVE

The Communication Manager 1 leads and coordinates communication activities related to the New Ukrainian School (NUS) reform in the area of general secondary education. The role focuses on delivering strategic and creative communication campaigns, engaging stakeholders, building public support, and enhancing visibility and trust in the reform process. This is a leadership role involving cross-functional team coordination and advocacy among target audiences.

III. SCOPE OF SERVICES

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

- Develop and implement communication campaigns to promote key priorities of the education reform among parents, teachers, and students.
- Lead the internal communications team (SMM, design, copywriting) and coordinate with external contractors for campaign components.
- Support public events, briefings, and presentations with communication materials and media coverage.
- Build and maintain partnerships with opinion leaders, experts, journalists, and civil society actors.
- Generate creative and innovative communication ideas that build emotional and trust-based connections with audiences.
- Monitor media space, identify communication trends, and track the effectiveness of outreach campaigns.
- Identify potential communication risks and develop mitigation or crisis-response strategies.

- Update and enrich the integrated communication strategy of the NUS reform, tailoring it to specific target groups.

IV. REPORTING

The Communication Manager 1 reports directly to the Projects 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 3 years of experience in the field of communications
- Skills in operational management
- Proven experience in developing and coordinating PR campaigns, media special projects, and press events
- Proficiency in using task managers, spreadsheets, and other task structuring and planning tools
- Fluent Ukrainian (both spoken and written)

Desired Skills and Qualifications:

- Experience working in government institutions, NGOs, or charitable foundations
- Education or professional background in pedagogy, psychology, sociology, or work experience in educational institutions
- Successful cases in creative and/or crisis communications (preferably at the national level)
- Ability to build and maintain trust-based relationships with opinion leaders, experts, and partners
- English language proficiency at B2 level or higher

VII. PERIOD AND LOCATION OF EMPLOYMENT

The Consultant shall provide his/her services until 31.12.2025. The contract may be extended subject to satisfactory performance and mutual agreement between the Consultant and the Ministry of Education and Science (MoES) during the Program financing period.

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

The incumbent will be based in Kyiv, Ukraine. The Consultant should be required and expected to take business trips to other regions of Ukraine to support implementation of the Program.

VIII. APPLICATION PACKAGE

Interested persons should submit their CVs in Ukrainian and English at the following email address: kateryna.kovtun@mon.gov.ua Cc: serhiy.artemenko@uiherp.org & maryna.chubenko.piu@gmail.com indicating the email subject: "LEARN-IC-NUS-1.16-R: Selection of Communication Manager 1: [NAME]".

The deadline for submission of the documents is 11:00 am Kyiv time 18.07.2025.

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