

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

PR manager at the Education Reform Communication Office

Contract No. LEARN-IC-NUS-1.11.1-R

Lifting Education Access and Resilience in Times of Need in Ukraine Program

URTF Grant No. TF0C5794

I. BACKGROUND

The Ministry of Education and Science of Ukraine is implementing projects financed by the World Bank, including: Ukraine Improving Higher Education for Results Project (UIHERP) and Lifting Education Access and Resilience in times of Need in Ukraine Program (LEARN) Program and plans to prepare and implement new operations in cooperation with the World Bank (hereinafter referred to as the Operation(s)).

UIHERP

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

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

UIHERP 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: Component 5: Support to Academic Scholarships under MoES and Social Scholarships under MOSP for Higher Education Students

Part 6: Contingent Emergency Response (CERC)

UIHERP 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 UIHERP Operational Manual.

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

LEARN

Ukraine and the 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). The objectives

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

The total financing for the Operation is US\$451 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 funded by 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). Financing Agreement (Additional Financing: Lifting Education Access and Resilience in Times of Need in Ukraine Program) between Ukraine and the International Development Association (CREDIT NUMBER 7905-UA) was signed in the amount of US\$4.9 million.

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).

Furthermore, US\$31.1 million in Additional Financing is provided through grant resources, consisting of US\$30.0 million from the Ukraine Relief, Recovery, Reconstruction, and Reform Multi-Donor Trust Fund and US\$1.1 million from the Global Partnership for Education Fund. This additional financing is formalized under the Grant Agreement between Ukraine and the International Bank for Reconstruction and Development and the International Development Association, jointly acting as a Supervising Entity for the Global Partnership for Education Fund and as administrator of the Ukraine Relief, Recovery, Reconstruction, and Reform Multi-Donor Trust Fund (URTF GRANT NUMBER TF0D0612; GPE GRANT NUMBER TF0D0613), and supports activities related to the continued implementation of the Program.

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.

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

The Program is implemented in Ukraine by the Ministry of Education and Science of Ukraine (MoES) with the support of the World Bank Group. The implementation period is 2024-2027.

More detailed information is given at the link <https://projects.worldbank.org/en/projects-operations/project-detail/P504171>

For this program, “strategic communication and public engagement” refer to three critical aspects of ensuring the effective implementation of education policies and public trust in reforms:

- i. Transparency and trust, including timely and clear communication about key initiatives, accessible information for stakeholders, and proactive crisis communication strategies to address concerns and misinformation.
- ii. Awareness and outreach, especially the development of targeted campaigns, public information materials, and digital engagement strategies to ensure broad understanding and support for educational transformations among educators, parents, students, and policymakers.
- iii. Capacity building in communication, ensuring that education institutions, regional authorities, and key stakeholders are equipped with the necessary tools, guidelines, and skills to effectively communicate and engage with the public regarding policy changes, funding mechanisms, and international support programs.

Effective communication is a key instrument for building trust in education reforms, shaping public perception, and ensuring stakeholder engagement. The Operation of the World Bank is inlined with the Strategic Action Plan and Communications vision of the Ministry.

II. OBJECTIVE

The objective of this assignment is to enhance the public perception and visibility of the Ministry of Education and Science of Ukraine (MoES) by developing and executing a comprehensive public relations strategy, aligned with the MoES Strategic Action Plan and the Operation of the World Bank, ensuring transparent communication, proactive media engagement and effective reputation management. The PR Manager will be responsible for fostering public trust, increasing awareness of MoES policies and initiatives, and strengthening collaboration with national and international stakeholders.

III. SCOPE OF SERVICES

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

- Develop and implement public relations campaigns to support the Ministry of Education and Science of Ukraine (MoES), ensuring alignment with the MoES Strategic Action Plan and the goals of the World Bank-supported LEARN and UIHERP projects.
- Create and deliver tactical PR action plans as part of the broader MoES communication strategy, focusing on key reform areas such as inclusive education, school safety, digital transformation, and higher education recovery.
- Manage media relations: draft and distribute press releases, message boxes, op-eds, feature stories, digests, and media plans related to MoES reforms and initiatives under LEARN and UIHERP.
- Organize and provide PR support for MoES-hosted and partner events, ensuring appropriate messaging, media coverage, and stakeholder engagement.
- Conduct PR analytics and media monitoring of MoES communication activities, its leadership, project narratives, and education-related topics in the public sphere.
- Manage crisis communication efforts, including the development of response protocols, media handling during reputational risks, and proactive issue mitigation.

- Foster cooperation with national and regional media outlets, influencers, and thought leaders to promote the visibility and credibility of MoES initiatives and World Bank-backed education reforms.
- Ensure consistency of public messaging and support reputation-building of MoES as a transparent, reform-driven institution.

IV. REPORTING

PR manager at Education Reform Communication Office reports directly to the Head of the ERCO. For operational matters, works in coordination with the respective MoES directorates, line deputy ministers.

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 professional experience in the field of PR, communications, or media
- At least 2 years of experience in collaboration with national and local government authorities
- Experience of collaboration with international financial or donor organizations
- Strong understanding of media relations and reputation management in the public sector.
- Proficiency in Ukrainian and at an Upper-Intermediate level of spoken and written English

Desired skills and qualifications:

- Experience in managing public awareness and advocacy campaigns related to education or social policy.
- Strong knowledge of MoES reform principles and objectives, including education sector transformations.
- Excellent analytical skills and attention to detail for media monitoring and PR impact assessment.
- Experience in stakeholder engagement and partnership building, including collaboration with NGOs, donors, government institutions, and the business sector.
- Proven ability to engage top-tier national and international media, build long-term media relationships, and secure high-impact coverage.

- Experience in crisis communication and reputation risk management in high-pressure environments.
- Ability to work under tight deadlines, handle high uncertainty, and adapt communication strategies to rapidly changing contexts.

VII. PERIOD AND LOCATION OF EMPLOYMENT

The consultant shall provide his services until 31.12.2026 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, Cc: serhiy.artemenko@uiherp.org and marina.chubenko@mon.gov.ua indicating the email subject: " LEARN-IC-NUS-1.11.1-R: PR manager: [NAME]".

The deadline for submission of the documents is 14:00 am Kyiv time May 19, 2026.

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