

## **TERMS OF REFERENCE**

for Consulting Services (Individual Consultant)

### **Communication Manager 1 at the Education Reform Communication Office**

Contract No. LEARN-IC-NUS-1.16.2

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

#### **I. BACKGROUND**

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 Communication Manager 1 leads and coordinates communication activities related to the New Ukrainian School (NUS) reform in the area of general secondary education. In particular, broad communication of the upper secondary specialized education reform, which constitutes the final stage of the New Ukrainian School reform. 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 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.

#### **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 31.12.2026. 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](mailto:kateryna.kovtun@mon.gov.ua) Cc: [serhiy.artemenko@uiherp.org](mailto:serhiy.artemenko@uiherp.org) & [maryna.chubenko@mon.gov.ua](mailto:maryna.chubenko@mon.gov.ua) indicating the email subject: "LEARN-IC-NUS-1.16.2: Selection of Communication Manager 1: [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.