

TERMS OF REFERENCE

for Consulting Services (Individual Consultant)

Head of Content and Technical Operations at Education Reform Communication Office

Contract No. LEARN-IC-NUS-1.3.1

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 develop and oversee the implementation of a unified content strategy aligned with the MoES Strategic Action Plan and the World Bank operational objectives, ensuring consistency, clarity, and engagement across all communication channels. This includes managing the planning, production, and distribution of content to effectively communicate MoES priorities, reforms, and key initiatives to target audiences.

III. SCOPE OF SERVICES

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

- Development and implementation of SMM strategy and overall MoES content strategy aligned with the World Bank operational objectives and the Ministry's Strategic Plan, with a focus on LEARN and UIHERP projects.
- Generation of ideas and creation of content plans that support the communication of priority education reforms and project initiatives.
- Development and launch of creative campaigns (image, informational, and SMM campaigns) with measurable results.
- Leading content production for official MoES social media channels, adapting formats and messaging to target audiences
- Coordination and delivery of content supporting reforms under LEARN and UIHERP, ensuring clarity, accessibility, and consistency
- Collaboration with influencers, opinion leaders, national brands, donors, and partners to co-create high-quality multimedia content and communication campaigns
- Coordination of the content team (SMM manager, designer, illustrator, content writer, editor) ensure timely delivery and high-quality results

- Establishment of internal workflows, including task allocation, workload planning, deadlines, and quality standards and content team coordination (including integration of content creators for photo/video)
- Ensuring consistency and quality of the MoES and Science’s messaging, maintaining a unified tone of voice across all platforms and reform areas
- Leading the development of creative concepts and communication campaigns, overseeing the production of multimedia content—including video scripts, infographics, and interactive formats—to increase audience engagement
- Monitoring and analyzing the effectiveness of the MoES communications and digital campaigns, tracking audience trends and insights, and implementing them in practice
- Conducting SMM performance analysis: building dashboards, monitoring social media (using monitoring tools such as YouScan), and measuring reach, impact, and changes in audience perception
- Coordinating technical support for events organized by the MoES as part of promoting education reforms.

IV. REPORTING

The Consultant 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 5 years of professional experience in content creation, digital communications, or media
- At least 2 years of experience in content strategy development and management
- Experience in collaboration with national and local government authorities
- Experience of collaboration with international financial or donor organizations
- Intermediate spoken and written English (B1 or higher)
- Fluency in Ukrainian

Desired skills and qualifications:

- Experience in managing large-scale content projects, including digital campaigns and multimedia production
- Strong editorial, writing, and storytelling skills
- Experience in audience research and data-driven content planning
- Knowledge of MoES reform principles and ability to translate policies into engaging content
- Strong analytical skills and attention to detail in content performance monitoring
- Experience in stakeholder engagement and partnership building (media, NGOs, donors, government institutions)
- Understanding of digital platforms, SEO, and content distribution strategies
- Ability to work under tight deadlines and adapt to a fast-changing environment
- Leadership and team coordination experience

VII. PERIOD AND LOCATION OF EMPLOYMENT

The consultant shall provide his services until December 31, 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 maryna.chubenko@mon.gov.ua indicating the email subject: " LEARN-IC-NUS-1.3.1: Selection of Head of Content: [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.