

## **TERMS OF REFERENCE**

### **Consulting services for designing and implementing a national communication campaign in support of the rollout of upper secondary education reform within the LEARN Programme**

Contract No. LEARN-2.1-COM  
World Bank Project ID No.: P504171, Grant Number: TF0C5794

#### **1. Background**

Ukraine with the International Bank for Reconstruction and Development and the International Development Association (hereinafter referred to as the World Bank) have signed the agreements for the Program “Lifting Education Access and Resilience in times of Need in Ukraine” (hereinafter referred to as the LEARN or Operation).

LEARN was designed to address critical issues and provide the necessary support to the education sector in accordance with the Strategic Action Plan of the Ministry of Education and Science of Ukraine until 2027, approved by the Order of the Ministry of Education and Science of Ukraine dated 07.03.2024 No. 276 (hereinafter referred to as the Strategic Plan).

The Operation focuses on supporting the priorities “1. Early Childhood and Preschool Education” and “2. Reform of the “New Ukrainian School”” stipulated in the Strategic Plan.

The LEARN objectives are: (i) to improve teaching and learning conditions; and (ii) to strengthen the management capacity of the education system. The total LEARN financing amounts to US\$451 million provides a combination of the World Bank financing instruments: Program for Results (PforR) and Investment Project Financing (IPF).

The Program-for-Results (PforR) is implemented through a US\$235 million loan provided by Bank resources, supported by loan 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 Loan Agreement between Ukraine and

the International Bank for Reconstruction and Development for the Program ([LOAN No 9721-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 Financing Agreement between Ukraine and the International Development Association for the Program ([CREDIT No 7626-UA](#)). On July 1, 2025, the Financing Agreement (Additional Financing: Lifting Education Access and Resilience in Times of Need in Ukraine Program) between Ukraine and the International Development Association ([CREDIT No 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 No TF0C5794](#)). On December 19, 2025, the Grant Agreement (Additional Financing for Lifting Education Access and Resilience in Times of Need in Ukraine Project) 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 ([GPE GRANT No TF0D0613](#), [URTF GRANT No TF0D0612](#)) was signed in the amount of US\$31.1 million.

More detailed information about the LEARN program is provided at <https://projects.worldbank.org/en/projects-operations/project-detail/P504171>.

Within this framework, the rollout of upper secondary education reform represents the third and most critical stage of the New Ukrainian School reform. Starting from September 2026, 150 pilot academic lyceums will begin implementation of the new model of upper secondary education, ahead of the nationwide scale-up planned for 2027.

This phase of reform requires a structured and coherent communication component to ensure public understanding, reduce uncertainty, strengthen trust, and support implementation at scale. Public discussion around upper secondary education is often shaped by infrastructure concerns, misperceptions, or fragmented interpretations of reform decisions. At the same time, the reform is ultimately about improving student outcomes, expanding choice, and creating better pathways for further education and future careers.

To support the Ministry of Education and Science of Ukraine in communicating this transition, it is envisaged to contract a communication agency to design and implement a national communication campaign within the LEARN programme.

## **2. Objective of the assignment**

The objective of this assignment is to design and implement a nationwide communication campaign that:

- increases awareness and understanding of the upper secondary education reform;
- shifts public discourse toward student-centered outcomes, educational choice, and future opportunities;
- strengthens engagement of parents and students as key stakeholders;
- ensures consistent communication across national and regional levels;
- ensures communication is delivered through diverse and credible voices beyond central institutional channels.

### **3. Target audiences**

The campaign should primarily address the following audiences:

Primary audiences:

- parents of current and future upper secondary school students;
- students, especially those approaching transition to upper secondary education.

Secondary audiences:

- educators and school leaders;
- local communities and local education decision-makers;
- broader public and media.

For parents, the communication should reduce anxiety, explain the purpose of the reform clearly, and show how the new model benefits students.

For students, the communication should be engaging, empowering, and delivered through formats and voices that increase relevance and trust.

### **4.Scope of Services**

The contractor is responsible for the development and implementation of a nationwide communication campaign combining strategic communication, content production, digital outreach, media visibility, and locally grounded communication formats.

The campaign will be implemented across Ukraine during Q4 2026 – Q3 2027.

To ensure comparability of offers while preserving the Contractor's creative freedom, this ToR defines a set of minimum deliverables required from all bidders, while allowing optional/additional deliverables to be proposed.

#### **4.1 Reports Submission and Acceptance Procedure**

The following procedure shall apply to all reports submitted under this Assignment:

- Inception Report (Deliverable 1);
- Campaign Strategy and Creative Concept (Deliverable 2);
- Content Production Package (Deliverable 3);

- Campaign Implementation and Progress Reporting (Deliverable 4);
- Final Report (Deliverable 5).

### **Submission format**

The exact format of reports shall be agreed with the Client upon contract signing and prior to the commencement of the Assignment.

All reports and deliverables shall be submitted:

- in electronic format (Word/Excel and PDF);
- and, where required by the Client, in minimum **two (2) hard copies** in Ukrainian and/or English.

Materials developed for Ukrainian-speaking audiences (including communication materials) shall be submitted in Ukrainian and may be included as annexes to the relevant reports.

All materials developed under this Assignment shall become the property of the Client.

### **Submission timeline**

The Contractor shall submit:

- draft Inception Report — within **30 calendar days** from the Effective Date;
- draft Deliverable 2 — no later than **14 calendar days** after completion of Phase 2 activities;
- draft Deliverable 3 — no later than **14 calendar days** after completion of Phase 3 activities;
- draft Deliverable 4 — no later than **14 calendar days** after completion of Phase 4 activities;
- draft Final Report — at latest **30 calendar days before completion** of the Assignment.

### **Review and approval process**

The draft of each report shall be submitted in electronic format to the Client.

The Client shall review each submitted draft within **14 calendar days** from the date of receipt and shall:

- provide comments and suggestions for revision; or
- confirm that the report complies with the requirements of this ToR.

The Contractor shall, within 7 calendar days of receiving comments:

- revise the report accordingly;
- submit the updated version;

- provide a comment matrix indicating how each comment was addressed or justification for any deviation.

### **Acceptance**

If the Client has no comments on the revised report, the report shall be deemed approved and confirmed by a signed **Acceptance Certificate for services**.

If the Client does not provide comments within the specified review period, the report shall be deemed accepted.

### **Ad-hoc reporting**

If required by the Client, the Contractor shall provide additional ad-hoc reports or updates within 3–7 calendar days, depending on the complexity of the request.

### **Operational exception**

Shorter review timelines (up to 5 working days) may apply to operational deliverables, such as communication materials, where required for timely campaign implementation.

## **4.2 Development of Campaign Strategy and Creative Concept**

### **Minimum required:**

- Campaign strategy aligned with the objectives of the [LEARN Programme](#), [MoESU Strategic Plan](#) (Order of the Ministry of Education and Science of Ukraine No. 276 of 7 March 2024 and the priorities of the Ministry of Education and Science of Ukraine (MoESU), supporting the rollout of upper secondary education reform
- Development of an overarching narrative framework focused on student-centered outcomes, educational choice, and future opportunities
- Development of three high-level creative directions (big idea, draft slogan, indicative tone of voice and visual style). The creative directions shall represent alternative creative interpretations of the same narrative framework and campaign strategy
- One final approved creative concept
- Draft visual identity (indicative style, colour palette, typography)
- Implementation plan with timeline and activity-based budget
- Monitoring and Evaluation (M&E) framework with KPIs

## **4.2 Content Development and Storytelling**

### **Minimum required:**

- **Production and placement of one main campaign video** (two versions: approx. 60 seconds for digital and 30 seconds for TV and other placements), including distribution across digital platforms, TV, OTT and other available channels;

- **Production and distribution of 3–4 audio materials (voiceover spots)** for radio placement, including traditional radio stations and in-store/corporate radio networks (e.g. Silpo, Avrora, Epicentr), including where feasible through social advertising formats;
- **Production and placement of 3–5 ultra-short video formats (6–15 seconds)** adapted for high-frequency offline and indoor environments (e.g. transport networks, retail screens, petrol stations, cinemas, administrative service centers and other public screens);
- **Development and dissemination of 15–20 visual assets** for social media and digital platforms;
- **Development, production and placement of outdoor advertising materials**, including at least three (3) concepts adapted for billboards, citylights and posters. Outdoor advertising may be implemented, where applicable, as social advertising. Placements shall ensure multi-regional coverage across Ukraine, focusing on locations with high relevance to target audiences (major cities, regional centres and high-traffic public spaces). The number and specific locations of placements shall be proposed by the Contractor and approved by the Client, taking into account audience reach and cost-efficiency. The minimum exposure period shall be not less than 4 weeks, unless otherwise agreed. The Contractor shall ensure placement, coordination with operators and provide confirmation (photos, reports).

All content shall:

- be clear, accessible and audience-oriented;
- explain the reform in practical, non-technical terms;
- demonstrate benefits for students and families;
- avoid generic promotional messaging;
- reflect diversity of regions and contexts;
- be suitable for dissemination beyond official institutional channels.

#### **4.3 Regional Communication and Micro-Influencer Activation**

**Minimum required:**

- Development of a regional communication approach supporting localized messaging
- Development of standardized communication packages (“info packs”) for regional stakeholders

**Each info pack shall include:**

- short explainer text;
- 5–7 key messages / Q&A;
- 5–7 ready-to-use social media posts;
- 5–10 visual assets;

- guidance for local use.
- **Engagement of 10–20 regional micro-influencers**
- Development of tailored briefs for localized content
- Supervision and coordination of content production

The campaign shall prioritize communication through non-institutional voices, including local actors, educators, students, and independent content creators.

Content produced under this component shall:

- be locally relevant and context-specific;
- focus on concrete opportunities and real-life implications of the reform;
- prioritize trust and authenticity over reach;
- avoid institutional tone and branding.

#### **4.4 Digital Campaign and Multi-Channel Distribution**

##### **Minimum required:**

- Development of a digital dissemination plan
- Adaptation of content for key platforms (e.g. YouTube, Facebook, Instagram, TikTok, Telegram or equivalents)
- Coordination with partners on publication and scheduling
- Paid digital dissemination to ensure broad reach
- Placement of campaign materials on OTT platforms (including MEGOGO, [SWEET.TV](#), Kyivstar TV or equivalent)
- Placement on television and radio (social advertising)
- Placement within transport communication networks (including Ukrainian railway channels)

!!Distribution shall prioritize reach through partner platforms, media, and independent channels rather than reliance on official MoESU communication channels.

#### **4.5 Media and Public Visibility Activities**

##### **Minimum required:**

- Implementation of at least one special media project  
A special media project, covering the production and distribution of multimedia content (video, longreads, and social media formats) focused on explaining the reform through real-life regional stories and examples. The content will be further amplified through a network of regional online media outlets to ensure broad reach and strong local relevance across different audiences.

## **4.6 Campaign Implementation and Reporting**

### **Minimum required:**

- Nationwide implementation of campaign activities
- Ongoing monitoring and optimisation of performance
- Final narrative and analytical report including:
  - reach and engagement metrics;
  - KPI assessment;
  - lessons learned and recommendations.

## **5. Key Performance Indicators (KPIs)**

The performance of the Contractor shall be assessed based on a combination of output-level and outcome-level indicators, which reflect the direct results of campaign implementation.

All target values shall be proposed by the Contractor and approved by the Client.

### **5.1 Output Indicators (direct results of the Contractor)**

The Contractor shall be responsible for delivering the following measurable results:

#### Content delivery

- delivery of all agreed communication materials in accordance with the ToR, approved concept and timeline

#### Campaign reach and visibility

- achievement of total campaign reach across all channels (digital, media, OTT, offline environments),  
with target values proposed by the Contractor and approved by the Client
- delivery of agreed levels of views and impressions across digital platforms

#### Engagement performance

- achievement of agreed levels of user interactions (e.g. clicks, shares, comments, reactions) across digital platforms

#### Multi-channel distribution

- confirmed placement of campaign materials across agreed channels, including:
  - digital platforms
  - OTT platforms (e.g. MEGOGO, SWEET.TV or equivalent)
  - television and radio
  - transport and retail media environments

- provision of supporting evidence of placements (e.g. links, screenshots, media reports, placement confirmations)

#### Non-institutional and decentralized communication

- distribution of at least 30% of campaign content through non-institutional channels, including:
  - media platforms
  - influencers
  - partner channels

#### Regional activation

- activation of communication through at least 75 pilot lyceums or equivalent regional partners
- engagement of regional communication channels, including:
  - micro-influencers
  - local media
  - community-based dissemination

### 5.2 Outcome Indicators (campaign-level results)

The Contractor shall contribute to the following campaign outcomes, to be measured through available data sources (campaign analytics, surveys, or baseline/endline research where applicable):

- **awareness and understanding:**
  - increase in awareness of key elements of the reform among target audiences;
  - improved understanding of student pathways, educational choice and reform benefits;
- **audience reach and engagement:**
  - reach of youth audiences through targeted content (indicative target: up to 5 million users, depending on budget allocation);
- **message penetration:**
  - increased presence of student-centered narratives in campaign-related content;

### 5.3 Measurement approach

Measurement of KPIs shall be based on:

- campaign analytics (digital platforms, media reports, placement data);
- monitoring of content distribution across channels;
- qualitative assessment of messaging and content;
- available research data, including baseline studies where applicable.

The Contractor shall propose a detailed measurement approach as part of the M&E framework, including:

- specific metrics and tools;
- methodology for tracking performance;
- reporting format and frequency.

## 6. Research and Data

A baseline perception study to be conducted **by DECIDE (autumn 2026)** will inform campaign targeting and messaging. MoES will share the results with the Contractor.

The Contractor is expected to incorporate available insights where feasible.

## 7. Milestones / Process Steps

Payment for Consultancy Services shall be made upon completion of components and acceptance of the respective reports by MoES, in accordance with the following deadlines for submission of the reports:

| <b>Deliverable</b>                                           | <b>Estimated Submission Timeline for Reports</b>                                                                                                                                              | <b>Percentage of Total Contract Value</b> |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Deliverable 1.</b> Inception Report                       | Draft version shall be submitted within 30 calendar days from the Effective Date; final version — within 51 calendar days from the Effective Date                                             | 20%                                       |
| <b>Deliverable 2.</b> Campaign Strategy and Creative Concept | Draft version shall be submitted no later than 14 calendar days after completion of Phase 2 activities; final version — no later than 35 calendar days after completion of Phase 2 activities | 20%                                       |
| <b>Deliverable 3.</b> Content Production Package             | Draft version shall be submitted no later than 14 calendar days after completion of Phase 3 activities; final version — no later than 35 calendar days after completion of Phase 3 activities | 20%                                       |

|                                                                      |                                                                                                                                                                                               |     |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Deliverable 4:</b> Campaign Implementation and Progress Reporting | Draft version shall be submitted no later than 14 calendar days after completion of Phase 4 activities; final version — no later than 35 calendar days after completion of Phase 4 activities | 20% |
| <b>Deliverable 5.</b> Final Report                                   | Draft version shall be submitted at least 30 calendar days before completion of the Assignment; final version — at least 9 calendar days before completion of the Assignment                  | 20% |

The contract duration is from June(July) 2026 till August 2027

## 8. Requirements

### 8.1. Contractor

The following minimum requirements (fail/pass) shall be applied to determine the Contractor's qualification:

#### General requirements

- Must be a legal entity registered in accordance with the legislation of their country of incorporation.
- Must have been in operation for at least seven (7) years.
- May apply as a single legal entity or a consortium/joint venture of affiliated companies.

#### Financial stability requirement

- A total annual turnover of at least  $\geq$  USD 150,000 over last 3 fiscal years.
- Availability of supporting documents (ownership structure, financial statements, audit reports, etc.) confirming compliance.

### 8.2 Specific experience

The Contractor (agency or consortium) shall demonstrate the following experience:

1. Nationwide communication/media campaigns (mandatory)

- Proven track record of designing and implementing at least three nationwide communication, information and awareness campaigns over the past seven (7) years.
- Each of the submitted campaigns shall have:
  - a minimum duration of 12 months;
  - country-wide coverage (national TV / radio and/or digital and OOH presence across multiple regions of Ukraine);
  - clearly defined objectives and documented achievement of key results (e.g. reach, awareness, behaviour or perception change, or other agreed KPIs).
- Contractors must submit documentation for at least three such approved nationwide campaigns, including short case descriptions (objectives, target groups, main channels, duration, KPIs and achieved results) and evidence (e.g. links, screenshots, summary reports).

### **Multi-stakeholder management (mandatory)**

Demonstrated ability to design and deliver campaigns in multi-stakeholder environments, involving:

- government bodies;
- educational institutions;
- media partners;
- private sector and/or civil society organisations.

### **Experience with international and public-sector clients (mandatory)**

Experience working with:

- international organisations;
- donor-funded programmes;
- government institutions in Ukraine or comparable contexts.

### **Thematic experience (strong advantage)**

Experience in projects related to:

- education and school reform;
- youth engagement;
- public awareness or behaviour change communication;
- social impact campaigns

will be considered a strong advantage, particularly where campaigns involved:

- explaining complex reforms or policies;

- working with parents, students or local communities;
- addressing trust-sensitive topics.

### **Decentralized and regional communication (advantageous)**

Demonstrated experience in:

- working with regional media;
- collaboration with local stakeholders;
- engagement of micro-influencers or community-based creators;
- implementation of distributed communication approaches beyond central institutional channels

### **Recognised excellence and awards**

Presence of Effie Awards or other recognised national or international awards will be considered an advantage.

### **References (mandatory)**

A minimum of three (3) reference letters from previous clients, preferably including:

- Ukrainian ministries or government institutions;
- international partners or donors.

## **8.3. Staff**

Minimum expected staff inputs

### **Key Experts:**

- Team Leader / Project Director
- Strategy Lead
- Creative Director / Art Director
- Media Lead
- M&E / Research Lead

### **Supporting Staff:**

- producers, coordinators
- designers, editors, copywriters
- PR, SMM, media specialists

### 8.3.1. Qualifications of Key Experts

At the stage of evaluating submitted expressions of interest, the qualifications and experience of key experts are not assessed. Only the Consultant with the highest ranking, determined in accordance with the established Consultant qualification evaluation criteria, will be required to confirm the qualifications and experience of the key experts.

#### Team Leader / Project Director

- At least 10 years of professional experience in communication, public information or related fields
- Proven experience managing nationwide or large-scale campaigns
- Experience coordinating multi-component projects
- Experience working with international organisations, donor-funded programmes or public-sector institutions
- **Education:** At least a Master's degree of higher education in communications, public policy, social sciences or a related field
- **Languages:** Fluency in Ukrainian is required; working knowledge of English is an advantage

#### Strategy Lead

- At least 8 years of experience in communication strategy, social marketing or related fields
- Experience developing research-based strategies and narrative frameworks
- Experience in audience segmentation and message development
- Experience in education, social impact or reform communication campaigns will be an advantage
- **Education:** At least a Master degree of higher education in communications, sociology, marketing, public policy or a related field
- **Languages:** Fluency in Ukrainian is required

#### Creative Director / Art Director

- At least 8 years of experience in creative leadership
- Proven experience in integrated communication campaigns (digital, TV, OOH)
- Strong portfolio of relevant work
- **Education:** University degree in design, communications, marketing or a related field (or equivalent professional experience)
- **Languages:** Working knowledge of Ukrainian required

#### Media Lead

- At least 5 years of experience in media planning and buying
- Experience in multi-channel campaigns (digital, TV, OTT, OOH, transport or retail environments)
- Experience in media optimisation and performance tracking
- **Education:** University degree in marketing, media, communications or a related field
- **Languages:** Working knowledge of Ukrainian required

#### **M&E / Research Lead**

- At least 5 years of experience in monitoring and evaluation, analytics or research
- Experience designing and implementing campaign evaluation approaches
- Experience working with KPIs and performance data
- **Education:** University degree in sociology, economics, statistics, public policy or a related field
- **Languages:** Working knowledge of Ukrainian required; English is an advantage

#### **Supporting documentation for Key Experts**

Key Experts must confirm their qualifications by providing detailed CVs, clearly highlighting:

- relevant professional experience and responsibilities;
- specific examples of nationwide or large-scale campaigns they have contributed to (with indication of role and duration);
- major deliverables produced (e.g. strategies, concepts, media plans, research reports);
- professional references or contacts who can verify the information provided.

### **9. Evaluation**

The evaluation and assigning of the rating of the expressions of interest that passed the minimum requirements will be carried out based on the following criteria:

| Criterion                                                  | Measured by (at submission stage)                       | Max pts | Type               | Score awarded |
|------------------------------------------------------------|---------------------------------------------------------|---------|--------------------|---------------|
| <b>1. Company qualifications &amp; general experience</b>  |                                                         |         | <b>30 pts</b>      |               |
| Legal registration, years of operation, financial turnover | Registration docs, financial statements / audit reports | —       | <b>Pass / Fail</b> |               |

|                                                                         |                                                                                          |                            |               |  |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------|----------------------------|---------------|--|
| Nationwide campaigns (min. 3, each $\geq 12$ months, national coverage) | Case descriptions: objectives, channels, duration, KPIs achieved + evidence              | 13                         | Documentary   |  |
| Multi-stakeholder environment                                           | Cases referencing govt bodies, educational institutions, media, civil society            | 7                          | Documentary   |  |
| International & public-sector clients                                   | Reference letters or case evidence citing international orgs / donor-funded programmes   | 5                          | Documentary   |  |
| Awards & recognised excellence                                          | Effie Awards or equivalent national / international certificates submitted               | 3                          | Documentary   |  |
| Reference letters (min. 3)                                              | Letters from previous clients; ministries and international donors preferred             | 2 (per at least 3 letters) | Documentary   |  |
| <b>2. Thematic &amp; sectoral experience</b>                            |                                                                                          |                            | <b>25 pts</b> |  |
| Education, youth or reform communication                                | Cases explaining reforms / policies to parents, students, communities                    | 10                         | Documentary   |  |
| Behaviour change & trust-sensitive communication                        | Cases showing audience-centered design, non-institutional voices, addressing uncertainty | 9                          | Documentary   |  |
| Regional & decentralised communication                                  | Evidence of micro-influencer engagement, regional media partnerships                     | 6                          | Documentary   |  |
| <b>3. Content production capacity</b>                                   |                                                                                          |                            | <b>25 pts</b> |  |
| Video production (main + short formats)                                 | Portfolio: campaign videos, short-form content for digital / offline environments        | 8                          | Documentary   |  |
| Social media & digital content                                          | Portfolio: social content packages; platform adaptation approach                         | 7                          | Documentary   |  |
| Audio & OOH                                                             | Portfolio: radio / retail audio examples; OOH concept samples                            | 5                          | Documentary   |  |
| Regional info packs & micro-influencer approach                         | Description of localised content approach + any prior evidence of implementation         | 5                          | Qualitative   |  |

| 4. Team composition                                                                                                                             |                                                                                             |     | 20 pts      |   |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-----|-------------|---|
| Team composition                                                                                                                                | Team structure with roles listed: managers, producers, designers, SMM, PR, copywriters, etc | 20  | Qualitative |   |
| TOTAL SCORE                                                                                                                                     |                                                                                             | 100 |             | 0 |
| <i>Notes: Pass/Fail criteria must be met regardless of total score — failure disqualifies the bid. Recommended passing threshold: 65 / 100.</i> |                                                                                             |     |             |   |

The Contractor with the highest total score will be invited to submit a proposal and to participate in negotiations. Should negotiations fail, MoES shall formally close negotiations with that Contractor and may invite the next highest-ranked Contractor. This process may be repeated with subsequent ranked Contractors until negotiations are successfully concluded or the procurement process is canceled.

## 10. Implementation arrangement

### The Contractor

The Contractor shall be responsible for support in all aspects and costs of its team during the Services. In coordination with the Client, the Contractor is encouraged to identify and engage relevant education institutions, student associations and NGOs as campaign partners, where such collaboration adds value and remains cost-effective.

The Contractor shall be responsible for engaging and payment of local personnel, including competent bilingual (Ukrainian-English) secretarial assistance to cover administrative and translation support. The Contractor shall also make their own allowance for additional technical, administrative, and other support staff.

The Contractor shall ensure that all proposed personnel, including non-key experts where relevant to delivery, are subject to **review and prior approval by the Client**.

The Contractor shall provide for all logistics, rentals, consumables, computers, laptops, and equipment required for providing services smoothly and shall include such costs in their financial proposal. All such provisions shall be made on a rental basis, including maintenance. No provision for the purchase of equipment shall be included in the Financial Proposal.

The Contractor shall report on all aspects of the contract to the authorised representative of the Client.

All key deliverables, including but not limited to the campaign strategy, narrative framework, creative concept, implementation plan, media plan, and all communication materials, shall be subject to **prior written approval by the Client before dissemination or implementation.**

For the implementation, the Contractor shall take into consideration COVID-19 and war-related restrictions and the volatile security situation in Ukraine. Depending on the situation at the start of the Contract, the Contractor may need to begin with remote work and/or engage local consultants for initial stages. The Contractor is encouraged to maximise the use of local expertise and capacity.

The Contractor shall ensure that all activities comply with applicable safety protocols, including war-time safety requirements for filming and placements. Any work involving minors shall be conducted only with appropriate written consent.

All campaign materials shall:

- be gender-sensitive and free from stereotypes;
- ensure inclusive and accessible design (including subtitles for all video content);
- comply with applicable legal and ethical standards.

The Contractor shall adhere to internationally recognised ethical standards in communication, including the **ICC Advertising and Marketing Communications Code** or equivalent guidelines.

## **The Client**

The Client shall be responsible for the implementation of the overall Project and the Contractor's Assignment shall be managed and monitored by the Client's Implementation group.

The designated representative of the Client responsible for communication and routine approval of reports, certificates, and other documentation related to this Assignment shall be the **Educational Reform Communication Office (ERCO)** within the Ministry of Education and Science of Ukraine (MoESU), acting through its duly authorised representative. Changes in the contact person may be communicated by exchange of letters without amending the contract.

## **Communication and Reporting**

All communication between the Client and the Contractor shall be in writing in English and/or Ukrainian.

Key deliverables (including the Inception Report, campaign strategy, and Final Report) shall be submitted in **both Ukrainian and English**, unless otherwise agreed. Other reports and updates may be submitted in either language, as agreed with the Client.

The Contractor shall submit:

- phase-based deliverables in accordance with the ToR;
- regular progress updates (at least monthly during implementation);
- interim performance updates during campaign rollout;

The Client shall review submitted deliverables and provide feedback within up to **5 working days**, unless otherwise agreed.

For payments, contract modifications, formal approvals and other cases requiring official documentation, correspondence shall be maintained in printed form in a sufficient number of copies submitted to the Client. For all other cases, electronic communication is acceptable, subject to prior agreement on designated recipients.

### **Data, Materials and Confidentiality**

The Client shall make available all existing data, documents, reports and studies necessary for the implementation of the Services.

The Contractor shall be responsible for the verification, interpretation and use of such materials and shall not disclose them to any third party without prior written consent of the Client.

Most available information is in Ukrainian. The Contractor shall arrange for translation, as necessary, at their own expense.

All products, deliverables, reports and materials produced under this Assignment shall be the property of the Ministry of Education and Science of Ukraine (MoESU) from the moment of their transfer.

### **Assumptions and Inputs**

#### **Assumptions:**

- availability of TV and cinema social advertising windows, subject to coordination with relevant authorities and operators, with support from the Client where applicable;
- availability of partner networks for agreed formats, to be facilitated by the Contractor, with support from the Client where relevant;

### **Prerequisites for campaign rollout**

Campaign rollout may commence only after the following conditions are met:

- campaign strategy, key visuals, scripts and media plan are developed by the Contractor and approved by the Client;
- safety and security procedures for production and placement activities are established by the Contractor in line with applicable regulations and the security situation in Ukraine;

#### **Inputs from MoESU:**

- logos, brand guidelines and writing policy;
- mandatory disclaimer text;

- contacts of educational institutions and stakeholders;
- baseline data and supporting documentation;
- support letters for engagement with partners and networks;

**Equipment**

No equipment shall be purchased on behalf of the Client under this contract or transferred to the Client at its completion. Any equipment required by the Client shall be procured through a separate supply tender procedure.