

## Terms of Reference for Graphic Designer for the State Agency for Restoration and Development Infrastructure of Ukraine

### General Background

**EU4Reconstruction.** The European Union (EU), together with Denmark, Germany, France and Lithuania, launched EU4Reconstruction, a €37 million Team Europe Initiative (TEI) that unites the strength, experience and solidarity of the EU to support Ukraine's ongoing recovery and reconstruction.

The initiative aims to strengthen governance, improve public investment management, and enhance coordination across levels of government, with a strong emphasis on EU values. The TEI is divided in two parallel streams; one stream is composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation) and the other gathers the Ministry of Foreign Affairs of Denmark (Lead Organisation) and Central Project Management Agency (Partner Organisation).

EU4Reconstruction will reinforce the leadership of the Ministry for Communities and Territories Development, strengthen the State Agency for Reconstruction and Development of Infrastructure (**SARDI or Agency**), empower local governments to manage reconstruction professionally and sustainably, and support civil society and independent media to play an active role in oversight, ensuring public trust and reducing corruption risks.

The Programme will strengthen the policy dialogue around reconstruction and recovery and will focus in particular on the governance of public investment management, public infrastructure management at national, regional and local levels and how to link this with necessary capacity development to make the system work. Part of this process will ensure that the stakeholders in the programme and their policy and regulatory setup are prepared for EU accession. This will, in particular, ensure resources are allocated effectively, transparently, accountably and with broad inclusion in infrastructure planning and execution, reflecting the subsidiarity principle.

**SARDI and its ecosystem.** SARDI was established by the Resolution of the Cabinet of Ministers of Ukraine, dated 13 January 2023. It was created through the renaming of the State Road Agency of Ukraine and the merger with the State Agency for Infrastructure Projects.

SARDI is structured around a central authority in Kyiv and a broad network of regional and subordinate entities, including 24 Regional Offices for Restoration and Infrastructure Development (the SARDI **ecosystem**).

SARDI is currently responsible for prioritisation, planning and implementation of road infrastructure projects, as well as implementation of other reconstruction projects delegated by the Cabinet of Ministers.

SARDI, as the central actor in restoration processes, faces ongoing communication challenges. These include the need to clearly explain complex infrastructure projects to diverse audiences, ensure transparent communication about reconstruction progress, counter misinformation, and maintain continuous public trust in state-led recovery efforts. As the primary beneficiary of the EU4Reconstruction programme, SARDI also carries a particular responsibility to systematically and visibly communicate joint interventions with international partners.

In this context, SARDI needs expert in the field of support design to reinforce its visual communication capacity and establish sustainable ways of production visual materials in-house. Through mentoring, on-the-job support and targeted advisory work, this expert will support SARDI's communication team and management in establishing durable practices for visual branding, template-based designs, and visual around reconstruction and integrity.

In view of the above, SARDI – supported by EU4Reconstruction – seeks a **Graphic Designer** to work as an external consultant under the EU4Reconstruction team, guided by the Senior Strategic Communication Advisor, and closely collaborating with SARDI's internal communication team.

### **Objective**

To find an expert to build SARDI's internal design capacity by creating reusable visual tools and supporting the SARDI communication team to produce high-quality content.

### **Scope of work**

The Graphic Designer will provide support to the SARDI communication team in the field of support of visual communication and design. The scope of work under this assignment includes, but is not limited to, the following tasks:

1. Advise SARDI's communication team on design standards for all graphical elements of the organisation, ensuring full adherence to the visual identity and brand guidelines, and supporting the team in updating and improving them when necessary.
2. Support SARDI's communication team with development of visual concepts, templates and layout guidelines for key communication products (social media posts, presentations, reports etc.).
3. Support SARDI's communication team with development of visual materials for events (e.g., banners, roll-ups, backdrops, nameplates, branded templates, basic signage).
4. Support SARDI's communication team with preparing layouts for printed materials (leaflets, brochures, stationery and merchandise, etc.).
5. Support to the SARDI's communication team on preparing and adapting visuals for digital channels (website and social media), including optimisation for different formats, platforms and languages.
6. Work together with SARDI communication staff and technical teams to collect and structure information and visual inputs (photos, logos, data).

7. Support SARDI's ecosystem representatives in working with photo content, including basic editing, optimisation and resizing.
8. Participate in training or other events aimed at strengthening communication capacities within SARDI and its wider ecosystem, contributing expertise and supporting staff development.
9. Ensure full compliance with EU4Reconstruction and EU visibility guidelines across all materials and transfer this knowledge to SARDI staff through practical examples, checklists and on-the-job mentoring.
10. Perform other design-related tasks, upon request of the EU4Reconstruction team, SARDI's communication team, or SARDI management, and in line with the overall objectives of this assignment.

## **Deliverables**

Given the routine nature of the assignment, deliverables cannot be strictly quantified; however, it is expected that the Graphic Designer will demonstrate tangible progress through the implementation of agreed activities and the provision of design and capacity-development outputs, including but not limited to:

- Graphic materials produced for social media, public events, meetings and other communication activities (e.g., posts, banners, event visuals, presentation assets).
- Visual content packages developed for SARDI, the Regional Offices for Restoration, the CPO and other ecosystem representatives, fully aligned with SARDI's visual identity and communication tone.
- Monthly timesheets (progress reports) summarising actual days worked, key tasks performed, and results achieved over the reporting period (in English).
- Completion report consolidating key results, delivered tools/templates, and lessons learned, including recommendations for further strengthening SARDI's visual communication and design capacity (in English).
- Other deliverables may be agreed upon with SARDI and EU4Reconstruction in line with the objectives of this assignment.

Written deliverables should be in Ukrainian, unless otherwise specifically indicated herein or agreed with EU4Reconstruction. Deliverables should be translated into English upon request of EU4Reconstruction.

## **Qualification**

The contract will be awarded to the expert meeting the following criteria:

### **General qualifications:**

- a) At least Bachelor's degree in mass communication, journalism, graphic design or another similar subject at the university level.

- b) At least 2 years of professional experience in providing design services similar to those mentioned in the ToR.
- c) Good knowledge of and experience working with content and design for social media platforms and design tools (including Adobe Illustrator, Adobe Photoshop, Canva, Figma etc).

#### Adequacy for the assignment

- a) Practical experience working in government institutions and in the construction sphere will be an advantage.
- b) Excellent communication skills.
- c) A strong sense of style, aesthetics and visual taste.
- d) Proven ability to see through tasks, set and deliver results.
- e) The ability to work with tight deadlines, flexibility, and an entrepreneurial spirit.
- f) Keen sense of ethics, integrity, and credibility.

#### Experience with the region and languages

- a) Fluency in Ukrainian is required.
- b) Good English skills will be an advantage.

#### **Budget, timeframe, and location**

The maximum budget available for this assignment is **EUR 21 500**. The Consultant will be contracted as a private entrepreneur and will be responsible for paying his/her own taxes.

Payments to the Consultant shall be done on a monthly basis against Consultant's timesheet and invoice for the respective period. Payments shall be based on the actual days worked, the agreed daily fee rate, and the expenses occurred by the Consultant during the period (if any).

The intended commencement date is the date of signature of the contract with the Consultant and the period of implementation of the contract will be **12 months**, with a start in December 2025. The assignment includes up to **252 working days** per full term of the Contract (up to 21 working days per month).

The expert is expected to work from the premises of the SARDI. Remote work arrangements are possible; however, attendance at the office may be required upon request of the SARDI or the EU4Reconstruction Stream 2.

#### **Reporting and management**

The performance of the Consultant will be judged upon reaching the purpose of this contract as well as obtaining its results, as indicated in the section "Objective" and "Deliverables" herein respectively. Moreover, the performance of the Consultant will be judged upon the successful implementation of all the specific activities indicated in Section "Scope of work" of this document.

Graphic Designer will work as part of the external communication team, guided by the Senior Strategic Communication Advisor and in close cooperation with SARDI's internal communication team. He/She will submit a monthly report to the EU4Reconstruction Communication Manager, who will review the deliverables indicated above and approve

payment of the Consultant's fees.

### **How to apply**

The deadline for submitting the proposal is **29 December 2025, 18:00 Kyiv time**.

All interested candidates should submit the following documents **in English**:

- CV in line with [Annex 1](#);
- Portfolio of previously implemented projects;
- Financial offer ([Annex 2, forms 1 and 2](#)) in EUR, including daily fee and other related expenses (taxes, if applicable), with calculation of maximum 252 working days.

If these documents are not submitted in line with the requirements above, the bid will not be considered.

The proposal shall include the aforementioned information and should be submitted within the above deadline to **EU4R@um.dk cc to tetsmy@um.dk** indicating the subject line: **"Graphic Designer for SARDI"**.

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to **EU4R@um.dk** cc to **tetsmy@um.dk**, not later than **15 December 2025, 18-00 Kyiv time**.

### **Evaluation criteria**

Bids will be evaluated under the criteria provided below:

#	Criteria	Weight
1	Relevant experience, skills and competencies	50%
2	Portfolio	30%
3	Proposed budget	20%