

Terms of Reference

Technical Assistance for the Communication Campaign for the Vinnytsia Development Strategy

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 initiative is divided in two parallel streams:

Stream 1. Reconstruction governance and construction sector reform, municipal support and participation. Stream 1 is composed of GIZ (Lead Organisation) and Expertise France (Partner Organisation).

Stream 2. Institutional strengthening of SARDI ecosystem and major municipalities. Stream 2 gathers the Ministry of Foreign Affairs of Denmark (Lead Organisation) and CPVA (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, 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 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.

This assignment concerns specific output of Stream 2 of the EU4Reconstruction programme, namely **"Capable larger cities have the capacity to develop and manage their reconstruction investments in an efficient and transparent manner"**.

Ukrainian cities require a comprehensive transformation of their approaches to strategic planning, development management, and performance monitoring. As a result of the war, significant demographic shifts, and growing reconstruction needs, municipalities face challenges that demand professional support to update their strategies, define investment priorities, and modernize governance systems to meet the principles of the Public Investment Management reform.

Against this background, Vinnytsia City Council, with the support of EU4Reconstruction (Stream 2), is preparing a new Development Strategy to define the city's long-term vision, strategic priorities and investment framework.

The Strategy is being developed through a participatory process involving the City Council, municipal institutions, businesses, academia, civil society organisations, development partners and other relevant stakeholders. Effective communication and stakeholder engagement are essential to ensure transparency, encourage meaningful public participation, communicate the Strategy's priorities and expected benefits, and build broad ownership of its implementation.

While Vinnytsia City Council has experience in communicating municipal initiatives, it has limited institutional capacity to design, coordinate and implement comprehensive communication campaigns accompanying strategic planning processes of this scale. In addition, the City currently lacks specialised technical expertise in designing and managing dedicated digital communication platforms, such as a Strategy landing page, that can serve as a central hub for public information, stakeholder engagement and consultation throughout the Strategy development and implementation process.

To address these capacity gaps and support the successful preparation of the Development Strategy, EU4Reconstruction (Stream 2) seeks to engage a Service Provider to provide technical assistance to Vinnytsia City Council in designing and implementing an integrated communication and public outreach campaign. The assignment will support communication throughout the Strategy development, public consultation, approval and initial implementation phases, including the development of a dedicated Strategy landing page, while strengthening the City's capacity to plan and deliver strategic communication, increase public awareness and participation, and foster long-term ownership of the Strategy among citizens and stakeholders.

Objective

The objective of this assignment is to support Vinnytsia City Council in designing and implementing an integrated communication and public outreach campaign accompanying the development, public consultation, approval and further implementation of the Vinnytsia Development Strategy. The assignment shall strengthen the City's capacity to effectively communicate the Strategy's vision, priorities and expected benefits, foster meaningful stakeholder and citizen engagement, and achieve an outreach effect ensuring that at least 100,000 residents of Vinnytsia are informed about the Vinnytsia Development Strategy and opportunities to participate in its development and implementation.

Scope

The Service Provider shall provide technical assistance to Vinnytsia City Council in designing and implementing a targeted communication and public outreach campaign accompanying the preparation, public consultation and approval of the Vinnytsia Development Strategy. The assignment shall strengthen the City's capacity to communicate strategic planning processes, engage stakeholders and citizens, and establish practical communication tools that can continue to be used during the implementation of the Strategy.

The assignment shall include, but not be limited to, the following tasks.

Task 1. Communication Assessment and Campaign Design

The Service Provider shall:

- Review the draft Vinnytsia Development Strategy, relevant analytical documents, communication materials and existing communication practices of Vinnytsia City Council.
- Assess the City's institutional communication capacity, available communication channels, stakeholder engagement practices and existing communication resources relevant to the Development Strategy.

- Identify key communication opportunities, risks and challenges affecting public awareness, stakeholder participation and ownership of the Strategy.
- Conduct consultation meetings with representatives of Vinnytsia City Council, EU4Reconstruction (Stream 2) and other relevant stakeholders to identify communication priorities, target audiences and expected outcomes.
- Develop at least three alternative communication campaign concepts, each presenting a distinct communication narrative, visual identity and communication approach.
- Prepare a final Communication Campaign and Implementation Plan, including:
 - o communication objectives and expected results;
 - o stakeholder mapping and audience segmentation;
 - o key communication messages;
 - o communication channels and tools;
 - o communication activities and indicative content plan;
 - o implementation schedule;
 - o roles and responsibilities;
 - o monitoring indicators and outreach targets.

Task 2. Development of Communication Products and Digital Communication Tools

The Service Provider shall support Vinnytsia City Council in establishing a coherent visual and communication identity for the Development Strategy by:

- Developing a visual identity and branding concept for the Strategy communication campaign.
- Preparing a communication toolkit, including templates for presentations, social media publications, printed materials and other communication products.
- Developing a package of core communication materials, including key messages, factsheets, frequently asked questions (FAQ), press release templates, presentation materials and infographics explaining the Strategy and opportunities for stakeholder participation.
- Designing, developing and launching a dedicated Vinnytsia Development Strategy landing web page that serves as the central digital communication platform for the Strategy, including:
 - o information architecture;
 - o user-oriented content structure;
 - o visual design;
 - o initial content population;
 - o administrator guidance for future content management.
- Coordinate the development of the landing page with the City's designated technical staff to facilitate its long-term maintenance by Vinnytsia City Council.

Task 3. Communication Support for Public Consultation and Strategy Approval

The Service Provider shall provide communication support for the key stages of the Strategy preparation process by:

- Supporting communication activities related to strategic workshops, stakeholder consultations and public discussions organised under the Development Strategy process.
- Preparing communication materials for major public events, including presentations, visual materials, briefing notes and information packages.
- Supporting communication related to the public presentation and formal approval of the Vinnytsia Development Strategy.
- Supporting media outreach through preparation of press releases and coordination with municipal communication channels.

- Ensuring appropriate visibility of EU4Reconstruction (Stream 2) and other relevant partners in accordance with applicable communication and visibility requirements.

Task 4. Capacity Building and Knowledge Transfer

The Service Provider shall strengthen the communication capacity of Vinnytsia City Council by:

- Providing practical coaching to designated municipal staff responsible for communication and stakeholder engagement.
- Delivering at least one practical capacity-building workshop on strategic communication and public engagement.
- Providing guidance on administration and future maintenance of the Strategy landing page.
- Preparing practical recommendations for maintaining communication and stakeholder engagement during the implementation of the Development Strategy following completion of the assignment.

Task 5. Monitoring and Final Reporting

The Service Provider shall:

- Monitor implementation of the approved communication activities using the agreed monitoring framework.
- Analyse campaign performance using appropriate communication indicators, including digital analytics, stakeholder participation and media coverage, where applicable.
- Assess progress towards the communication objectives and recommend adjustments during implementation where necessary.
- Prepare periodic progress reports summarising activities completed, outputs delivered, outreach achieved and issues requiring attention.
- Prepare a Final Communication Report summarising activities implemented, communication outputs delivered, lessons learned and recommendations for communication during the implementation phase of the Vinnytsia Development Strategy.

Deliverables

Nº	Deliverable / Output	Timeline	Notes
1	Inception Report and Communication Assessment	Within 2 weeks after contract signature	Shall include: (i) updated work plan; (ii) review of existing communication practices and materials; (iii) assessment of institutional communication capacity; (iv) stakeholder mapping; (v) communication risks and opportunities; (vi) consultation summary (minimum 3 consultation meetings with Vinnytsia City Council, EU4Reconstruction and key stakeholders).
2	Communication Campaign Concept and Implementation Plan	Within 4 weeks after contract signature	Shall include at least 3 alternative communication concepts , one recommended concept, communication objectives, stakeholder segmentation, key messages, communication channels, implementation schedule, editorial/content plan, monitoring framework, outreach

			targets and communication responsibilities.
3	Communication Toolkit and Core Communication Products	Within 8 weeks after contract signature	Shall include, at minimum: visual identity package (logo/graphic concept and brand guidelines); 10 social media post templates, 5 infographics, 5 press release/news article templates, 1 presentation template, 1 factsheet, 1 FAQ , and communication guidelines for City staff. All editable source files shall be provided.
4	Vinnytsia Development Strategy Landing Page	Within 8 weeks after contract signature	Shall include a fully functional landing page with responsive design, information architecture, content structure, initial content population, integration into the City's website (or agreed platform), administrator manual, and one training session for designated City staff. The landing page shall contain at least 4 core content sections and enable publication of Strategy documents.
5	Communication Support for Public Consultation and Strategy Approval	Throughout the implementation period	Communication support for up to 3 key public events (e.g. public consultations, Strategy presentation and approval), including preparation of communication materials, presentations, media announcements, visual materials and stakeholder information packages. The Service Provider shall also support dissemination of campaign materials through municipal communication channels.
6	Capacity-Building Workshop and Communication Roadmap	Within 2 weeks after completion of the active communication campaign	Delivery of at least one full-day capacity-building workshop for City Council staff (minimum 15 participants), preparation of communication roadmap for the Strategy implementation phase (2027 onward), recommendations for future communication activities, and guidance on administration of communication tools.
7	Final Communication Report	Within 2 weeks after completion of the assignment	Shall summarise campaign implementation, communication outputs delivered, stakeholder engagement activities, communication performance, landing page analytics, media coverage, lessons learned and recommendations. The report shall include quantitative monitoring results demonstrating campaign outreach (including progress towards informing at least 100,000 residents using agreed communication metrics).

Qualification

The assignment shall be carried out by a qualified communication agency, consulting company, non-governmental organisation or a team of experts with demonstrated experience in strategic communications, public awareness campaigns, stakeholder engagement and communication support for public sector institutions, municipalities, donor-funded programmes or international organisations.

The assignment shall be implemented under the overall leadership of a **Team Leader**, who will be responsible for the overall coordination of the assignment, quality assurance of all deliverables, communication with Vinnytsia City Council and EU4Reconstruction (Stream 2), and supervision of the project team.

The proposed team shall include, at minimum, the following key experts.

Key Expert 1: Team Leader / Strategic Communication Expert

General Qualifications

- Master's degree (or higher) in Communications, Public Relations, Journalism, Marketing, Public Administration or another relevant field.
- At least **7 years** of professional experience in strategic communications, communication campaign management or public relations.
- Demonstrated experience in leading at least **three assignments** involving the design and implementation of communication campaigns, communication strategies or public engagement initiatives for public institutions, municipalities, donor-funded programmes or international organisations.

Adequacy for the Assignment

- Demonstrated experience in developing communication strategies, stakeholder engagement approaches and public outreach campaigns.
- Proven experience in managing multidisciplinary teams and coordinating communication assignments.
- Strong analytical, presentation and communication skills.
- Experience working with municipalities, urban development, strategic planning, public sector reform or international technical assistance projects will be considered an asset.
- Experience coordinating communication activities financed by international development partners will be considered an advantage.

Languages

- Fluency in Ukrainian.
- Good working knowledge of English.

Key Expert 2: Communication and Content Expert

General Qualifications

- Bachelor's degree or higher in Communications, Journalism, Public Relations, Marketing, Philology or another relevant field.
- At least **3 years** of professional experience in communication, content development, media relations or public engagement.

Adequacy for the Assignment

- Demonstrated experience in preparing communication materials for public institutions, municipalities, donor-funded programmes or international organisations.

- Proven experience in developing communication content for multiple communication channels, including websites, social media, presentations, press releases and public information materials.
- Strong writing, editing and storytelling skills.
- Ability to communicate complex policy and strategic planning topics in a clear and accessible manner for different target audiences.
- Experience supporting public consultations, stakeholder engagement activities or awareness campaigns will be considered an asset.

Languages

- Fluency in Ukrainian.
- Knowledge of English will be considered an advantage.

Non-Key Experts

The Tenderer shall propose an appropriate team composition to ensure successful implementation of the assignment. Depending on the proposed methodology, the team may include, but is not limited to:

- Graphic Designer / Visual Communication Specialist;
- Web Developer / UX Designer;
- Social Media Specialist;
- Media Relations Expert;
- Photographer or Videographer;
- Event and Stakeholder Engagement Specialist;
- Other relevant specialists.

The Tenderer shall clearly justify the proposed team composition, the roles and responsibilities of each expert, and the estimated level of effort in the Technical Proposal (Annex 1).

Any replacement of Key Experts during contract implementation shall be subject to the prior written approval of EU4Reconstruction (Stream 2).

Budget and timeframe

The maximum budget available for this assignment is **EUR 30,000 (exclusive of VAT)**. This amount shall cover all costs associated with the implementation of the assignment, including, but not limited to, expert fees, travel expenses of up to **EUR 2,500** for a minimum of **three (3) onsite missions to Vinnytsia**, stakeholder consultation meetings, communication materials, graphic design, development and launch of the Strategy landing page, training activities, printing of limited communication materials, reporting, and all other costs necessary for successful delivery of the assignment.

Travel expenses shall be reimbursed in accordance with the applicable Ministry of Foreign Affairs (MFA) travel rules and regulations and shall be subject to prior approval by EU4Reconstruction.

Proposals in which the Contractor's Financial Offer exceeds the above-mentioned maximum budget will be rejected as non-compliant.

The assignment shall be implemented from the date of contract signature until 30 November 2026. The communication campaign shall focus on supporting the preparation, public consultation and approval of the Vinnytsia Development Strategy during this implementation period.

The Service Provider shall develop and launch the dedicated Vinnytsia Development Strategy landing page and provide all source files, documentation and administrator guidance necessary to enable its continued maintenance by Vinnytsia City Council after completion of the assignment.

Payments will be made in a maximum of two instalments:

- First instalment (30%) upon submission and approval of the Inception Report and Communication Assessment (Deliverable 1).
- Second and final instalment (70%) upon successful completion of the assignment, submission and approval of all remaining deliverables, acceptance of the Final Communication Report, and submission of the final invoice.

Reporting and management

The Service Provider shall work under the overall supervision of EU4Reconstruction (Stream 2) and in close cooperation with Vinnytsia City Council.

The Service Provider shall work in close coordination with the Communication Manager, the Municipal Component Team, the consultancy team responsible for the preparation of the Vinnytsia Development Strategy, and designated representatives of Vinnytsia City Council to ensure consistency between the communication campaign and the Strategy development process.

The performance of the Service Provider shall be assessed based on the timely and satisfactory delivery of the deliverables specified in these Terms of Reference, the quality and completeness of the communication products and services provided, compliance with the agreed work plan and implementation schedule, and the achievement of the objectives of the assignment. Performance will also be assessed based on the Service Provider's effective coordination with relevant stakeholders and successful implementation of the activities described under the Scope of Work.

All deliverables shall be submitted to EU4Reconstruction (Stream 2) for review and approval. The Service Provider shall address comments received during the review process and submit revised deliverables, where required, before final acceptance.

How to apply

The deadline for submitting the proposal is **13 August 2026, 18:00 Kyiv time**.

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

- CV of Key experts and Methodology in line with [Annex 1](#).
- Portfolio with relevant experience.
- Financial offer ([Annex 2, forms 1 and 2](#)) in EUR.

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 **maksym@um.dk**, indicating the subject line: "**Communication Campaign for Vinnytsia**".

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to **EU4R@um.dk**, not later than **06 August 2026, 18-00 Kyiv time**.

Evaluation criteria

Bids will be evaluated under the criteria provided below:

#	Criteria	Weight
1	Team composition and qualifications	30%
2	Relevant experience and portfolio	30%
3	Methodology and implementation approach	20%
4	Proposed budget	20%