

## **Terms of Reference for a Strategic Communications Advisor for the State Agency for Restoration and Development Infrastructure**

### **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 Recovery, Infrastructure and Transport of Ukraine, Ministry of Communities, Territories and Internally Displaced Persons of Ukraine, strengthen the State Agency for Restoration 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 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. Also, 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.

SARDI has recently developed and approved its Communication Strategy, established a communication network across the Agency's ecosystem. With these foundations in place, the next phase will focus on implementing the Strategy, strengthening communication capacity across the ecosystem and developing the Agency's institutional brand.

As the Agency enters the next phase of its institutional development, the communication focus shifts from strategy development towards implementation, coordination and positioning. SARDI's leadership has reviewed the initial results of the communication support and identified a new set of priorities focused on strengthening the Agency's public profile, ensuring consistent implementation of the Communication Strategy, coordinating communication activities across the ecosystem, and building a recognisable institutional brand both nationally and internationally.

To address these priorities, EU4Reconstruction is seeking a **Strategic Communications Advisor** who will lead the implementation of the Communication Strategy, supervise the work of the Communication Expert and a Graphic Designer, and support the Agency in delivering high-impact communication initiatives.

### **Objective**

To provide high-level strategic advisory support to SARDI in implementing the approved Communication Strategy, strengthening the Agency's institutional brand, coordinating communication across the SARDI ecosystem, knowledge transfer, with a focus on wartime strategic communication, and delivering high-impact communication initiatives that enhance public trust and visibility of SARDI and joint EU4Reconstruction activities.

### **Scope of work**

The Strategic Communications Advisor will provide advisory and operational support to SARDI, strengthening the Agency's internal capacity to plan and deliver communication activities. The assignment includes, but is not limited to, the following tasks:

#### **1. Implementation of the SARDI Communication Strategy**

- Support the implementation of the approved Communication Strategy and its integration into SARDI's day-to-day communication activities and long-term planning.
- Develop communication implementation plans (Content plans) based on the approved strategy and institutional priorities.
- Monitor implementation progress, assess communication performance and recommend adjustments where necessary.
- Ensure that communication activities support the SARDI's institutional transformation and strategic objectives.
- Identify communication needs, gaps and opportunities and prepare requests for targeted communication support, technical assistance or additional expertise when required.
- Support strategic communication efforts to maximise the visibility, impact and public recognition of initiatives jointly implemented by SARDI and EU4Reconstruction.

#### **2. Strengthening SARDI's Institutional Brand and International Positioning**

- Support the development and implementation of an integrated communication campaign presenting SARDI's role, mandate, achievements and institutional transformation.
- Support the development strategic messaging, narratives and communication products that position SARDI as Ukraine's leading public institution responsible for recovery and reconstruction.
- Identify opportunities for proactive communication with international partners, donors, diplomatic missions and international media.

### 3. Strategic Communication Advisory and Capacity Development

- Provide strategic communication advice to SARDI leadership on high-level meetings, international engagements, public appearances and sensitive communication issues.
- Review and advise on speeches, presentations, strategic statements, opinion articles and other leadership communication materials.
- Support implementation of crisis communication measures and provide strategic advice during high-risk communication situations.
- Mentor SARDI communication team and communication officers across the SARDI ecosystem through practical coaching and advisory support.
- Design and facilitate regular (preferably, monthly) communication meetings for communication team and communication officers across the SARDI ecosystem through practical coaching and advisory support.
- Organise and facilitate training and other capacity-building events aimed at strengthening communication systems and competencies within SARDI and its wider ecosystem.
- Promote common communication standards, knowledge sharing and exchange of best practices across the communication network.

### 4. Coordination and Quality Assurance of Communication Activities

- Supervise the work of the Communication Expert and Graphic Designer engaged under EU4Reconstruction, ensuring coordinated planning, task allocation and quality assurance.
- Coordinate communication planning and implementation across SARDI, the RORs and other institutions within SARDI's ecosystem.
- Establish and maintain communication planning, approval and coordination mechanisms across the ecosystem.
- Ensure consistency of messaging, branding, visual identity and communication standards across all communication products.
- Coordinate the work of external contractors, service providers and communication partners where relevant.

*The Advisor's role is limited to providing strategic and technical support to SARDI's communications. The Advisor will not act as a spokesperson for SARDI or represent the Agency externally; all official statements, positions, and external representation on behalf of SARDI remain exclusively with authorised SARDI representatives.*

**Deliverables**

- Updates to Communication Strategy (where necessary) to reflect organisational priorities, evolving communication needs and implementation progress.
- At least one integrated communication campaign aimed at strengthening SARDI's public profile and institutional brand, including:
  - campaign concept;
  - implementation plan;
  - target audience, key messages and communication toolkit;
  - implementation oversight and coordination of campaign delivery across responsible teams and contractors;
  - campaign evaluation report with recommendations.
- High-level communication materials prepared or reviewed for SARDI leadership, including speeches, presentations, key messages, talking points and strategic statements, as required.
- Communication materials and strategic guidance supporting the visibility of joint SARDI–EU4Reconstruction initiatives and key reform achievements.
- Regular coordination meetings with communication representatives across the SARDI ecosystem, including meeting notes and agreed follow-up actions.
- At least 1 communication workshop or strategic sessions delivered for communication representatives across the SARDI ecosystem.
- Advisory notes, analytical briefs and strategic recommendations prepared for SARDI management and EU4Reconstruction on communication priorities, risks, opportunities and proposed actions.
- Quality assurance and strategic supervision of communication products prepared by SARDI's communication team and the EU4Reconstruction-supported Communication Expert and Graphic Designer.
- Strategic communication tools and guidance, including updates to messaging frameworks, leadership communication guidance, crisis communication procedures and other strategic communication documents, as required.
- Monthly progress reports summarising activities implemented, outputs delivered and results achieved (in English).
- Final completion report summarising key achievements, lessons learned and recommendations for further strengthening SARDI's communication capacity (in English).
- Other deliverables as agreed 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 or SARDI leadership.

**Qualification**

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

**General qualifications:**

- a) Relevant education as a minimum Master's Degree in Communication, PR, journalism or similar.
- b) At least 10 years of professional experience in communications in line with the scope of work mentioned above.

- c) At least 5 years of experience in leading communication teams and managing complex communication projects.
- d) Strong understanding of Ukraine's reconstruction context, public sector reforms and the role of donor-funded interventions.

### **Adequacy for the assignment**

- a) Proven experience in designing and implementation of communication strategies and providing communication support for governmental authorities or governmental institutions.
- b) Strong working relations with key Ukrainian media.
- c) Ability to communicate on politically sensitive topics.
- d) Experience in crisis communication and reputational risk management will be a significant advantage.
- e) High level of organisational, analytical and leadership skills.
- f) High degree of integrity.

### **Experience with the region and languages**

- a) Fluency in Ukrainian and English (written and spoken).

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

The maximum budget available for this assignment is **EUR 26 500, including up to EUR 1,930 for travel to be conducted in line with EU4R travel policy**. 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 **6 months**, with a start in October 2026.

The assignment includes up **to 126 working days** per full term of the Contract (up to 21 working days per month), including up to **5 travel days (international)**.

The expert is expected to work from the premises of the SARDI.

### **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.

Strategic Communications Advisor will work in close cooperation with the SARDI management and lead communication team of EU4Reconstruction experts embedded in SARDI's work — a Communication Expert and a Graphic Designer. He/She will report directly to the Communication Manager of EU4Reconstruction.

Regular planning and reporting sessions with the representative of the SARDI and EU4Reconstruction are expected.

### **How to apply**

The deadline for submitting the proposal is **22 October 2026, 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 126 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](mailto:EU4R@um.dk) indicating the subject line: "**Strategic Comms Advisor for SARDI\_Name**".

Bidding language: English.

Any clarification questions regarding the terms of reference should be addressed to [EU4R@um.dk](mailto:EU4R@um.dk) cc to [tetsmy@um.dk](mailto:tetsmy@um.dk), not later than **20 October 2026, 18-00 Kyiv time**.

### **Evaluation criteria**

Bids will be evaluated under the criteria provided below:

| # | Criteria                                     | Weight |
|---|----------------------------------------------|--------|
| 1 | Relevant experience, skills and competencies | 40%    |
| 2 | Portfolio                                    | 40%    |
| 3 | Proposed budget                              | 20%    |