

UNICEF Moldova

TERMS OF REFERENCE

Institutional Contract

Development of a National Strategic Communication Plan to prevent violence against children and women in Moldova

Duration and timeline: May 2025 – December 2025

1. Background

The [2018 OSCE-led survey on VAW](#) reveals a stark reality regarding GBV in the Republic of Moldova. Approximately 80% of women surveyed have reported psychological, physical or sexual violence since the age of 15, which is a notable contrast to European Union states, where the prevalence is markedly lower at 45%. Two in five Moldovan women (40%) report experiencing physical and/or sexual violence from a partner or non-partner since the age of 15. Despite the prevalent and severe consequences of intimate partner violence against women in the country, a staggering three-quarters (73%) of victims of current partner violence refrained from seeking support from any organization. According to the same study, 50% of women believe their friends would agree that “a good wife should obey her husband even if she disagrees.” Additionally, over half of women (55%) consider domestic violence a private matter, which is nearly four times higher than the EU average of 14%. Furthermore, 45% of Moldovan women (compared to 15% in the EU) believe that women provoke violence, while 40% of women (compared to 20% in the EU) think claims of rape or abuse are exaggerated and 1 in 10 adolescents aged 15-19 believe that a husband may sometimes hit or beat his wife.

Information from the Moldovan [2019 Violence against Children and Youth Survey \(VACS\) study](#) [clearly](#) indicates that children suffer from substantial rates of sexual, physical and emotional violence: about 2 out of 5 children have been subjected to some form of violence and 1 in 7 girls and 1 in 20 boys have experienced sexual violence by 18. However, few children seek services, especially for sexual violence.

In December 2023, UNFPA, UNICEF and UNHCR conducted a GBV Safety Audit that identified

safety and concerns about violence of both Moldovan and Ukrainian women and adolescent girls. The GBV Safety Audit established that both Ukrainian and Moldovan women and girls are concerned about their safety in their homes due to domestic violence, as well as in public spaces and on public transportation. Women and adolescent girls with disabilities as well as Roma women and girls face higher GBV risks. The key messages from the 2023 GBV Safety Audit are that multiple barriers still impede access to GBV services, including distrust in service providers along with harmful social norms, fear of stigma and victim-blaming attitudes. As set out in the UNICEF Child Protection Strategy¹, Strategic Plan, and Gender Action Plan², UNICEF's ambition is to focus on prevention so that over time, there will be a reduction of violence prevalence and lower need for response services/ remedial responses. Adopting approaches that are explicitly gender transformative and operate at the intersection of violence against women and violence against children has the potential to break the intergenerational transmission of violence³.

In Moldova, the violence prevention agenda remains fragmented. Programs addressing VAC and VAW are limited in scope and often lack sustainability and long-term impact. Many interventions, such as awareness-raising campaigns, are short-term in nature, including the annual 16 Days of Activism or isolated social media efforts, and are characterized by limited geographic coverage and strategic direction. Current communication initiatives frequently lack tailored messaging for key population groups, including adolescent girls, Ukrainian women and girls, Roma communities, or women with disabilities, which diminishes both reach and relevance.

Considering the above, UNICEF Moldova is contracting a communication company to support the National Agency for Preventing and Combating Violence against Women and Domestic Violence (ANPCV) with the development a National Communication Plan grounded in Social and Behaviour Change (SBC) approaches that would support prevention efforts by focusing on the intersections between violence against children and violence against women.

The Communication Plan should align with national prevention goals and enable ANPCV to position communication as a central tool in violence prevention, moving beyond awareness-raising to driving meaningful behavior and norm change. It will also provide a strategic direction for ANPCV to coordinate stakeholder efforts and harmonize messaging across different sectors and organisations.

Furthermore, such an integrated Communication Plan will enhance the coherence and alignment of messaging across government institutions, civil society, and development partners, reducing the risk of duplicated efforts and fragmented initiatives. It will also facilitate the monitoring and evaluation of prevention efforts' impact, thereby contributing to a more efficient and

¹ [Child Protection Strategy, UNICEF \(2021-2030\)](#)

² [Gender Action Plan, UNICEF \(2022-2025\)](#)

³ [Bridging the gaps: a global review of intersections of violence against women and violence against children \(2016\)](#)

coordinated use of available resources.

2. Purpose of the institutional contract

The purpose of the consultancy is to support UNICEF and ANPCV with the development of a comprehensive National Strategic Communication Plan, grounded in evidence and SBC approaches, developed with participatory approaches, and validated with national stakeholders. The National Strategic Communication Plan will address the social and behavioral drivers of violence and contribute to breaking the barriers to accessing services in Moldova (such as gender inequality, stigma, shame, tolerance of violence, and victim-blaming) while promoting positive social norms, fostering trust in services, normalizing help-seeking behaviors, and ensuring coordinated, inclusive, and sustainable messaging across all sectors and stakeholders.

Moreover, it will serve as a unified framework that will enable the alignment of messages and interventions across different sectors, reducing the risk of contradictory messaging and strengthening the impact of prevention campaigns.

3. Objectives of the consultancy

The objectives of this consultancy are:

Objective 1: To conduct a comprehensive desk review and assessment of existing communication and SBC initiatives, strategies, behavioural evidence, and messaging related to the prevention of violence against children and women in Moldova, with a particular focus on identifying gaps in audience segmentation, inclusivity, language, geographic coverage, and message tailoring for vulnerable groups (e.g., adolescents, Roma communities, Ukrainian women and girls, and women and girls living with disabilities).

Objective 2: In close collaboration with UNICEF, develop a multiyear National Strategic Communication Plan in close consultation with national stakeholders and using a participatory approach, develop key messages, behavior change objectives, priority audiences, delivery channels, and implementation roadmap, ensuring alignment with national priorities and integration with existing legal and policy frameworks on violence prevention.

Objective 3: To support the initial phase of the implementation of the National Strategic Communication Plan by developing a set of evidence-informed, audience-tailored communication materials along with effective dissemination across various channels and regions. This should ensure inclusive outreach, with particular attention to linguistic, cultural,

and accessibility adaptations for key populations such as adolescent girls, Roma communities, women and girls from villages and women and girls with disabilities.

4. Details of how the work should be delivered

To achieve the above-mentioned objectives, the company, in close consultation with UNICEF and the ANPCV, will conduct the following specific tasks and deliverables:

Phase 1: Development of National Strategic Communication Plan

- 1. Conduct a desk review of existing communication and SBC initiatives, strategies, evidence on prevention of violence against children and women in Moldova:**
 - Conduct desk review of existing documents, including strategies, plans, and materials on prevention of violence against children and women with a focus on Moldova and including UNICEF's SBC strategy on violence prevention.
 - Identify promising practices along with gaps in audience segmentation, inclusivity, language, geographic coverage, and tailored messages with consideration for adolescents, Roma communities, and women and girls living with disabilities. It should include available academic literature, grey literature (policy advocacy papers and service providers reports), and market research on violence prevention in Moldova.
 - Take into account the findings and recommendations based on the desk review and as relevant to the context to inform the National Strategic Communications Plan.
- 2. Identify and develop the key messages for various audiences:**
 - Plan and conduct FGDs with target audiences, including women- and girl-led organisations, women and adolescent girls, to understand the barriers they face to accessing services and issues of concern they wish to see addressed in the National Strategic Communications Plan. This includes preparing a FGD tools, with inputs and review from UNICEF and ANPCV, that incorporates best practices on engagement with women and adolescent girls, ensures the FGDs are age appropriate, take a trauma-informed approach and do no harm, and incorporate GBV risk mitigation measures such as safe referrals to available services in the instance of disclosures of violence.
- 3. Develop a multi-year National Strategic Communication Plan:**
 - Using findings and recommendations from the desk review and the KIIs and FGDs, draft a costed National Strategic Communication Plan using the template of UNICEF SBC strategy on VAC and VAW prevention. The Plan should include expected results, key indicators for success, and activities as well as campaign messaging and branding, audience segments, stakeholder mapping, communication and media channels, key messages and approaches, specific

media product descriptions and quantities, and timeframes. The Plan will also identify the most effective communication channels for reaching different groups, including mass media, social media platforms, community-based outreach, and interpersonal communication. An implementation roadmap is expected, setting out clear timelines, roles and responsibilities, and required resources to operationalize the Plan. In addition, the Plan should integrate monitoring and evaluation mechanisms to track progress and measure the impact of communication efforts and required adjustments over time.

- Facilitate a consultation process of the draft, ensuring that feedback is sought from key stakeholders, including UNICEF, ANPCV.
 - Revise the draft incorporating feedback from the consultation process.
4. **Validate the National Strategic Communication Plan with key stakeholders:**
- With the support from UNICEF and ANPCV, organize and facilitate half-day validation workshop with key stakeholders, including UN Agencies (such as UN Women, UNFPA, CoE, etc.).
5. **Finalize the National Strategic Communication Plan:**
- Using feedback received at the validation workshop, finalize the multi-year National Strategic Communication Plan including costed activities for its implementation with key stakeholders, such as UN Women, UNFPA, CoE, and the evaluation indicators.

Second phase: Development of specific content of the plan/materials (inception part)

This phase will include the initial implementation of the National Communication Plan by developing a set of evidence-informed, audience-tailored communication materials including their effective dissemination across various channels and regions and ensuring effective communication about the plan for the GBV Agency.

Specifically, this will include:

6. **Development of specific content from the Plan (initial phase).**

This may include the following:

- Conceptualize and design a central campaign theme, slogan(s) and branding to be used throughout the campaign period and after.
- Develop an initial communication products package template. Adopt/resize the above products into easy access for various channels and approaches. It may include offline, but also, social media and other digital platforms including Facebook, Instagram, Viber, WhatsApp, Telegram, Led Screens, City-Lights, billboards etc.

- Pre-test the communication products.
- Develop a communication crisis management protocol for ANPCV to anticipate, respond to, and mitigate potential negative reactions, misinformation, or reputational risks associated with campaign messaging or dissemination.
- Ensure the communication for ANPCV on the Plan (social media and media content).
- Organize a public launch event for the National Communication Plan for up to 60 participants (main stakeholders) and prepare a communication campaign for ANPCV in this regard.

7. Rolling out the key messages through various channels and audiences

- Identify, negotiate, and secure strategic media placement spots and locations for the products including on suitable media channels and physical locations (for billboards, city-lights, banners), at the national level, with a focus on regions.
- Ensure that all campaign materials are inclusive and accessible, including producing adapted formats (e.g., subtitles, sign language interpretation, plain language versions) to reach people with disabilities and other marginalized groups.
- Ensure training of ANPCV staff and other relevant stakeholders to strengthen institutional capacity for the implementation and sustainability of strategic communication efforts.

8. Monitoring and evaluation of results.

- Provide two main reports: inception and final reports. However, regular updates on the progress can be requested at different stages of the project implementation.
- Provide campaign monitoring reports including media reach, public response and feedback.
- Provide a comprehensive intermediate campaign report including achievements, results, challenges lessons learnt and recommendations.
- Provide a list of recommendations and lessons learned.

5. Deliverable and Delivery dates

Nr.	Tasks	Deliverables	Timeline*
1	Prepare an inception report, that should include the workplan outlining the timelines, responsibilities for each of contract deliverables	Inception report, including the detailed workplan	4 days from the contract signature

2	Conduct a desk review of existing communication and SBC initiatives, strategies, evidence on prevention of violence against children and women in Moldova and identify the key messages for various audiences.	Desk review report with findings and recommendations to be used in the development of the National Strategic Communications Plan. Include the identified key messages, draft report and documentation of consultation process.	2 weeks from the contract signature
3	Develop the draft for the multi-year National Strategic Communication Plan	Draft of the National Strategic Communication Plan in English language	3 weeks from the contract signature
4	Consultation and validation of the National Strategic Communication Plan and Final National Communication Plan	Validation session and Final National Communication Plan in English and Romanian languages	4 weeks after the contract signature
5	Develop a central campaign theme, slogan(s) and branding to be used throughout the campaign period and after.	Concept of the central campaign and key messages and templates	8 weeks from the contract signature
6	Organize a public launch event for the National Communication Plan for up to 60 participants (main stakeholders) and prepare a communication campaign for ANPCV in this regard.	Organise a public event, and a communication campaign about the plan for the GBV Agency	9 weeks from the contract signature
7	Rolling out the key communication content, including a visual identity of the plan, main templates and main key products and ensure its distribution through various channels and approaches.	A set of materials developed and disseminated (English and Romanian). UNICEF will ensure the translation in other identified languages and will provide the translation to the company.	24 weeks from the contract signature
8	Prepare the final report that should include the achieved results of the Plan implementation.	Final Report on the project including the evaluation of results	28 weeks from the contract signature

** Exact deadlines will be mutually agreed upon contract signature*

6. Reporting requirements

The contractor will produce the following reports during assignment implementation. All reports will be prepared and presented electronically to UNICEF for approval. The reporting language is English.

- Inception report: will outline the contractor's understanding of the Communication Strategic Plan component for undertaking the assignment. Specifically, the report will cover the following areas:
 - the purpose and context of communication plan component;
 - proposed methodology for developing the communication plan;
 - key actors to be involved and their roles; and
 - detailed Work plan and timeline.

- Final report: records on the activities conducted under the assignment, covering the following areas:
 - short description of the activities performed.
 - the concepts and the materials developed.
 - the evaluation of results.

7. Ethical considerations

The contractor will be responsible for considering ethical issues concerning the participation of children/adolescents, as well as those related to the topic. The Contractor will ensure that the process is in line with the [United Nations Evaluation Group \(UNEG\) Ethical Guidelines](#). The Contractor should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with adolescents, vulnerable groups, stakeholders etc.

Furthermore, the Contractor should protect the anonymity and confidentiality of individual information. All participants should be informed about the context and purpose of the Study, as well as about the confidentiality of the information shared.

Use of documents and information provided by UNICEF or acquired during the contract implementation is allowed only for the tasks related to these terms of reference.

8. Performance indicators for evaluation of results

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in ToR;
- Compliance with the established deadlines for submission of deliverables;
- Quality of work;
- Demonstration of high standards of cooperation and communication with UNICEF and with counterparts.

9. Qualifications and experience

Institution/Company:

The selected contractor must meet the following criteria:

- A reputable company with a minimum of 2 years of experience.
- Proven experience in producing strategic communications on GBV, VAC and/or VAW with focus on changing norms, attitudes, and behaviors.
- Demonstrated ability to engage with children and adolescence in age appropriate and safe and ethical manners.
- Demonstrated expertise in carrying out market research and using participatory approaches to generating messaging and communications.
- Proven ability to reach target audience, including populations that may be difficult to reach or excluded through innovative and appropriate methods.
- Proven experience is developing targeted messages and reaching through SBC approaches.
- Prior experience working with UN Agencies and/or Government of Moldova.

- **Lead Expert (s):**

- Advanced University Degree in Communication, Social Sciences, Human Rights or related field;
- Minimum of 5 years of relevant professional experience in the area of GBV, violence prevention, child protection, etc.;
- Proven experience in development and leading of similar projects;
- Proven knowledge of international human and child rights standards (United Nations and European standards);
- Capacity in Human Rights Based Approach;
- Good command of English, both oral and written;
- Working command of Romanian and/ or Russian is a strong asset.
- Previous experience in working with UN Agencies is an asset.
- Demonstrated experience in producing multimedia communication materials across diverse formats and channels, including video, audio, print, social media, and digital platforms.

10. Content of technical proposal

Structure of the Technical Proposal

The Technical Proposal should include but not limited to the following:

- Corporate Profile highlighting the bidders qualifications and experience in implementing the assignment, please include details of specific experience with similar assignments in the past two years.
- Detailed understanding of UNICEF's requirements for this assignment and bidders value proposition
- Detailed Methodology/approach to project demonstrating how you meet or exceed UNICEF requirements for this assignment
- Proposed timeline and milestones

Bidders are requested to back up their submissions by providing:

- Evidence in the form of job completion certificate, diplomas, contracts and/or references (relevant to this assignment).
- Three relevant examples of national campaigns containing the following information:
 - Name of Client
 - Title of the Project
 - Year and duration of the project
 - Scope of the Projects/Requirements
 - Proposed Solutions and Outcome – include visuals, web-links, etc.
 - Project timelines (start and end date year, and any other information necessary)
 - Results achieved.
- Details of the Proposed Team for the assignment including the following information:
 - Title/Designation of each team member on the project
 - Educational qualifications and professional experiences
 - Past experience in working on similar project and assignment – List all similar projects they worked on and their roles on those project.
- Project implementation and work plan showing the detailed sequence and timeline for each activity and days necessary for each proposed team member
- Quality assurance mechanism and risk mitigation measures put in place

11. Financial Proposal

The financial proposal shall indicate total budget estimated in USD, as well as a detailed breakdown of budget items. Payments will be based on outputs, i.e. upon delivery of the services specified in the TOR.

The financial offer should include all additional applicable costs, such as: translation, meeting costs, transportation (local and international), daily subsistence costs. If not provided by ToR, UNICEF will not reimburse additional costs not directly related to the assignment outcome, such as translation/interpretation services, local travels, passport/visa costs, hardware, software, stationery, logistic and meeting costs.

In case when a Moldovan resident company is selected for contracting, MDL will serve as contract currency, converted at the UN exchange rate applicable at contract signature date.

12. Evaluation criteria for selection

The submissions should contain two separate proposals: a Technical Proposal and a Financial Proposal.

The Technical proposal will be evaluated against the following criteria:

Technical Criteria	Technical Sub-criteria	Maximum Points
Overall Response	Completeness of response Overall concord between RFP requirements and proposal	5
Maximum Points		5
Company and Key Personnel	Range and depth of experience with similar projects Number of customers, size of projects, number of staff per project Key personnel: relevant experience and qualifications	10 5 5
Maximum Points		20
Proposed Project Methodology and Approach	Project plan & compatibility with UNICEF Innovation approach Instructional strategies	25
Maximum Points		25
Portfolio examples	Relevant 2 examples of national campaigns on GBV, VAC and /or VAC prevention	15
Maximum Points		15
Previous experience with UN agencies	Previous experience in working with UN agencies on relevant projects	5
Maximum Points		5
Total Maximum obtained for Technical Criteria		70
Minimum score		50

for technical compliance		
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The maximal amount of points to be allocated for the technical evaluation component is 70.

The Financial proposal will be evaluated against the following criteria:

The maximal amount of points to be allocated for the price component is 30. Thirty points will be allotted to the lowest price proposal of a technically qualified offer. Points for other offers will be calculated as **Points (x) = (lowest offer/ offer x) * 30**.

The company which submitted the offer that obtained the highest cumulative score (technical evaluation points + financial evaluation points) will be considered for contracting.

13. Payment schedule

The payment will be linked to the following deliverables upon satisfactory completion and acceptance by UNICEF:

- 20 per cent upon the submission of the inception report with revised methodology and data collection tools, and
- 45 per cent upon the submission of the Communication plan in English
- 25 per cent upon the submission of main campaign development.
- 10 per cent upon the submission of final report.

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, not delivered for failure to meet deadlines.

14. Definition of supervision arrangements

The selected organization will work under direct supervision of the Chief Child Protection in UNICEF and SBC officer (VaGBaW). Fees will be rendered upon written approval by the UNICEF Supervisor, and contingent upon the quality of deliverables.

UNICEF will regularly communicate with the selected organization and provide formats for reports, feedback and guidance on performance and all other necessary support so as to achieve

objectives of the research, as well as remain aware of any upcoming issues related to expert's performance and quality of work.

15. Work location and official travel involved

The research may require in-country travels. A travel plan will be included in the Technical proposal submitted by the bidder.

Travel costs shall be calculated based on economy class travel, regardless of the length of travel; costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC). All travel arrangements and expenses are covered by the selected company and shall be included in the financial offer (lump sum and break-down per budget lines).

Travel costs not actually incurred due to travel mission cancellation, delays, contract termination or modification are subject to deduction from final contract amount.

16. Support provided by UNICEF

To achieve the above-mentioned objectives, UNICEF will provide timely feedback to all activities to be presented by the contracted organization(s). UNICEF will also provide the contractor(s) with the UNICEF visibility tool kit, visibility assets and other supporting documents that will help deliver the tasks and will facilitate the dialogue with other partners involved. UNICEF will also provide SBC and GBV quality review.