

TERMS OF REFERENCE

- A. Job Title:** **Local consultant** to review and update communication strategy of the National Anticorruption Center
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Strengthening the corruption prevention and analysis functions of the National Anticorruption Center (NAC)
- D. Contract type:** Individual Contract (IC)
- E. Duration of assignment:** up to 25 working days during September – November 2016

F. Background:

Corruption remains a major issue in Moldova. Various international rankings, as well as local opinion polls testify high levels of perception of corruption. The Parliament, acknowledging the need to fight corruption, adopted a 5 years National Anticorruption Strategy (NAS) in 2011¹, which was extended for 2016 as well. Anticorruption measures strongly feature in other major strategic policy documents, such as Moldova 2020,² Justice Sector Reform Strategy (2011 – 2016) and its Action Plan³ and the National Action Plan for the implementation of the EU-Moldova Association Agreement (AA).⁴

As stipulated in the National Anticorruption Strategy, under the *Education and public communication component*, “the change of mentality of the individuals and the entire society from tolerating and concealing corruption towards the mentality of denial of corruption and ensuring the disclosure thereof is crucial for the successful reduction of the corruption phenomenon”. In this context, the Strategy sets as one of priority actions the cooperation of the state authorities with civil society and mass-media and requires state authorities to adopt and apply rules of communication with wider public.

The National Anticorruption Center of the Republic of Moldova has a well-defined mandate for the prevention of and fight against corruption and is the institution responsible for the coordination of the implementation of the National Anticorruption Strategy. Communication is one of the key areas where the capacity of NAC should be enhanced to fortify its role in preventing corruption, raising people’s awareness and interest towards corruption prevention, and building trust with media and the public.

In particular, spread of information and new technologies and large use of social media require public agencies to modernize and upgrade their means of communication with wider public and mass-media. In this context, NAC is motivated to review and update its communication strategy, approved for the first time in 2011.

To support NAC in strengthening its communication capacities UNDP-Moldova through its project *Strengthening the corruption prevention and analysis functions of the National Anti-corruption Center* financed by the Norwegian Ministry of Foreign Affairs seeks to contract a local consultant to review and update NAC Communication Strategy.

¹ Parliamentary Decision 154, of 21 July 2011, to adopt the National Anti-Corruption Strategy 2011-2015.

http://cna.md/sites/default/files/snadoc/national_anti-corruption_strategy_2011-2015_republic_of_moldova.pdf

² <http://cancelaria.gov.md/lib.php?l=en&idc=435&nod=1&>

³ <http://www.justice.gov.md/#idc=420&>

⁴ <http://www.mfa.gov.md/implementarea-aa/>

G. Objective:

The main goal of the assignment is to review and update the NAC Communication strategy and develop an Action Plan for its implementation.

H. Scope of work and expected outputs:

The consultant will perform his/her assignment under the overall guidance of NAC's corruption prevention and analysis Units and NAC Project.

The Objectives and Scope of services defined above shall be met through, but not limited to the following activities:

1. Hold an initial inception meeting with the NAC management, communication and prevention units' team to discuss expectations, approaches and planning for the consultancy;
2. Analyse existing documentation and carry out consultations with key stakeholders (NAC staff and NAC Project members, relevant public institutions, CSOs, media and journalists, donors, partners) to conduct a baseline assessment covering;
 - Overview of the existing communication materials and channels used by NAC;
 - Overall quality, coverage, effectiveness of existing communications work;
 - Analysis of the weaknesses, strengths and areas of potential in the existing communications work and assessment of its impact on the audience, including through focus group discussions and in-depth interviews;
 - The overall communication capacity of the NAC to deliver and coordinate communications work.
3. Based on the findings of the baseline assessment, the goals and components of the upcoming National Anticorruption Strategy (beginning with 2017) and in close cooperation with the NAC staff (and other stakeholders) review and update current NAC Communication Strategy for the next four years (2017-2021) of work, covering:
 - Refined overall communications goals and objectives at organizational, department and activity levels;
 - Outline of a clear brand identity for National Anticorruption Center of the Republic of Moldova and of a communications vision;
 - Identification of key stakeholders and target audience with clear relevant, distinct and consistent messaging and approaches for each other;
 - Develop key messages of NAC for all its focus areas/fields of work, for general use;
 - Identification of the optimal messaging and approach in case of the crisis communication;
 - Measurable aspects of changes, including indicative milestones;
 - Identification of specific materials, tools, technologies and channels that can be used in the implementation of the strategy;
 - Identification of key topics for raising awareness campaigns that can be used to involve citizens in reporting corruption and to increase trust between NAC and the general public;
 - A mechanism to monitor and evaluate the impact and effectiveness of the strategy.

The Strategy shall aim at achieving a higher trust of citizens towards the NAC activity through a better understanding and recognition of anticorruption commitments and activities, but also contribute to creating a climate of zero-tolerance to corruption in the society. The Strategy shall

enforce an effective communication of NAC with media, civil society, public institutions and general public and a greater visibility of its corruption prevention activities.

The Strategy shall focus on, but not limited to, the following priorities:

- To register meaningful and measurable progresses in the field of communication in fulfilling the NAC mandate set by the legislation;
- To offer citizens interaction mechanisms and clear messages about the modalities they can get involved in preventing and fighting corruption, enhancing in this way citizens' trust in the institution;
- Demonstrate the availability for a dialogue with the state and non-governmental organizations and development partners relevant in the field of anticorruption;
- Cultivate relations of efficient communication with mass-media and civil society through continues dialogue and creating partnerships

4. Develop a clear and concrete 2 years Action Plan for implementation of the NAC Communications Strategy, outlining the resources and inputs required.

5. Validate the draft Strategy and Action Plan with the NAC and relevant stakeholders and submit a final Strategy.

I. Deliverables:

#	Deliverable	Deadline
1.	Baseline Assessment of current communication practices and NAC organizational communications capacity submitted	September 20, 2016
2.	Draft NAC revised and updated Communication Strategy and Action Plan submitted	October 10, 2016
3.	Draft Communication Strategy and Action Plan validated with main stakeholders and final Communication Strategy and Action Plan submitted	October 31, 2016
4.	Report on the execution of the assignment as per the contract submitted	November 4, 2016

Note: Deliverables and final timeline can be amended or specified for the purpose of the assignment.

Payment will be made in one or two installments upon the successful completion of the tasks assigned.

J. Organizational Setting:

This is a part-time consultancy. The expert will work with the management and staff of the National Anticorruption Centre for substantive aspects of the assignment, and under the direct supervision of the UNDP Project Manager – for administrative aspects. The consultant will submit the Report on the execution of the assignment as per the contract to UNDP Project Manager.

K. Inputs:

The National Anticorruption Centre will provide the expert with the necessary information and materials for the fulfillment of tasks.

L. Qualifications and skills required:

I. Academic Qualifications:

- Master's Degree or equivalent (5-year university education) in Communication, Public Relations, International Relations, Journalism, Media Studies or other relevant field;

II. Years and sphere of experience:

- At least 5 years of progressive professional experience in communication or public relations.

III. Competencies:

- Proven experience in conducting communications need analysis;
- Proven experience in elaboration of communication strategies by identifying and prioritizing audiences and communication means;
- Experience of work in/with media outlets;
- Knowledge of the corruption phenomenon, efficient mechanisms for its prevention;
- Experience in working with public institutions and SCOs;
- Experience in working with law enforcement agencies will be a strong asset;
- Experience in working with international organizations, including UN agencies is an asset;
- Strong analytical and report writing skills;
- Excellent communication skills;
- Knowledge of Romanian, Russian and English languages for the purpose of the assignment

IV. Personal qualities:

- Proven commitment to the core values of the United Nations; in particular, is respectful of differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, flexibility, punctuality
- Capacity of collaboration and teamwork, initiative, creativity, resourcefulness

The United Nations Country Team in the Republic of Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.