

RFPS-2026-9205029

Annex B, Terms of Reference, Revised, V1

Revision Note – 16 July 2026

The Terms of Reference have been revised to:

- clarify that interviews are not mandatory and may be conducted remotely where appropriate;
- clarify that field visits are subject to the bidder’s proposed methodology and UNICEF’s agreement;
- clarify the available options regarding new and existing photography;
- revise the methodology and related deliverables accordingly;
- provide an indicative volume of background documentation to be reviewed; and
- align the proposal and financial requirements with the revised approach.

Bidders are requested to prepare their technical and financial proposals in accordance with this revised version of the Terms of Reference.

TERMS OF REFERENCE

Institutional Consultancy for Creative Storytelling and Production

“From Crisis to Stronger Systems: UNICEF Moldova’s Support to Refugee and Child-Focused Systems Change”

1. Background

Since the outbreak of the war in Ukraine in February 2022, the Republic of Moldova has experienced one of the largest refugee influxes per capita in Europe. While responding rapidly to the immediate humanitarian needs of refugee children and families, UNICEF Moldova deliberately adopted a humanitarian-development nexus approach—providing life-saving assistance while simultaneously strengthening national systems that benefit both refugees and vulnerable children in Moldova.

Rather than establishing parallel humanitarian structures, UNICEF worked alongside the Government of Moldova, local authorities, civil society, United Nations agencies and

development partners to reinforce child protection, education, health, social protection and public service delivery systems. This approach aimed to contribute to greater institutional resilience while supporting Moldova's broader reform agenda and European Union accession aspirations. UNICEF's response increasingly shifted from emergency interventions to strengthening government ownership, service integration, and sustainable financing for inclusive social services.

After more than four years of implementation, UNICEF wishes to capture this experience through a compelling, human-centred story that documents what was achieved, what was adapted, what challenges remain and how humanitarian action contributed to, and generated lessons for, longer-term systems change.

For clarity, this Terms of Reference uses **systems strengthening** to describe UNICEF's programme approach to reinforcing national and local capacities, services and institutions. It uses **systems change** to refer to the broader results, shifts or transformation that may emerge from those investments and to related narrative or visual framing, such as systems-change pathways.

The final publication and communication package should inform governments, donors and UNICEF country offices by demonstrating how humanitarian investments can accelerate sustainable development outcomes.

2. Purpose

The purpose of this consultancy is to develop a flagship narrative that tells the story of UNICEF Moldova's humanitarian-development nexus response to the Ukrainian refugee crisis.

The publication should explore how humanitarian assistance supported institutional strengthening, including what worked, what was adapted and what challenges remain, while remaining grounded in the lived experiences of children, families, frontline workers and government officials.

Rather than producing a conventional UNICEF report or evaluation-style document, the institutional consultancy will create a visually rich, story-led publication supported by evidence, data and first-hand testimonies.

The publication is intended for donors, government counterparts, UNICEF offices, United Nations partners, civil society and wider international audiences, and should support advocacy, learning, resource mobilisation and strategic communication on humanitarian-development nexus programming.

3. Objectives

The assignment will aim to:

- Document UNICEF Moldova’s strategic shift from emergency humanitarian response towards long-term systems strengthening.
- Explain how humanitarian investments strengthened national and local systems rather than creating parallel service delivery mechanisms.
- Capture the perspectives of children, refugee families, host-community families and other vulnerable families in Moldova, government leaders, municipal authorities, frontline professionals, civil society partners and UNICEF staff.
- Examine how cross-sectoral programming contributed to broader outcomes beyond isolated sector interventions.
- Identify innovations, adaptations, challenges, remaining gaps and lessons for future programming.
- Produce a high-quality publication suitable for international dissemination and donor engagement.

4. Key Storytelling Themes

The narrative should explore the following interconnected themes:

Theme 1: The First Days

- Moldova’s immediate response
- UNICEF’s rapid humanitarian mobilisation
- Supporting the Government and national and local authorities under extraordinary pressure
- Human stories from border crossings and BlueDots/reception centres

Theme 2: Beyond Humanitarian Relief

Explore the strategic question:

“How do you respond to an emergency while reinforcing the local and national systems?”

Illustrate how humanitarian investments were intentionally designed to strengthen:

- Child protection
- Education
- Health
- Social protection

- Local government capacity
- Case management
- Digital systems
- Workforce development

Theme 3: Building Inclusive Systems

Document examples including:

- Expansion of social protection programmes and child protection services
- Strengthening social service workforce
- Temporary Protection implementation
- Integrated case management
- Inclusive education
- Equitable access to health services
- Mental health and psychosocial support
- Community-based service delivery
- Municipal capacity strengthening
- Data and information systems
- Workforce development

Explore how, and to what extent, these investments have benefited both refugee children and families and other children in Moldova.

Theme 4: Partnerships

Highlight collaboration among key partners, including:

- Government ministries and agencies
- Local authorities
- Civil society and grassroots-led organisations
- Refugee communities and host communities
- United Nations agencies

- Donors
- Private sector

Focus on co-creation rather than service delivery alone.

Theme 5: Children at the Centre

The publication should pay particular attention to the experiences of the most vulnerable children, including those at risk of separation, exploitation or abuse.

Human stories should include:

- Refugee children from Ukraine
- Children in Moldova
- Adolescents
- Foster families
- Teachers
- Psychologists
- Social workers
- Community assistants
- Parents
- Healthcare workers

These stories should demonstrate resilience, inclusion and hope.

Theme 6: Looking Forward

The story should conclude by exploring:

- Institutional resilience
- Sustainable financing
- Government ownership
- Future shocks
- Lessons for other middle-income countries
- Implications for humanitarian-development nexus programming globally

5. Scope of Work

Building on these themes, the institutional consultancy will translate UNICEF Moldova's experience into a coherent, evidence-based narrative that connects human stories, programme results, systems-strengthening efforts and wider systems change.

The institutional consultancy will be expected to:

Core tasks

- Review relevant programme documentation, communication and information materials, evaluations, strategies and reports. UNICEF will make available a curated core package of approximately 15–25 key documents, supplemented by selected additional materials as needed. The document review is expected to be substantive but targeted, and UNICEF will work with the successful bidder to prioritise the most essential documents.
- Develop a detailed storytelling framework.
- Identify the central narrative arc.
- Gather, commission or curate photographs, quotations and personal stories, where possible and where proposed by the bidder and agreed with UNICEF, including photography arrangements where required and agreed in the work plan.
- Translate technical achievements into accessible storytelling.
- Validate findings with UNICEF and government counterparts.
- Produce a publication suitable for international audiences.

Fieldwork

Field visits (where proposed by the bidder and agreed with UNICEF during the inception phase) may include selected districts, municipalities, service delivery sites, community-based services, schools, reception or support centres and partner locations. Any agreed fieldwork should be initiated only after the comprehensive document review has been completed.

UNICEF will facilitate introductions to relevant government counterparts, partners and service providers as needed. Where fieldwork is proposed and agreed, the institutional consultancy will be responsible for planning fieldwork logistics and coordinating travel arrangements in consultation with UNICEF. If applicable, the financial proposal should clearly indicate travel, accommodation, interpretation and other fieldwork-related costs,

reflected in an output-based payment schedule or presented separately, in line with UNICEF procurement requirements.

Bidders should indicate whether they propose to commission new photography, curate existing UNICEF or partner photographs, or use a combination of both. Photography arrangements will be agreed during inception. Where existing photographs are used, the institutional consultancy will be responsible for reviewing captions, consent status, quality and suitability for publication and digital communication assets.

Interviews and consent

Interviews are not a mandatory requirement of the assignment. Bidders may choose to propose and conduct interviews if, in their professional judgement, interviews are relevant to the scope, methodology or creative design of their proposed concept. Where interviews are proposed, UNICEF will support the identification of interviewees and facilitate access to government counterparts (including former Government employees), partners, service providers, families and young people where appropriate. Interviews may be conducted remotely where appropriate, subject to UNICEF guidance, safeguarding considerations and the preferences and availability of interviewees. Participation by interviewees will be voluntary. The institutional consultancy will be responsible for developing interview tools, proposing an interview plan, coordinating interview schedules with UNICEF, conducting interviews in a professional and culturally sensitive manner, obtaining and documenting informed consent, ensuring confidentiality and child safeguarding, and accurately recording, synthesising and verifying interview findings. Interviews with children, adolescents or vulnerable individuals must be conducted only with appropriate safeguards, consent and UNICEF guidance in place.

6. Methodology

The institutional consultancy is expected to use a mixed-methods, evidence-based storytelling approach that combines documentary review, qualitative inquiry, light analysis of existing programme data and creative narrative techniques.

Methodological approach

- Narrative journalism
- Human-centred storytelling
- Appreciative inquiry

- Documentary-style interviewing, where proposed and agreed
- Systems thinking
- Qualitative inquiry to enrich storytelling, as required
- Light quantitative analysis using existing programme and administrative data

The methodology should blend verified evidence with ethical, human-centred storytelling.

Creative storytelling techniques

As appropriate, the institutional consultancy may use creative storytelling techniques to identify turning points, human experiences and systems-level shifts, including:

- Storyboarding, journey mapping or opening-scene reconstruction to shape the narrative arc
- Most significant change prompts, before-and-after framing or systems-change pathways to identify transformation and lessons
- Parallel storytelling or voice mosaics to connect individual experiences with institutional change
- Reflective learning moments to draw out dilemmas, trade-offs and implications for other contexts

Proposed methodological steps

All stories should be evidence-based and reflect the experiences of children, families, frontline workers, government counterparts, and community stakeholders in a respectful and ethical manner. The proposed methodology (not restrictive) could include:

1. Desk review and evidence mapping: Review relevant UNICEF, government and partner documents, data, reports, case studies and communication materials to identify key achievements, milestones and systems-level changes linked to UNICEF support.

2. Quantitative analysis: Analyse available programme and administrative data to present the scale, reach and results of UNICEF interventions, including service delivery improvements, institutional capacity strengthening and outcomes for children and families.

3. Story harvesting: Gather or curate personal testimonies and human-interest stories from available materials and/or agreed consultations or interviews with refugee and host-community children, caregivers, adolescents and young people, frontline workers and community members, subject to informed consent and safeguarding requirements.

4. Field visits and visual documentation, where proposed and agreed: Undertake field visits to selected programme locations, if included in the approved methodology, to collect

photographs, interviews and observational material, in line with agreed consent and safeguarding procedures.

5. Story development and narrative design: Synthesise qualitative and quantitative evidence into clear narratives on the progression from emergency response to longer-term resilience and systems strengthening across relevant sectors.

6. Communication adaptation: Identify how the approved narrative, key messages, stories, quotations and visual material can inform the final publication and related communication package outputs.

Quality assurance and link to deliverables

All methods must be consistent with the safeguarding and ethical storytelling requirements in Section 7. The institutional consultancy must verify all facts, data and stories with UNICEF to ensure accuracy, ethical compliance, child safeguarding, informed consent, accessibility and adherence to UNICEF communication standards.

The methodology should generate the evidence base, story bank, any agreed interview or consultation summaries, narrative structure and communication assets needed for the deliverables in Section 9.

7. Safeguarding and Ethical Storytelling

The institutional consultancy must ensure that all team members, experts, photographers, designers, subcontractors and other personnel engaged in the assignment conduct any agreed interviews, fieldwork, photography, quotation collection and story-gathering activities in accordance with UNICEF principles on child safeguarding, ethical communication, informed consent, confidentiality, dignity and do-no-harm. The institutional consultancy must avoid any practice that could expose children, families, refugees, host communities, frontline workers or partners to stigma, distress, retaliation, discrimination, loss of privacy or other harm.

In particular, the institutional consultancy will be responsible for ensuring that participation is voluntary; informed consent is obtained and documented before interviews, photographs or use of quotations; assent and appropriate caregiver consent are obtained for children and adolescents; identifying details are removed or changed where needed to protect privacy and safety; and all stories, images and quotations are used only for the purposes agreed with UNICEF and the individuals concerned.

The institutional consultancy must follow UNICEF guidance when engaging with children, adolescents, refugees, survivors of violence or other vulnerable individuals. Interviews should be conducted in a safe, respectful and culturally appropriate manner, with no

pressure to disclose personal or traumatic experiences. UNICEF will review and approve interview tools, consent procedures, storylines, photographs, captions and case studies before publication or external use.

8. Expected Style

The publication should have the depth, pace and narrative quality of a long-form feature, while maintaining UNICEF standards for accuracy, dignity, child safeguarding and ethical storytelling. It should be engaging and accessible for international audiences but remain evidence-based and suitable for use with governments, donors and partners.

The publication should be conceived as a visual and narrative product from the outset, integrating photographs, pull quotes, timelines, maps, story cards, data visualisations and other design elements where appropriate.

The writing should:

- Begin with a compelling human story.
- Weave evidence into personal narratives.
- Alternate between individual experiences and institutional change.
- Use clear, accessible and compelling language without unnecessary jargon.
- Highlight moments of decision-making, innovation, adaptation and partnership.
- Present results, limitations and lessons through both data and lived experience.
- Avoid sensationalism, deficit-based portrayals or language that could compromise the dignity, privacy or safety of children, families and communities.

9. Deliverables

Deliverable	Due date (weeks)
Deliverable 1: Inception report	By week 4 from contract signature
Deliverable 2: Evidence, story and narrative synthesis package	By week 8 from contract signature
Deliverable 3: First draft	By week 14 from contract signature
Deliverable 4: Final publication	By week 18 from contract signature
Deliverable 5: Communication package	By week 21 from contract signature

Deliverable 1: Inception report

Final narrative concept, story architecture, work plan and, where interviews are proposed, interview guide, including a concise story architecture map, character and voice map, systems-strengthening storyline and draft narrative table of contents.

Deliverable 2: Evidence, story and narrative synthesis package

A concise synthesis package presenting the evidence base, emerging themes, proposed narrative arc, priority storylines, key messages, illustrative case examples, data points, visual opportunities. The package should include a source and evidence tracker for key claims, quotations, case examples and data points, and identify evidence gaps, ethical considerations and implications for the first draft.

Deliverable 3: First draft

Approximately 8,000–12,000 words, including executive summary, main narrative, case studies, data visualisation concepts, lessons learned and recommendations, with a strong opening scene, pull quotes, suggested captions and concepts for visual timelines or systems-change pathways.

Deliverable 4: Final publication

Final edited, designed and production-ready publication incorporating UNICEF feedback. The institutional consultancy will be responsible for the full end-to-end publication package, including final text, editing, graphic design, professional layout, visual treatment, pull quotes, captions, story highlights, data visualisation design, accessibility features and final digital production. The final publication should be engaging, visually dynamic, accessible and suitable for digital dissemination.

The final handover package should include editable design/source files, an accessible digital publication file, web-ready and print-ready digital versions if required by UNICEF, packaged visual assets, final captions and any associated accessibility files or descriptions.

Deliverable 5: Communication package

Required outputs: Executive summary, five human-interest stories, ten social media stories, two-page donor briefing, presentation deck, photo captions, quotations and designed digital communication assets. For clarity, the **communication package** refers to Deliverable 5 as a whole, while **communication products** or **digital communication assets** refer to the individual outputs within that package. The institutional consultancy will

provide an integrated end-to-end service package covering content development, editing, graphic design, layout, visual production, accessibility adaptation and final digital files for all communication package outputs. The communication package should be accessible for persons with disabilities and prepared for digital dissemination without printing.

Indicative formats should be proposed during inception and may include human-interest stories of approximately 700–1,000 words each, social media stories adapted for agreed platforms, a designed two-page donor briefing, and an editable presentation deck of approximately 10–15 slides, unless otherwise agreed with UNICEF.

Possible creative assets: subject to agreement with UNICEF during the inception phase, the communication package may include selected final digital products or production-ready concepts, such as a photo essay, first-person vignettes, a visual timeline, story cards, an illustrated systems-change pathway, a short video concept package or speech/web story openers.

The communication package should be developed after UNICEF has reviewed the first draft and in parallel with finalisation of the publication, so that all communication products and digital communication assets reflect the approved narrative, key messages and final editorial direction.

All communication package outputs should follow agreed accessibility requirements, including plain language, readable formatting, alternative text or descriptions for visuals, and accessible digital formats where applicable.

10. Required Expertise

This assignment shall be undertaken by an institutional consultancy with demonstrated global experience in developing high-quality narrative publications on complex humanitarian and development issues. The selected institution should provide a multidisciplinary team capable of delivering the assignment from concept development through final publication, ensuring a seamless integration of editorial, research, storytelling, visual and production functions.

The institution should demonstrate the capacity to provide an end-to-end service package, either through in-house expertise or a clearly defined consortium of specialists, including strategic editorial direction, narrative development, qualitative research and, where relevant, interviewing, analysis and synthesis of evidence, ethical storytelling, safeguarding, any agreed fieldwork coordination, visual storytelling, graphic design, accessibility adaptation, digital production and quality assurance.

The institutional consultancy should demonstrate:

- Proven experience producing long-form narrative publications, narrative non-fiction, flagship reports, documentary storytelling projects or story-led knowledge products for international audiences.
- Demonstrated experience documenting humanitarian action, refugee response, resilience-building, social policy, systems-strengthening or international development programmes.
- Strong editorial and journalistic capacity, including qualitative interviewing where relevant, narrative reporting, synthesis of complex evidence and the ability to translate technical subject matter into compelling, accessible stories.
- Familiarity with humanitarian-development nexus approaches, child rights, social services, resilience, systems strengthening and public sector reform.
- Experience working with multilateral organisations, United Nations entities, governments, development partners, civil society organisations, and community stakeholders across diverse cultural and political contexts.
- Excellent writing, editing and editorial quality assurance capacity in English, including the ability to produce publication-ready content requiring minimal revision.
- Demonstrated ability to identify and develop compelling human-centred narratives while maintaining accuracy, dignity, safeguarding standards and evidence-based reporting.
- Strong visual storytelling capacity, including photography direction, photo editing and curation, data visualisation, graphic design, publication layout and the integration of visual and written narratives.
- Capacity to manage ethical image use, informed consent processes and safeguarding considerations related to storytelling involving children and vulnerable populations.
- Digital publishing and accessibility expertise, including the preparation of professionally designed, accessible final products suitable for online and print dissemination.
- Strong project management and coordination capacity, including the management of multidisciplinary teams, international assignments, stakeholder consultations, field missions, production schedules and quality control processes.
- Experience delivering similar assignments at regional or global level for international organizations, with a portfolio demonstrating excellence in narrative storytelling, editorial quality and visual production.

Bidders should include links to relevant examples of previous institutional work, such as long-form articles, narrative publications, human-interest stories, multimedia storytelling products, designed publications, digital communication assets or similar assignments that demonstrate the required writing, interviewing, ethical storytelling, analytical, design, production and quality assurance skills. Bidders should not submit full documents unless UNICEF specifically requests them.

Desirable:

- Experience in Eastern Europe.
- Experience with refugee responses.
- Understanding of child rights programming.

Excellent written English is required. Romanian, Ukrainian and/or Russian language capacity is desirable for any proposed fieldwork and interviews; where this capacity is not available within the institutional consultancy team, interpretation arrangements and related costs should be clearly proposed in the financial submission.

11. Proposal Submission Requirements

Bidders should submit a technical proposal, financial proposal, institutional profile, CVs of all proposed team members, portfolio links or examples of relevant previous institutional work, a proposed work plan, confirmation of availability during the assignment period and a clear description of the proposed team composition, roles and responsibilities. The technical proposal should explain the proposed storytelling approach, methodology, any proposed interview or consultation strategy, ethical safeguards, quality assurance process, team coordination arrangements and assumptions related to any proposed fieldwork, interpretation, photography, graphic design, professional layout, accessibility adaptation, final digital production and communication package outputs.

12. Duration

The assignment will run from August 2026 to January 2027. The timeframe includes inception, any agreed interviews and analysis, drafting, UNICEF review, finalisation and preparation of the communication package, subject to timely UNICEF feedback and access to agreed interviewees or other relevant sources, where applicable.

13. Timeline and Payment Milestones

The timeline and payment schedule are aligned with the five deliverables set out in Section 9 and cover the full assignment period. Payments will be made on an output-based percentage basis upon satisfactory completion and UNICEF approval of each deliverable,

in accordance with the agreed work plan and contract terms. The schedule is weighted to provide smaller payments at the beginning and end of the assignment, with larger payments linked to the main analytical and publication outputs.

UNICEF acceptance of each deliverable will require that the output meets the agreed scope, quality standards, editorial direction, accessibility and safeguarding requirements. Each deliverable must incorporate UNICEF feedback satisfactorily, be factually accurate, evidence-based and appropriately sourced, and be submitted in editable and final digital formats suitable for review, clearance, accessibility adaptation, graphic design, layout, production and dissemination.

Deliverable	Output-based percentage payment
Deliverable 1: Inception report	10% upon UNICEF approval of the inception report
Deliverable 2: Evidence, story and narrative synthesis package	25% upon UNICEF approval of the evidence, story and narrative synthesis package
Deliverable 3: First draft	30% upon UNICEF approval of the first draft
Deliverable 4: Final publication	25% upon UNICEF approval of the final publication
Deliverable 5: Communication package	10% upon UNICEF approval of the communication package

14. Management and Coordination

The institutional consultancy will report to the UNICEF Deputy Representative, in close consultation with the Chief of Communications, and will work closely with programme sections, communications colleagues and senior management. UNICEF will identify and facilitate access to suitable human-interest stories, including those involving children, adolescents, families, frontline workers and community members, subject to informed consent, safeguarding requirements and availability.

UNICEF will not be responsible for the institutional consultancy's internal work planning, team coordination, any proposed interview tools, fieldwork logistics, travel arrangements, interpretation arrangements, photography arrangements, graphic design, layout, production, data management or timely incorporation of feedback, unless otherwise agreed in the contract. The institutional consultancy will maintain regular communication with UNICEF, participate in agreed check-in meetings and incorporate feedback within the agreed timeline.

The assignment should follow a digital-first, environmentally responsible approach, with outputs designed for electronic dissemination. Printing costs should not be included in the financial proposal unless printing is explicitly requested and approved in advance by UNICEF.

The assignment will include up to two consolidated UNICEF review rounds for the first draft and one consolidated review round for the final publication and communication package, unless otherwise agreed. UNICEF will aim to provide consolidated feedback within agreed timelines, and the institutional consultancy will reflect agreed feedback within the turnaround periods set out in the inception work plan.

The review process should include approval of the narrative direction, review of the first draft, review of the proposed design concept, review of the designed proof, and final approval of production-ready files before dissemination.

15. Ownership of Outputs and Data Protection

All materials, interview notes, transcripts, recordings, photographs, captions, quotations, datasets, draft texts, design concepts, communication products, digital communication assets and final outputs produced under this institutional consultancy will be the property of UNICEF, unless otherwise agreed in writing. The institutional consultancy may not reproduce, publish, share or use these materials for any other purpose without prior written approval from UNICEF. Ownership and use of materials must remain consistent with informed consent, confidentiality, child safeguarding, ethical storytelling and do-no-harm requirements. The institutional consultancy must store and transfer interview notes, recordings, consent records, photographs and any personal or sensitive data securely, limit access to authorised persons only, and delete or return materials as instructed by UNICEF at the end of the assignment. Final and reusable materials should be prepared and handed over in accessible, editable digital formats.

16. Evaluation Criteria

Technical proposal evaluation weighting – 70%

- **Understanding of the assignment, context and intended audiences (15 points)**
Demonstrated understanding of the humanitarian-development nexus, refugee response, child rights, systems strengthening and the purpose of a story-led publication for governments, donors, UNICEF offices, United Nations partners, civil society and wider international audiences.
- **Proposed methodology, work plan and ethical approach (15 points)**
Quality, coherence and feasibility of the proposed methodology and work plan,

including document review, analysis, evidence-based writing, child safeguarding, ethical storytelling and inclusivity considerations.

- **Storytelling, writing and editorial approach (15 points)**

Strength of the proposed narrative approach, including the ability to translate complex policy and programme issues into compelling long-form journalism, narrative non-fiction or story-led publications for international audiences, while maintaining accuracy, dignity and UNICEF quality standards.

- **Team composition, technical capacity and quality assurance (15 points)**

Adequacy of the proposed team, roles and division of responsibilities, including demonstrated capacity in writing, editing, qualitative analysis, project management, team coordination, fieldwork coordination, timely delivery and quality assurance in English.

- **Visual production, design and digital accessibility capacity (10 points)**

Demonstrated capacity in graphic design, professional layout, data visualisation, visual storytelling, photography, photo editing, photo curation, captioning, ethical and consent-based use of images, digital production and preparation of accessible final digital files.

Financial proposal evaluation weighting – 30%

The financial proposal should be structured by deliverables and aligned with the output-based percentage payment schedule. It should include all costs required to provide a complete integrated end-to-end service package, including writing, editing, graphic design, layout, accessibility adaptation, visual production, final digital production and any other costs required for successful completion of the assignment. If the bidder proposes interviews, fieldwork, interpretation, travel, accommodation or new photography, all related costs should be clearly included in the financial proposal. Bidders should clearly indicate whether their financial proposal is based on the use of existing UNICEF/partner visual materials, newly commissioned photography, or a combination of both. Printing costs should not be included unless UNICEF explicitly requests and approves printed outputs in advance.

Annex 1: Guiding Questions

The following indicative questions could guide the storytelling process:

- What opening scene, image or human moment could draw readers immediately into Moldova's response?
- Whose voices can best carry the story, including children, caregivers, frontline workers, local authorities, government officials, partners and UNICEF staff?

- What moments marked a turning point from emergency relief towards systems strengthening?
- Which humanitarian investments created lasting changes in national or local systems, services, capacities or financing?
- How did refugee children and other children in Moldova benefit simultaneously, and what human stories show this most clearly?
- What difficult choices, trade-offs, implementation challenges or adaptations shaped the response?
- What before/during/after examples best show changes in services, institutions, communities or children's lives?
- Which visual elements could help tell the story, such as timelines, maps, systems-change pathways, photo essays, story cards or data visualisations?
- What recurring images, motifs, quotations or voices could help connect the publication from beginning to end?
- What evidence, data or documented results are needed to support each human story and avoid anecdotal storytelling?
- Which intended outcomes are still emerging, incomplete or dependent on continued investment?
- What ethical, safeguarding, consent, privacy or sensitivity issues should be considered before using particular stories, images or quotations?
- Which parts of the final story could be adapted for donor briefings, web stories, speeches, social media, slide decks, communication products or digital communication assets?
- How can the story conclude with lessons for future crises and a forward-looking message on resilience, government ownership, sustainable financing and preparedness?