

## DRAFT TERMS OF REFERENCE FOR CORPORATE CONTRACT

<b>Programme/Project Title</b>	TSI - Strengthening Child Protection in the Czech Republic, Croatia, Ireland, and Portugal: CROATIA - SUPPORT TO THE IMPLEMENTATION, MONITORING AND EVALUATION OF THE NATIONAL ACTION PLAN FOR THE EUROPEAN CHILD GUARANTEE IN CROATIA (NAP CG)
<b>Consultancy/Service Title</b>	Services: <b>Development of an interactive dashboard for the Monitoring Framework for the European Child Guarantee National Action Plan – Croatia</b>
<b>Consultancy Mode</b>	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International
<b>Supervisor</b>	Nenad Kocmur, Planning and monitoring officer
<b>Location</b>	Zagreb and elsewhere, Croatia
<p><b>I. Background</b></p> <p><b>1.1. Introduction and general information</b></p> <p>The European Child Guarantee is an EU initiative adopted in June 2021 designed to combat child poverty and social exclusion by ensuring free, effective access to essential services for vulnerable children. It focuses on education, healthcare, nutrition and housing to break the intergenerational cycle of poverty.</p> <p>In July 2023 the Government of the Republic of Croatia endorsed the <b>NATIONAL ACTION PLAN TO IMPLEMENT THE EU COUNCIL'S RECOMMENDATIONS ON ESTABLISHING EUROPEAN CHILD GUARANTEE (NAP CG)</b>, the main operational tool for improving equal access to key services for children in need, as an important way to prevent social exclusion and poverty in general. The document consolidates key strategic documents of the Republic of Croatia and forms the basis for the implementation of a wide array of policies, measures and activities in key intervention areas, with an emphasis on the provision of high-quality integrated services to children at risk of poverty and social exclusion.</p> <p>The NAP CG addresses six General objectives, 16 associated Specific objectives and 56 measures. However, with a clear recognition that NAP CG is a step forward in terms of coordination and integration of key services for children, especially from the most vulnerable groups, to fulfil their full potential, desired outcomes, and synergies, it needs properly developed and operational planning, implementation, <b>monitoring</b> and evaluation mechanisms. To ensure smooth implementation of the EU Council recommendation on establishing a European Child Guarantee until 2030, all EU Member states must <b>report</b> every two years to the Commission on the progress in implementing this Recommendation, in line with the national action plan – NAP CG. Furthermore, all member states must ensure the participation of regional, local and other relevant authorities, children and relevant stakeholders representing civil society, non-governmental organizations, educational establishments and bodies responsible for promoting social inclusion and integration, children's rights, inclusive education and non-discrimination, including national equality bodies throughout the planning, implementation, monitoring and evaluation of the action plan. This may be supported by ensuring access to <b>relevant, focused, comprehensive, reliable and user friendly set of data, accessible and understandable to the interested public.</b></p> <p>In the framework of this project, technical support is provided with the purpose of further strengthening the <b>capacity and ability</b> of Croatian national and subnational institutions to plan, implement, <b>monitor</b> and evaluate policies, measures and activities endorsed within the NAP CG, in the areas of education, health, nutrition, housing and wide array of social services.</p> <p>More precisely, this technical support is provided with the purpose of strengthening NAP CG <b>monitoring framework</b>, a set of <b>regularly updated monitoring indicators</b>. The framework should include methodology notes for each of the selected indicators, instructions on data collection tools and procedures, analysis, monitoring intervals, presentation format, required resources, responsibilities, etc. To ensure accountability, transparency, and efficient reporting, a digital monitoring framework will be conceptualized and developed in the form of <b>dashboard</b>, using the existing Excel catalogue of indicators as an input, with procedures, protocols and user guidelines, and recommendations / suggestions for further system (dashboard) development and possible integration with other databases (outside of the scope of this TSI-supported project).</p>	

## II. Purpose, Objectives, and Scope of Work of the Contract

### 2.1. Purpose

The **purpose** of this contract is to contribute to the enhancement of the existing monitoring framework for the Croatian National Action Plan for the European Child Guarantee (NAP CG) into a more robust and practical one, that will enable Croatian authorities to better plan, implement, monitor and evaluate the NAP CG.

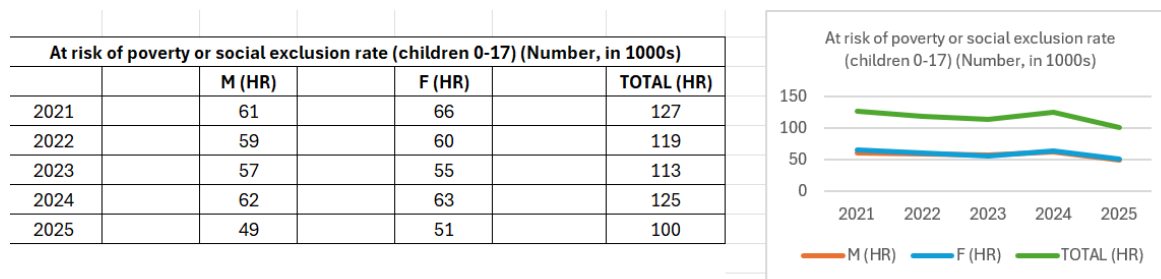
### 2.2. Objectives

The **objective** of this particular assignment is to develop a functional web-based dashboard (“the dashboard”) that will present the set of indicators assigned to monitor the progress in the implementation of the NAP CG at the General and Specific objectives levels, enabling effective monitoring, trend analysis, and data updates by multiple institutions participating in the NAP CG Coordination and Monitoring Committee. This should be done by using the data processing and visualization tools already available and/or licensed by the Ministry of Labour, Pension System, Family and Social Policy (MLPSFSP).

As an input, an Excel data-base has been developed, consisting of a set of indicators assigned to each of the General and Specific objectives of the NAP CG, + a set of indicators defining the target population, sample here:

OKVIR ZA PRAĆENJE Nacionalnog akcijskog plana za provedbu Europskog jamstva za djecu u Hrvatskoj												
Ciljevi Nacionalnog akcijskog plana za Jamstvo za svako dijete (CG NAP)	R.br.	Pokazatelj	Polazna vrijednost	Ključni pokazatelji provedbe							Izvori podataka / provjere	
				Aktualne / Ciljane vrijednosti								
				2023	2024	2025	2026	2027	2028	2029		2030
	1	Udio i broj djece u riziku od siromaštva i socijalne isključenosti (AROPE)- ažurirano										EU SILC- European Union Statistics on Income and Living Conditions (Statistika Europske unije o dohotku i životnim uvjetima)
	2	Udio djece u riziku od siromaštva i socijalne isključenosti (AROPE), razvrstan po komponentama- ažurirano										EU SILC

For some of the indicators, a basic visualization has been developed as well, sample here:



Online data code:ilc\_peps01n

**Functional requirements** for the dashboard include:

1. Interactive, based on the Excel catalog (~120 indicators), with separate tabs for each General objective (6) and the target population indicators;
2. Possibility of remote updating by multiple institutions (representatives or designated officials of the member-institutions of the NAP CG coordination and monitoring committee - estimated number of editor/contributor users: 20);
3. Visual presentation of each indicator datasets, with overview of trends by year (over 5–7 years), with WCAG 2.1 AA level compliance (accessibility for persons with disabilities) where feasible and appropriate;
4. Short explanation (1 paragraph max) on what each indicator measures and the importance thereof;
5. Short methodological explanation for each indicator (with embedded link to the original source, if possible, for example Eurostat). The methodology should be added in a simple text box, and the text will be provided by UNICEF;
6. Filters / sorting: within original 6 + 1 tabs (General objectives + the target group) there should be a possibility to filter / sort out indicators according to the following criteria (at least): specific objectives (16), institution responsible;
7. Multi-level navigation (General objectives → specific objectives → indicators);
8. Export (Word/PDF/PNG/Excel) and the ability to generate reports / download tables;

9. Data quality labels and metadata per indicator (to be discussed with MLPSFSP and UNICEF);
10. Audit trail at least at the level of the date/institution in charge when updating;
11. Role-level security (RLS) for the institution, if necessary;

Technical requirements include:

1. Data model in Power BI (star-schema where possible). Power BI is the preferred platform unless the bidder demonstrates a clearly superior alternative compatible with MLPSFSP infrastructure.;
2. DAX measures for the most common aggregations (average, median/percentiles as needed, YoY);
3. Source: Excel template + possibility to switch to cloud based repositories, e.g. SharePoint/OneDrive later on (on MLPSFSP infrastructure);
4. Data refresh possibility - min. once annually. Refresh process should be designed as manual at the beginning, with recommendations / suggestions on how to automate it in the separate analytical report;
5. Hosting: Power BI Service (Pro/Premium by number of users). Hosting and security management, including backup procedures, system monitoring, incident response, and identity/access management fall under the responsibility of MLPSFSP/Government infrastructure;
6. Compliance with data protection rules and UNICEF child safeguarding standards (if found appropriate and necessary in any element of the service delivery) .

Security and access requirements include:

1. Possibility of authentication via identity provider solution, e.g. preferably Microsoft Entra Id or similar
2. RLS for data by institution (if required, TBC);
3. Data versions and log updates (who, when, what).
4. Least privilege Principle – user sees only data and functionality necessary for their role (optional)
5. Backup and recovery (depending on how frequently data is changing, contractor must provide info on frequency of backups and data retention)
6. Incident and Incident management: contractor describes the mechanisms for security monitoring, incident detection and response

The dashboard will process aggregated statistical and administrative, anonymized data. It is not expected to process personal or sensitive child-related data. Therefore, it is expected that no strict GDPR compliance measures will be required.

### 2.3. Methodology and Scope of work

The Contractor shall:

- Review the indicator catalogue and metadata, additional content of the dashboard, the technical requirements and examples of similar products, resulting in a short inception report (5 pages max), capturing the potential risks, alternative approaches or other needs identified during the initial review period, especially if different to the workplan presented in the technical proposal as part of the application.
- conduct initial meetings with relevant stakeholders within the Ministry of Labour, Pension System, Family and Social Policy which may include, but are not limited to Sector for Strategic Planning in the Social Welfare System and Sector for Modernization and Social Welfare Data Monitoring, UNICEF Croatia;
- Propose dashboard architecture (wireframe) aligned with national standards for such visual presentations at the Government / ministries', and European Union visibility standards;
- Develop an interactive dashboard with multiyear trend analysis, drilldown, filters, and export capabilities – demo version and, after review and comments by the Ministry of Labour, Pension System, Family and Social Policy, and UNICEF Office for Croatia - final version; This includes UX/UI (user experience and user interface) design, usability testing, and design review sessions. Unless otherwise agreed, the contractor shall address comments through the process within 5 working days.
- Provide secure remote updating capability for selected governmental institutions (propose technical solution);
- Deliver at least one user / operators training workshop (2–4 hours) + materials (guidelines and instructions);
- Provide a bilingual (HR/EN) user protocol. The bilingualism applies to the documentation and user protocols, as well as to the dashboard interface itself, including static labels, metadata, training materials, and exported reports;
- Produce an analytical report with recommendations / suggestions for further system (dashboard) development and possible integration with other databases

- To ensure quality and operational readiness, the contractor is required to conduct functional testing, support user acceptance testing (UAT) with designated stakeholders, and resolve identified issues (bug fixing, etc..) prior to final acceptance.

2.4. Ownership and management responsibilities for the technical environment

The dashboard shall be developed within the technical environment and Microsoft ecosystem managed by MLPSFSP (unless otherwise agreed). This includes the role of the MLPSFSP as the Power BI tenant, hosting arrangements, software licensing, and user access administration.

**III. Deliverables and delivery dates**

The table below outlines the expected deliverables and timing (deadlines)

Deliverable	Estimated Timing
Inception report	July 15, 2026
Dashboard architecture (wireframe) initial / final proposal	August 3 / August 15 2026
Dashboard demo version	September 1, 2026
Dashboard final version	September 25, 2026
User guidelines and instructions + protocol, such as: administrator handover, technical documentation and maintenance instructions	September 30, 2026
User training workshop	October 10, 2026
Final user guidelines and protocol (if necessary, based on the feedback from the user training workshops)	October 15, 2026
analytical report with recommendations / suggestions for further system (dashboard) development and possible integration with other databases	October 20, 2026

All final deliverables should be delivered in both English and Croatian and proofread to a professional standard. All editable source files shall be transferred to UNICEF/MLPSFSP upon completion. The contractor shall provide post-deployment technical support for at least 90 calendar days after final acceptance.

**IV. Performance indicators**

The following indicators will be used to assess the quality of the contractor’s performance:

1. Timeliness and Project Management

- Percentage of agreed deliverables submitted within the agreed timeline (% on-time delivery).
- Timely submission and approval of the inception report / revised concept note.
- Responsiveness to comments and requests for revision (average turnaround time in working days).
- Adherence to the agreed workplan and milestones without unjustified delays.
- Quality and clarity of progress communication (regular updates, meeting minutes, follow-up actions).
- Ability to proactively identify risks and propose mitigation measures.

2. Quality and Usefulness of Deliverables - final product

- Dashboard functionality fully meets agreed technical requirements (filters, drill-down, trends, exports).
- Dashboard architecture (wireframe and final version) aligns with:
  - national standards,
  - UNICEF standards,
  - EU visibility requirements.
- Usability and clarity of the dashboard for non-technical users.
- Stability and performance of the dashboard (absence of critical bugs at acceptance).
- Secure and functional remote data-updating capability for designated institutions.
- Analytical report provides:
  - clear, evidence-based findings,
  - actionable recommendations,

- realistic proposals for future system development and integration.
- Deliverables are complete, internally consistent, and professionally presented.

### 3. Stakeholder Engagement and Inclusion

- Timely organization and facilitation of initial and follow-up stakeholder meetings.
- Quality of engagement with key stakeholders (Ministry sectors, UNICEF Croatia).
- Evidence that stakeholder feedback was systematically collected, documented, and reflected in revisions.
- Clarity and accessibility of communication with both technical and policy-level counterparts.
- Respect for institutional roles, decision-making processes, and coordination mechanisms.
- Inclusiveness of the approach (consideration of different institutional capacities and needs).

### 4. Quality of Training Materials and Capacity-Building Activities

- Training workshop delivered as planned (duration, agenda, participation).
- Training content is:
  - clear,
  - practical,
  - tailored to user roles and capacities.
- Quality and completeness of training materials (guidelines, instructions).
- Materials enable independent use and updating of the dashboard after project completion.
- Bilingual (HR/EN) user protocol is accurate, consistent, and user-friendly.
- Participant feedback indicates improved understanding and confidence in using the system.

## V. Details of how the work should be delivered:

### 5.1. Management Arrangements

UNICEF Country Office in Croatia will manage the contract under the leadership and day-to-day administrative arrangements, responsibilities, and authorities of the Planning and Monitoring Officer, with support from the Monitoring and Evaluation Specialist and Programme Associate. As the main counterpart, the UNICEF Country Office in Croatia will also be responsible for timely contributions and support, including information sharing and logistics with meetings arrangements. However, the main responsibility for organising the meetings remains the responsibility of the selected contractor. As a principal input, UNICEF will provide the full list of indicators, with entered values for each category (indicator code number, title, baseline, annual reporting, targets, source of information, short description and methodology).

The TSI project Steering Committee, with the leading role of the Ministry of Labour, Pension System, Family and Social Policy, will participate in the quality assurance for all main deliverables (dashboard, training materials, user protocol and other deliverables as per list above). On ad-hoc basis, relevant experts and other stakeholders may be involved in the process in the advisory capacity.

**The contractor's team** will report to the Planning and monitoring officer and conduct the activities by fulfilling the contractual arrangements in line with the TOR; this includes finalizing the deliverables, and briefing the stakeholders on the progress and key findings, and recommendations, as determined by the ToR. The contractor must demonstrate personal and professional integrity during the entire process. The contractor's team members must respect the right of institutions and individuals to provide information in confidence and ensure that sensitive data cannot be traced to its source.

**The Team Leader** will be in charge of leading the entire process and be responsible for timely and quality deliverables of the entire process as well as of the contractor's outputs.

### 5.2. Ethical Considerations

## VI. Qualifications and experience required

### 6.1. Institutional Profile

The contractor (or consortium) shall be a legal entity (company, consortium, or organisation) with proven experience in:

- data visualization and dashboard development, and/or
- information systems for public administration, social policy, or monitoring frameworks.

Demonstrated experience working with:

- government institutions (ministries or public authorities, national coordination mechanisms, multi-sectoral stakeholder groups) and/or
- international organisations (EU institutions, UN agencies, development partners).

The contractor should demonstrate at least 3 comparable assignments completed in the last 5 years, involving:

- development of dashboards or information systems, and/or
- monitoring and reporting platforms, and/or
- analytical tools for public policy.

Experience in projects funded by the European Union or implemented with UN agencies is a strong asset.

### 6.2. Team Composition and Key Expertise

The contractor shall propose a multidisciplinary team including, at a minimum, the following expertise:

#### a) Team Leader / Project Manager:

- Advanced university degree (Master's level or higher) in: information systems, data science, public policy, economics, social sciences, or a related field.
- Minimum 7–10 years of professional experience in: managing complex technical or analytical projects, coordinating multi-stakeholder processes.
- Proven experience in: project management, stakeholder coordination, delivery of projects within agreed timelines.

#### b) Data Visualization / Dashboard Developer

- University degree in: computer science, information systems, data science, engineering, or a related field.
- Minimum 5 years of experience in: developing interactive dashboards and data visualization tools.
- Proven experience with: multi-year trend analysis, drill-down and filtering functionalities, secure data access and updating mechanisms.
- Experience in designing user-friendly dashboards for non-technical users.

If deemed necessary, the applicant may include other team members /profiles in the offer.

At least one member of the team needs to be national / native speaker, and possess relevant experience in working on similar assignments with Croatian national / public institutions.

Additionally, the team needs to have proven experience (at least one team member or the experience shared within the team) in:

- Designing and delivering training for public officials,
- Preparing user manuals, guidelines, and protocols.
- Ability to translate technical content into clear, practical training materials.
- Experience delivering interactive workshops for mixed technical and policy audiences.

### 6.3. Language and Communication Requirements

- Excellent command of English (written and spoken).
- Ability to deliver training, documentation and user protocols in Croatian and English (or with clearly identified translation support).

### 6.4. Additional Assets (Desirable)

- Familiarity with:
  - EU visibility requirements,
  - UNICEF standards and reporting practices.

- Experience with:
  - secure data environments,
  - government IT systems,
  - interoperability and system integration.
- Experience supporting:
  - national action plans,
  - social inclusion or child-focused policy frameworks.

**VII. Evaluation criteria for selection**

The submission should contain two separate proposals: a **Technical proposal** and a **Financial proposal**. **Evaluation of offers will be carried out based on the criteria below.**

**A. Technical proposal**

The contractor is expected to reflect in the submission the company / institution and staff qualifications, knowledge and experience related to the requirements listed above. Technical proposal should outline the workplan with sequencing for producing the deliverables (please refer to the list of deliverables above), demonstrating the understanding of the ToR and the assignment. Gantt-chart or similar format is encouraged for the summarized workplan. For each deliverable the following elements should be included:

- a reasonably detailed description of methodology and activities to be carried out,
- the initial list of stakeholders involved,
- estimation of the share (%) of the overall workplan dedicated to each deliverable, and
- estimation of the number of workdays required for each deliverable.

Experience in previously implemented projects of similar size (or more complex) should be listed and, if appropriate and feasible, presented in a few examples (links, screenshots and similar accepted).

Technical evaluation will be performed through a desk review of applications, evaluation of technical proposals, and if necessary, may be supplemented by an interview against the following criteria:

<b>Technical Evaluation criteria for selection</b>	<b>Evaluation Scale Points</b>
Experience and capacity of the contractor, or other professional entity.	25
Structure of the team – qualifications and experience of team leader/s and member(s) of the team.	25
Quality of technical proposal	30
<b>Total score (minimum of 60 points required for technical qualification)</b>	<b>80</b>

The maximum number of points to be allocated for the technical evaluation component is 80.

**B. Financial Proposal**

The total amount of points to be allocated for the price component is 20. The maximum number of points (20) will be allotted to the lowest price proposal of a technically qualified offer. Points for other offers will be calculated as  $\text{Points (x)} = (\text{lowest offer} / \text{offer x}) * 20$ .

The selection process is aimed at selecting the applicant(s) who obtains the highest cumulative score (technical evaluation + financial offer evaluation points) for the assignment, following the “best value for money” principle.

**What to submit**

1. Cover letter
2. CVs of the proposed experts – team members
3. Technical proposal. The Technical proposal should include, at minimum, the following:
  - Corporate Profile highlighting the bidder’s qualifications and experience related to the assignment profile; please include details of specific experience with similar assignments in the past five years.
  - Brief reflection on the ToR, demonstrating the understanding of expected assignment. If there is a suggestion to adjust tasks/workplan from the one presented in the ToR, please elaborate with sufficient rationale and justification explaining effectiveness and efficiency of the revised approach.
  - Methodology/approach to project, including the division of responsibilities between the team members, demonstrating how you meet or exceed UNICEF requirements for this assignment.
  - Proposed timeline and milestones, as described in the section A Technical proposal above.
  - Project dependencies and assumptions (brief risk analysis).
4. List of examples (minimum 3) of previous work related to this assignment (demonstrated expertise in (preferably) Power BI Service, DAX, data modelling, and dashboard governance) , undertaken as the institution / company, and/or individual consultant (for Team leader only – engagements with team leader role). These examples should include:
  - Name of client and title, year and duration of the project
  - Brief scope of the project/requirements
  - Project outputs or deliverables (where possible, please provide web-links, etc.)
  - Reference /Contact person details
5. Financial proposal in EUR

**VIII. Payment schedule**

Payments will be made delivery-based, according to the estimated shares in total workload and the invoices issued for the performed services, based on submitted deliverables and work report. As a basis for estimation, please use the “Deliverables and delivery dates” table above, by adding columns for estimated share in total workload and number of work days. Invoices will include also costs for performed trips (if applicable) with supporting documentations.

All the original invoices related to the contract (e.g., translation costs or transportation costs, if relevant) should be kept and available to UNICEF upon request.

Travel or translation costs (if relevant) should be estimated and included in the proposal (lump sum and breakdown by budget lines) along with the requested total fee. Travel costs shall be calculated based on economy class travel.

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