

## TERMS OF REFERENCE

### **Technical assistance for further strengthening the work of Chisinau Municipality General Department of Social Assistance (Individual Consultancy Assignment)**

Both national and international consultants are invited to apply for the following specific technical assignments involving:

#### **Assessment of Chisinau Municipality Social Assistance sub-sector**

**Duration:** October – December 2019

**Location:** Chisinau

Related to the following outputs of the Joint Government of Moldova/UNICEF Country Programme 2018-2022:

*Outcome 1: Equitable, Child Sensitive Systems and Services.*

*By 2022, Moldova national systems and services are more inclusive, able to protect the rights of children, and respond to the needs of the most vulnerable in an equitable way*

*Output 1: Children's right to protection*

*By 2022, national stakeholders have functional mechanisms, capacities and skills to prevent and protect children against discrimination, exploitation and violence, and prevent abandonment, family separation and neglect as per the best interest of the child*

*Output 3: Quality, inclusive education*

*By 2022, schools and pre-schools have capacity to apply and monitor quality teaching and learning and are able to address violence, drop-out and absenteeism*

*Output 4: Maternal, Child and Adolescents' Health*

*By 2022, the health system has improved capacity to provide quality maternal and newborn, child and adolescent health services, including outreach, and to advise caregivers supporting child care, growth and development*

*Output 8: Adolescents awareness and participation*

*By 2022, all adolescents and youth are empowered and have opportunities to claim for and support realization of child rights and are able to adopt a healthy lifestyle*

*Output 9: Social inclusion of the most vulnerable groups*

*By 2022, comprehensive models involving different national entities address the challenges in realization of all rights of the most vulnerable children in sustainable manner*

### **1. Background**

In 2018, United Nations Children's Fund (UNICEF) Moldova started the implementation of its new five-year Country Programme of Cooperation (CP 2018-2022) with the Government of Moldova (GoM). The overarching vision for UNICEF's Strategy in Moldova during the period 2018-2022 is focused on the equitable realization of all child rights, including the rights to education, health, adequate standard of living and participation. An integral part of this vision is the existence of a child-friendly legal environment that ensures children and adolescents are protected from abandonment, neglect, discrimination, exploitation and violence and that adequate conditions and services are in place to allow children to reach their full potential.

The specific goal of the Country Programme is to advance UNICEF's equity agenda with a focus on the most disadvantaged groups. The CP is aligned to key child related national strategies and supports the GoM at national and local level in advancing the implementation of these strategies towards achieving the Sustainable Development Goals' (SDGs) agenda.

UNICEF's Situation Analysis (SitAn) of Children in the Republic of Moldova in 2016 identified several persisting child deprivations and inequities: continuing abandonment and placement of children in institutions, especially of those with disabilities or under three years of age; limited access to child-friendly justice; infant and child mortality rates being two times higher than European average<sup>1</sup>; declining immunization rates, eight per cent of children not attending primary school;<sup>2</sup> inadequate quality and inclusiveness of education; poor conditions for adolescent participation with large number of adolescents being outside formal employment, education or training; high prevalence of violence against children, and prevailing harmful social norms and practices. Such situation may further be compounded by slow implementation of reforms, inadequate quality and financing of social services, limited inter-sectoral coordination, limited parental skills amongst adults and life skills amongst adolescents, which continue to pose barriers to realization of children and adolescents' rights. All these issues affect disproportionately vulnerable groups, such as children with disabilities, Roma children, children from poor families, most at risk adolescents and children left behind by migrant parents with clearly pronounced rural-urban and gender disparities.

To address the issues of the most excluded and hardest to reach children and adolescents, in March 2019 UNICEF Moldova signed a multi-year partnership with the Municipal Council of Chisinau Municipality, home to more than 185,000 children and adolescents, to support further strengthened development and alignment with best international practice of the child protection, health, education and early childhood development systems, and support further enhancement of social assistance, adolescents and youth sectors to ensure the full realization of children and adolescents' rights in the municipality of Chisinau.

## **2. Purpose of the consultancy**

The purpose of the consultancy is to provide technical assistance to Chisinau Municipality to assess the effectiveness and efficiency of the work of the Municipal General Departments of Social Assistance and Health, of Education, Culture, Youth and Sports, and their capacity to provide quality child and adolescent related services in line with international standards and national strategic goals. The results of the assessment will provide specific recommendations for the further strengthening of the work of these departments and will further support the implementation of the recommendations, including those derived from the already completed in 2018 assessment of the General Directorate on Child Rights Protection. Specific focus will be placed on developing also robust human resource strengthening and communication and visibility strategies.

Both national and international consultants are encouraged to apply.

## **3. Objectives of the consultancy**

**The overall objective** of the Consultancy is to conduct a comprehensive assessment of the efficiency and effectiveness of the Municipal Department of Social Assistance and Health.

Key recommendations from the assessment are captured in an already developed comprehensive methodology and Roadmap with short, medium and long-term actions, but which need to be adjusted.

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<sup>1</sup> Ministry of Health, 2015. National Centre of Health Management, *Statistical Yearbook*, 2016.

<sup>2</sup> National Bureau of Statistics, *Education in the Republic of Moldova*, 2016.

The specific objectives of this consultancy are:

1. Assess the effectiveness and efficiency of the Municipal General Department of Social Assistance and its capacity to deliver comprehensive child and adolescent related services as prescribed by national strategies and vis a vis international norms and standards. The assessment will review comprehensively the mandate and functions of each respective department and will map the range of services provided, including the availability of relevant municipal sector specific strategy and action plans and their alignment to national and global strategies and norms, including the Sustainable Development Goals (SDGs). The assessment will further review the potential positive or negative impact current settings of service provision have on the overall child and adolescent wellbeing and whether the services meet respective children and adolescents needs, especially those of most vulnerable groups.
2. Analyse the effectiveness and efficiency of cross-sectoral collaboration for maximizing the impact of delivery of services by different sectors, including identifying key barriers and bottlenecks for effective functioning and/or adequate collaboration within and between departments.
3. Analyse the budget planning and monitoring process for each sector with focus on analysing the level of allocations and expenditures, including possible trends and fluctuations, retrospectively over a period of 5 years, and assess the relevance and alignment of allocations and expenditures with the respective municipal sector strategy, if available. The analysis should cover a review of each sector budget structure, internal distribution and specific cost areas as defined and classified in the Municipality of Chisinau. The analysis should also review and assess the overall budgeting process, its relevance to child related needs, compliance to methodological guidance and cost estimation of relevant services as defined by line ministries and its equity dimensions.
4. Assess institutional capacities to collect and use for planning and monitoring relevant disaggregated data, including to support budgeting and cost estimation of services. The analysis should assess respective department's monitoring and evaluation (M&E) capacity and M&E practices with focus on processes and skills ensuring proper monitoring of national and municipal child-related policies and services. The review should comment on the data availability, disaggregation and quality and will assess respective data collection tools and monitoring frameworks.
5. Based on the assessment, develop specific sets of short, medium and long-term recommendations for strengthening of the respective department services, including planning and budgeting and service delivery processes. Key recommendations will be captured in a comprehensive Roadmap for strengthening the respective Municipal Department work, and will also include recommendations for specific, legislative and regulatory changes (as required), developing of quality assurance processes, equity approaches and need based financing of services within a strengthened M&E framework.

#### **4. Details of how the work should be delivered**

The consultancy aims at supporting the Chisinau General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports to improve their efficiency and effectiveness aimed at ensuring equal and inclusive access of all children and adolescents including most vulnerable (children with disabilities, Roma children, street children, poor and rural children) to quality education, health, child and social protection services.

To ensure an inclusive, informative and participatory analysis a cross-sectoral Working Group will be established, with representatives of all municipal General Departments, line ministries, civil society, youth councils, Parents' Associations, UNICEF and others as required.

Comprehensive consultation with children, adolescents and their families should be planned as well.

To achieve the above-mentioned objectives, the selected Consultants (hereinafter the Consultants) under the guidance of UNICEF will:

- Review and adjust if necessary the methodology and work plan for the assignment, including recommended data collection instruments (e.g. questionnaires and/ or interview guides) and other related documents. A draft will be submitted to Chisinau Municipality and UNICEF for approval.
- Conduct briefing and de-briefing meetings with UNICEF Moldova, Chisinau Municipality, Municipal General Department of Social Assistance and Health, and other partners as required;
- Review and adjust if necessary the desk review of relevant documents and reports;
- Conduct field visits to Chisinau (Moldova) and at least 3 suburbs, and meet with selected partners and stakeholders;
- Draft a clear, accessible and usable report on the findings of the assessment, including key findings, lessons learned and recommendations for way forward, and draft the Roadmap for further strengthening the Social Assistance and Health Department in Chisinau Municipality;
- Hold consultations with Interim General Mayor of Chisinau, the Cross-sectorial Working Group, UNICEF and other partners on the draft assessment, and integrate their feedback into the report and Roadmap;
- Prepare the final version of the report with all key findings and recommendations (including prioritization of key strategic recommendations<sup>3</sup>), final draft of related Roadmap, human resources and communication strategies;
- Present and validate the respective report in a multi-stakeholder technical meeting of the public bodies and civil society in view of gathering participants' feedback and advocating for the implementation of the assessment recommendations.

While conducting the assessment, the Consultants will look into the systems' response to the needs of: children with disabilities, Roma children, poor children and other categories of vulnerable children (rural children from Chisinau suburbs).

**The scope and focus of the assessment** should take into consideration the following indicative questions pertaining to the social assistance and health, education, culture, youth and sports fields in Chisinau Municipality:

***To what extent the mandate of the Social Assistance and Health General Department is aligned to national and municipal child related policies and responds to real needs of children including vulnerable children?***

- What is the regulatory framework mechanism in place for Social Assistance and Health, General Department to respond to new situations and emerging children needs (e.g. children out of school, children who do not have access to preschool, who are not

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### <sup>3</sup>***Prioritization of strategic recommendations***

The following should be clearly stated in the Assessment report (i) the intended use (how the assessment process and results will be used and by whom), and (ii) prioritization of key strategic recommendations.

Requirements for effective assessment recommendations:

1. To ensure programmatic and technical relevance, key stakeholders should be consulted during the development of recommendations.
2. The assessment team should highlight key strategic recommendations, suggesting an appropriate sequencing in the implementation of recommendations whenever possible.
3. Recommendations should be firmly based on evidence and analysis.
4. Recommendations should clearly identify the specific operational units/ offices/ divisions responsible for its implementation.

vaccinated, who doesn't have birth certificates, inadequate nutrition in preschools and schools etc)?

- How flexible is the Social Assistance and Health, General Department in adapting to the new environments and external factors? How do they respond to the changing external conditions and unexpected (both positive and negative) effects that impact the planned results?
- What are the synergies between the activity of the General Department on Social Assistance and Health, and other municipal structures in planning and pursuing common objectives/interventions?
- Are the objectives and indicators clearly identified to ensure proper monitoring and reporting on related activities? Are they achievable, realistic and time-bound? Their linkages with the national policies and SDG agenda?
- What are the ways, quality and the frequency of collecting data and assessing the needs of the most vulnerable children in Chisinau municipality?
- Are the anticipated results achieved? What is the success rate (%) against the originally planned objectives?

***To what extent the institutional, managerial and financial development of General Department of Social Assistance and Health, is ensured?***

- Does the Municipal Council have a clear view and understanding about the future strengthening of this department and the municipal system as a whole? What is the envisaged way forward?
- Did the management of the General Department of Social Assistance and Health, ensures proper co-ordination within and among involved stakeholders to promote synergy and avoid overlaps in the education, health and social protection areas? How?
- What are the annual budget of the General Department of Social Assistance and Health, including their subordinated structures and services? What is the share allocated for administrative costs, salaries, service provision, capacity development, emergency needs, etc? What is the annual cost/ child/adolescent in different services?
- What are the means for financial management and ensuring financial efficiency of services? How is the financial accountability ensured and measured? Are the budgets of the General Department of Social Assistance and Health, made public?
- Does the General Department of Social Assistance and Health, has a robust budget planning process based on evidence?

***To what extent did the General Departments of Social Assistance and Health,***

### **Stakeholders' involvement**

During the assessment, a number of stakeholders should be consulted through interviews and/ or focus groups discussions, including but not limited to the parents and caregivers, child protection professionals, General Departments of Social Assistance and Health, of Education, Culture, Youth and Sports, of Finance and municipal councillors, the Ombudsperson for Children's Rights, the CSO partners, youth councils and others as required. The identification of relevant representatives from above mentioned stakeholders will be done in consultation with Chisinau City Hall, General Departments of Social Assistance and Health, of

## 5. Activities, deliverables, and timeline

Nr.	Tasks/ Activity	Deliverables	Timeline*
1.	Review and revise the already developed methodology, detailed work plan (with clear responsibilities and timeline, specifying interviews' schedule, including field-visits, key moments when coordination and briefing-debriefing/ consultations meetings with relevant stakeholders and focus group discussions will be organized, etc.) and template for Roadmap	<ul style="list-style-type: none"> <li>• Finalise the detailed Methodology and Work plan for incorporation into the Inception report to be prepared in Romanian or English</li> <li>• Roadmap template for incorporation into the Inception report to be prepared in Romanian or English</li> </ul>	2 days
2.	Desk review of available sources: administrative statistics, assessments, evaluations, reports, records from relevant ministries, Municipal Directorates and agencies, etc.	<ul style="list-style-type: none"> <li>• Desk review results for incorporation into Inception report under preparation in Romanian or English</li> </ul>	4 days
3.	Develop data collection instruments based on approved methodology and desk review, and incorporation of the same in the finalized Inception report.	<ul style="list-style-type: none"> <li>• Revised inception report, with incorporated desk review results, Methodology, and data collection tools and annotated outline of final report in Romanian or English</li> </ul>	2 days
4	Data collection, including interviews, field visits and focus group discussions, meeting with selected partners, stakeholders and beneficiaries, and interim validation of the findings	<ul style="list-style-type: none"> <li>• Field work report recording methodology, processes for selecting respondents and summarizing data collected in Romanian or English</li> <li>• Questions and comments from UNICEF and Chisinau Municipality addressed in a timely manner</li> </ul>	7 days

5.	Data analysis and development of the first draft assessment report with key findings, recommendations and lessons learned based on all sources of information used and draft of the Roadmap	<ul style="list-style-type: none"> <li>Draft assessment report and Roadmap in Romanian and in English submitted to UNICEF and Chisinau Municipality, with gender sensitivity, human rights and equity-based approach</li> </ul>	10 days
6.	De-briefing meeting with Chisinau Municipality, UNICEF and other partners	<ul style="list-style-type: none"> <li>Meeting notes indicating the received comments/ suggestions to the Assessment Report and to the Roadmap in Romanian or English</li> </ul>	1 day
7.	Develop the second draft of the assessment report.  Develop the Final draft (ready for public consultations) of the Roadmap, based on final comments to second draft received	<ul style="list-style-type: none"> <li>Revised assessment report in Romanian and in English submitted to UNICEF for approval.</li> <li>Final draft (ready for public consultations) of the Roadmap in Romanian and English submitted to Chisinau Municipality</li> </ul>	2 days  2 days
8.	Prepare PPT presentation and two pages of key findings.  Participate to the validation meeting on the report with relevant stakeholders and on validation of the Roadmap	Power Point presentation / summary of key findings per area and per stakeholders and related recommendations (in Romanian and in English).	1 day
9.	Finalize report, based on comments and recommendations received through the consultation	Final report in Romanian and English;  Summary of key findings (up to 5 pages) in Romanian and in English	2 days
10.	Finalize Roadmap, based on comments and recommendations received through the consultation (in Romanian or English)	Roadmap in Romanian and in English ready to be presented to the Municipal Council Meeting for validation	1 day
TOTAL			34 days

## **6. Working arrangements and reporting requirements**

The consultants will work under the guidance of the Social Policy Specialist, the overall guidance of UNICEF Deputy Representative and in close collaboration with the Chisinau Municipality staff.

The consultants will report to the Social Policy Specialist– managerial arrangements and will coordinate closely with other consultants and Program officers covering all thematic areas of this consultancy. The Deputy Representative will provide an overarching supervision to the process and will provide feedback, guidance and all other necessary support so to achieve the overarching goal and specific objectives of the consultancy, as well as to remain aware of any upcoming issues related to consultant's performance and quality of work.

All activities and deliverables undertaken by the consultants shall be discussed and planned in consultation with UNICEF and will be executed following approval from UNICEF. The consultants are expected to deliver each component of the work-plan electronically (Word format) in English. At each stage, the deliverable shall be sent to the UNICEF Social Policy Specialist by email, with the Deputy Representative in copy.

## **7. Performance indicators**

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.

## **8. Qualifications and experience**

The competences required for the consultant are the following:

- Advanced University Degree in Social Sciences, Public Policies, Development or related field;
- At least 7 years of professional experience in conducting evaluations
- At least 5 years of experience in quantitative and qualitative research in social assistance, child protection or other social field or human rights area;
- Proven knowledge of Child and Human Rights Based Approach and Result-based Management;
- Excellent analytical and report writing skills
- Demonstrated experience of work with the Government of the Republic of Moldova in undertaking research, evaluations, reviews in the social field is a strong asset;
- Excellent mastery of English and/or Romanian (the translation will be arranged by the Contractor and translation costs included in Financial proposal).

## **9. Content of technical and financial proposal to be submitted**

### **a) The technical proposal should include but should not be limited to the following:**

- Description of the candidate's relevant experience with similar type of assignments (max 300 words)
- Proposed approach and methodology (max 1500 words), including:
  - Timeline and milestones
  - Risk and mitigation measures

- Annex: Short Sample or links to related work previously conducted by the consultant

In addition, please provide your *Curriculum Vitae*.

**b) Content of financial proposal to be submitted**

The applicant should fill in the Financial Offer Template and specify the consultancy fee per day of work, requested for the tasks described in the Terms of Reference in USD, as well as breakdown of travel and daily subsistence allowance (DSA) costs, if applicable (as specified in paragraph 15 of this ToR).

Other expenses directly related to the ToR assignments and deliverables such as: (translation/interpretation costs, local transportation etc.) may be included in the financial offer unless specified that UNICEF will cover them separately (see paragraph 12 and 15 below).

The final selection will be based on the principle of “best value for money” i.e. achieving desired outcome at lowest possible fee.

If not provided by the ToR, UNICEF will not reimburse costs not directly related to the assignment. This contract does not allow payment of off-hours, medical insurance, taxes, and sick leave.

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

The candidate is expected to reflect in the submission the qualifications, knowledge and experience related to the requirements listed above. Technical evaluation will be performed through a desk review of applications, evaluation of technical proposals, and if necessary, may be supplemented by an interview. The Technical evaluation criteria for selection are as follows:

**10. Payment schedule**

The payment will be done in three tranches, according to the following schedule. All deliverables must be delivered on time and to the satisfaction of UNICEF Moldova.

<b>Deliverable (delivered according to the timeline agreed upon with UNICEF)</b>	<b>Proportion of payment</b>
Inception Report (deliverables 1.1 – 1.3)	20%
Draft 1-2 of Report (deliverables 1.4 – 2)	40%
Final Analytical Report and Road Map (deliverable 3).	40%

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.

## **11. Definition of supervisory arrangements**

The Contractor will be supervised by the Social Policy Specialist of UNICEF Moldova, with the support of UNICEF Programme colleagues, and in consultation with UNICEF Deputy Representative. Payments will be rendered upon successful completion of each task, as per the schedule outlined above.

## **12. Work location and official travel involved**

The work will require local travel in mutually agreed locations including in Chisinau. The consultant is expected to cover costs, arrange and schedule such visits, including transportation. The UNICEF office will facilitate introductions to key informants.

Consultant will make and pay for own international travel arrangements for arriving to Moldova including visa costs, insurance, any taxes etc., if applicable.

The travel shall be based on economy class travel, regardless of the length of travel.

The daily subsistence allowance (DSA) should not exceed fees as promulgated by the International Civil Service Commission (ICSC) for Moldova Country Office.

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

## **13. Support provided by UNICEF**

UNICEF will regularly communicate with the consultant, and provide feedback, guidance and necessary support to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work. UNICEF will provide an initial package of relevant documents and available research, and an initial list of relevant experts and counterparts to work with. UNICEF will also request relevant data – as agreed upon with the consultant – from relevant government counterparts.

## **14. Ethical considerations**

The Contractor will ensure that the process is in line with the United Nations Evaluation Group (UNEG) Ethical Guidelines 4. The Contractor should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with stakeholders and beneficiaries. Furthermore, the Contractor should protect the anonymity and confidentiality of individual information. All participants should be informed about the context and purpose of the Assessment, as well as about the confidentiality of the information shared. The Contractor is allowed to use documents and information provided only for the tasks related to these terms of reference.

As per the DHR PROCEDURE ON CONSULTANTS AND INDIVIDUAL CONTRACTORS, together with the Notification letter, the consultant will be sent the link on Agora containing UNICEF policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment. The selected candidate must complete the applicable mandatory online courses on UNICEF's learning platform prior to signature of contract. All certificates should be presented as part of the contract.

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<sup>4</sup> UNEG Guidelines <http://www.uneval.org/document/detail/102>