UNITED NATIONS CHILDREN’S FUND
REQUIRES

International Consultancy

for the provision of technical assistance to the Ministry of Labour and Social Welfare in the process of deinstitutionalization with a focus on the costs of institutional vs. community based care
(The Social Welfare and Child Care System Reform Project IPA 2010)

Minimum Requirements:

• Advanced university degree in economics or a related field;
• At least ten years of work experience in deinstitutionalization;
• Thorough understanding of child rights and international standards in the area of alternative care of children;
• Familiarity with the social and child protection system in Montenegro;
• Excellent command of English language (both spoken and written);
• Excellent presentation and facilitation skills
• Excellent writing skills.

Terms of Reference for the position and P11 form can be found on the website www.unicef.org/montenegro or picked up at UNICEF Montenegro office.

If you are a dynamic person who would like to contribute to delivering of long-lasting, positive changes for Montenegro’s children, please apply with a CV, P11 form, financial offer and cover letter by email, mail or fax quoting the position “Deinstitutionalization-costing of institutional vs. community based care” to the following address:

UNICEF, Vladike Danila 28, 81 000 Podgorica
Fax: +382 20 224 278
Email: podgorica@unicef.org

Closing date for applications is June 27, 2013 by CoB (16.30h).
Only short listed candidates will be contacted for interview.

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Terms of Reference

Provision of technical assistance to the Ministry of Labour and Social Welfare in the process of deinstitutionalization with a focus on the costs of institutional vs. community based care
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Background and Context

Observance of human and child rights represents an essential value of the European Union and an important part of the enlargement policy for Montenegro and the Western Balkan countries. Montenegro recognized the need to undertake relevant measures to implement institutional, legislative and administrative reforms in the social welfare system, in order to make sure that the rights and needs of each individual child are observed and protected in accordance with the UN Convention on the Rights of the Child and the EU Charter of Fundamental Rights.

The key processes in the reform of the social welfare and child protection system in Montenegro are defined\(^1\) as poverty reduction and provision of better quality protection of vulnerable groups of children, the disabled, the elderly and the marginalized groups of citizens. Strategic directions of development include, inter alia, decentralization of the system, participation of citizens and beneficiaries, more efficient financial allocations and provision of quality service.

The efforts of the Government of Montenegro intensified since 2011 through the implementation of a comprehensive project entitled Social Welfare and Child Care System Reform: Enhancing Social Inclusion in partnership with UNDP and UNICEF Montenegro and financial assistance from the European Union (within IPA 2010). The objective of the Child Care System Reform component of the project, coordinated by the Ministry of Labour and Social Welfare and supported by UNICEF, is to enhance access to comprehensive, inclusive and sustainable family and community-based services as an alternative to institutionalization of vulnerable children.

The Child Care System Reform follows a systematic approach to child protection, targeting all levels of the system and covering the areas of law reform, development of child protection standards and monitoring mechanisms, awareness raising, capacity building of professionals in the child protection system, deinstitutionalization and development of prevention mechanisms and family and community-based alternatives for children in need.

The transformation of residential institutions for children and deinstitutionalization of children is in the heart of the reform process and seen as one of crucial steps in building a modern system of child protection in line with international standards and with community and family based services. Replacing residential institutions with a range of family and community based services will result in a higher quality of care for greater numbers of children, improving developmental outcomes for children and reducing the long-term burden on the State.

Over the past sixty years, research across Europe has demonstrated the harm caused by institutionalisation. The Government of Montenegro, in its November 2008 report to the UN Committee on the Rights of the Child, has committed to removing children from an institution for persons with intellectual disabilities\(^2\) and placing them in alternative settings, with support from the international community. The same applies to children with severe disabilities in other institutions, including in those outside of Montenegro\(^3\). The UN Committee on the Rights of the Child in its

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\(^1\) The Strategy for the development of the social and child protection system in Montenegro (2008 – 2012), the new Strategy (2013-2017) will be adopted in the coming days.

\(^2\) Komanski Most Institution in Podgorica

\(^3\) Children with severe disabilities placed in large scale residential institutions in Bosnia & Herzegovina and Serbia account for approximately 15% of the total number of institutionalized children with disabilities.
Concluding Observations for Montenegro (2010) has called for immediate transformation of child care institutions and removal of children, and their subsequent placement in a family or family substitute and community based alternative services.

In November 2012, a high level delegation from Montenegro attended an inter-ministerial conference on eradicating placement of children under three years of age in institutions, which was hosted by the President of Bulgaria and organized by UNICEF and OHCHR Offices as an integral part of A Call to Action launched in 2012. At this occasion governments from CEECIS region publicly affirmed a commitment to deinstitutionalization prioritizing children under 3 years of age.

As part of the on-going reform of the child care system, the Ministry of Labour and Social Welfare has established an official working group for the development of the Operational Plan of Transformation of the largest residential institution for children, “Mladost” in Bijela.

In addition, in order to strengthen gatekeeping mechanisms and prevent further admissions into institutions, a Protocol on intersectoral cooperation for the prevention of institutionalization is being developed. The Protocol will represent an expression of commitment made by the Ministries of Labour and Social Welfare, Health and Education to undertake all the necessary measures to prevent institutionalization, to engage in the transformation of existing institutions and to improve quality of services and programmes for children.

The process of deinstitutionalization in Montenegro is complemented and accelerated by the key on-going processes in the reform of the system:

• the recent adoption of the Law on Social and Child Protection harmonized with international standards and the on-going development of secondary legislation,
• the implementation of the Strategy for the Development of Fostering in Montenegro adopted in 2012,
• the initiated reform of the Centres for Social Work,
• the forthcoming establishment of the Institute for Social and Child Protection,
• enhanced revision of individual care plans of children in institutions,
• the expansion of community based services (increase in the number of day care centres for children with disabilities and piloting of the small group home service),
• improvement in data collection on children in public care in order to enhance planning and evidence-based policy-making, and other.

In order to further support and enhance the on-going process of deinstitutionalisation, to engage and mobilize multiple stakeholders in the country and raise awareness on the key aspects and significance of providing family like care for children as an alternative to large scale residential institutions, the Ministry of Labour and Social Welfare with UNICEF support is organizing a high level conference on deinstitutionalization, focusing in particular on children aged 0-3, on 16th July 2013.

**Purpose and Objective**

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4 UNICEF Regional Office for CEECIS  
5 Office of the High Commissioner for Human Rights, Regional Office for Europe  
6 End placing children under three years in institutions, A call to action  
7 In Montenegro, virtually all children aged 0-3 who are institutionalized are placed in the Children’s home “Mladost”. “Mladost” is the largest residential institution for children in Montenegro; the number of children seems to have been gradually decreasing in the last few years but it is still considered high (on average 140 children per year in the period 2008-2012). Further, the number of admissions per year has not decreased significantly (on average 26 children per year between 2008-2012). More importantly, the number of children aged 0-3 has been stable and there is no considerable decrease in the number of admissions to the institution (in the period 2008-2012 on average 23 children aged 0-3 have been admitted to “Mladost”), according to data of the Ministry of Labour and Social Welfare.  
8 Adopted by the Parliament on 28 May 2013.
The purpose of this activity is to support the Ministry of Labour and Social Welfare in the process of deinstitutionalisation in line with international standards by engaging and mobilizing multiple stakeholders in the country and raising awareness on the key aspects and significance of providing family like care for children as an alternative to large scale residential institutions, particularly for children aged 0-3.

The objective of this assignment is to provide technical assistance to the Ministry of Labour and Social Welfare in the process of deinstitutionalization, with a focus on the costs of institutional vs. community based care.

**Methodology and Technical Approach**

The methodology will include desk review; preparation of a presentation; consultations with the Ministry of Labour and Social Welfare, UNICEF and other relevant stakeholders, preparation of a brief concept note on deinstitutionalization.

The Consultant will work from home (3 days) as well as in the field – in Montenegro (1 day).

Further details are outlined in the section below “Activities and Tasks”.

**Activities and Tasks**

The Consultant is expected:

- To prepare a draft presentation on the cost of institutional vs. community based care by referring to comparative experiences globally and this region in particular, and grounding the presentation in child rights and international standards and guidelines in the area of the alternative care of children without parental care: UNCRC, *Guidelines for the Alternative Care of Children*, UN *Convention on the Rights of People with Disabilities*, The *Report of the Ad Hoc Group of Experts on the Transition from Institutional to Community Based Care* etc.

- To have consultations with UNICEF concerning the finalization of the presentation.

- To deliver the presentation at the high level conference on 16 July 2013.

- To prepare a brief concept note using the human rights based approach on the imperative of deinstitutionalization and the positive long-term effects on the socio-economic policy of the state with a focus on why the small group home service is necessary for Montenegro.

**Key Deliverables and Timeframe**

The Consultant will be engaged for 4 working days.

The Consultant is expected to produce the following key deliverables by the following tentative deadlines:

1. Material for the conference (including PowerPoint presentation), by 10 July 2013 (2 working days home-based);
2. Presentation delivered at the conference, on 15 July 2013 (1 working day in Montenegro);
3. Brief concept note on the imperative of deinstitutionalization, by 19 July 2013 (1 working day, home-based).

**Management and Organisation**
Management: The Consultant will be supervised by the UNICEF Child Protection Officer.

Organization: International Consultancy, individual at P-4 level, is required for this assignment.

The candidates are requested to submit their financial offer consisting of fee for the services to be provided, travel and subsistence costs, as applicable.

The consultant’s fee may be reduced if the assignments/deliverables are not fulfilled to the required standard. In a case of serious dissatisfaction with the consultant’s performance the contract may be terminated in line with UNICEF procedure in such matters and as spelled out in SSA.

Schedule: This assignment will commence on 8th July 2013.