

## International Institutional Consultancy for the provision of support to the Ministry of Labour and Social Welfare in cross-sectoral capacity building to advance prevention and response to violence against children

### 1. Background and Context

The right of every child to be protected from all forms of violence (physical, sexual, psychological violence and neglect) is set out in the CRC and other international human rights treaties and standards. In particular, Article 19 of the CRC calls for legislative, administrative, social and educational measures to be put in place to protect the child from all forms of violence and abuse.

Montenegro is committed to ending violence against children and has made significant strides in the past decade to align its legal and strategic framework with international standards on the protection of children from violence. This commitment has been reflected in the country's ratification of all relevant UN and Council of Europe (CoE) treaties including the Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse (the Lanzarote Convention) and Convention on Preventing and Combating Violence against Women and Domestic Violence (the Istanbul Convention). Protection of children from violence is also guaranteed by Montenegro's Constitution and is an integral part of the country's strategies and action plans for EU accession (Action Plan for Chapter 23), as well as for achieving the 2030 Agenda for Sustainable Development (Goal 16.3). Since 2017, Montenegro has gained recognition as one of the pathfinding countries in the Global Partnership to End Violence against Children.<sup>1</sup> Protection of children from violence is also guaranteed by Montenegro's Constitution and is an integral part of the country's strategies and action plans for EU accession (Action Plan for Chapter 23), as well as for achieving the 2030 Agenda for Sustainable Development (Goal 16.3). Legal and policy framework have been largely aligned with relevant international standards, institutional capacities have been built, capacities of different sectors' professionals strengthened and family and community-based services that can prevent violence expanded.

The adoption of the Government's first ever Strategy for the Prevention and Protection of Children from Violence 2017-2021 reaffirmed commitment to improve the legislative and institutional frameworks. In 2021, the implementation of the Strategy was analyzed with UNICEF support, and remaining gaps, bottlenecks, lessons learned were identified and recommendations provided for development of the next strategic framework in the same area. The analysis of the implementation of the 2017-2021 Strategy will serve as a basis for the development of a new policy document for the next four-year period the adoption of which is envisaged by the end of 2023 according to the recently adopted 2023 Government workplan.

Despite all efforts invested in the previous period there remains a high prevalence as well as wide-spread societal tolerance towards violence against children in Montenegro. Latest MICS<sup>2</sup> data (2018) for Montenegro show that violence against children is still a key issue - 66% of children were estimated to have experienced violent discipline by their family members in the last month preceding the survey. For children with disabilities this situation is even worse with 83 per cent estimated to have suffered the same fate. Twenty-five per cent of 15-year-olds participating in the OECD PISA assessment reported being bullied at least a few times a month<sup>3</sup>. The EU Progress Reports for the past several years (2019, 2020, 2021) have been highlighting gender-based violence and violence against children as issues of serious concern, as well as limited awareness on access to justice and protection mechanisms.

Furthermore, a lack of systematic data collection methods in the country and serious underreporting of the phenomenon seriously contributes to the fact that the severity and scope of the problem is still underestimated. Weak inter-sectoral collaboration results in insufficiently developed preventive measures and interventions

<sup>1</sup> End Violence Against Children, Montenegro (<https://www.end-violence.org/impact/countries/montenegro>).

<sup>2</sup> MICS – Multiple Indicator Cluster Survey

<sup>3</sup> Know Violence in Childhood. 2017. Ending Violence in Childhood. Global Report 2017. <http://globalreport.knowviolenceinchildhood.org/wp-content/uploads/2017/09/Overview-English.pdf>

which leave children without an integrated efficient system support. Many professionals in different sectors (social workers, teachers, health workers, police officers, judicial representatives, etc.) still need building their capacities i.e. relevant knowledge, skills and standardized working procedures, to efficiently and effectively prevent and protect children from violence. The country struggles with insufficient number of child protection, family support and outreach services, lack of effective victim protection measures and limited capacities of health, social and other services for children exposed to violence and exploitation.

To respond to some of these challenges, the Ministry of Labour and Social Welfare started with the implementation of an *initiative to strengthen national child protection system for prevention and protection of children from all forms of violence and exploitation* in December 2022, with UNICEF technical and EUD financial support. Within this initiative, the Ministry of Labour and Social Welfare has undertaken to draft a new four-year costed Strategy for the prevention and protection of children from violence. In addition to policy development, the initiative includes capacity development support to foster increased inter-sectoral cooperation to better prevent and protect children from violence, including sexual violence, sexual abuse, and gender-based violence across the sectors.

In cooperation with the Ministry of Labour and Social Welfare, Ministry of Interior, Ministry of Justice, Institute for Social and Child Protection, Police Administration, UNICEF Country Office in Montenegro will engage an international institute/agency/organization gathering experts with different expertise in the area of social and child protection, child development/child psychology, justice in order to provide the identified needed capacity building activities to strengthen capacities of the above sectors and the country's overall capacity to better prevent and respond to violence against children and to start developing integrated, child- and gender-sensitive, cross-sectoral systems which will to be brought to scale and made accessible to all, leaving no one behind.

## 2. Objectives, Purpose & Expected Results

The purpose of this assignment is to support the Government of Montenegro, i.e. the Ministry of Labour and Social Welfare to strengthen capacities of social and child protection, health, education, police and justice professionals to prevent and protect children from all forms of violence and exploitation and provide them with quality and timely support and integrated services.

The objective of this assignment is to provide capacity building activities to professionals in different sectors on provision of prevention and multi-sectoral and holistic support and response to violence against children which will contribute to strengthened accountability, improved procedures and capacities for case management and inter-sectoral cooperation in prevention and protection of girls, boys and women from violence and exploitation.

## 3. Description of the Assignment

This consultancy should use the existing wealth of evidence of the lacking capacities in different Government sectors relevant for the prevention and protection of children from violence and exploitation and based on it develop targeted training programs and materials in the specific areas. Where possible and available, training programs accredited in Montenegro e.g by the Institute for Social and Child Protection will be used to ensure sustainability and stability of the trained workforce.

The consultancy company will be responsible for developing the training program for the capacity building activities in agreement with UNICEF and Ministry of Labour and Social Welfare.

Training materials for each training including a detailed agenda, handouts/background materials for the group work, training evaluations, brief report with key observations regarding capacities of the participants and recommendations for further capacity building are to be prepared by the trainers and delivered to UNICEF by the Consultancy Company.

All deliverables should be produced in local language and the final report in English language.

Trainings schedule will be agreed with UNICEF and the relevant institutions particularly Institute for Social and Child Protection which will support the organization of the trainings by inviting the relevant participants from the Social and Child Protection system.

All deliverables should be produced in local language and the final report in English language.

#### 4. Key deliverables, timelines, and payment schedule

Deliverables	Timeline	Schedule of Payment
Preparation for the field mission (remotely) and <b>development of a workplan with timeline</b> of activities.	By 01 <sup>st</sup> May 2023	
<b>Training on provision of prevention and multi-sectoral and holistic support and response to violence against children</b>  <b>Three two-day inter-sectoral trainings</b> will be organized for the professionals from social and child protection, health and education sectors. It will be focused on prevention and multi-sectoral and holistic support and response to violence against children, including sexual violence, abuse and exploitation., and application of Standard Operating Procedures (SOP) for work with children, victims of violence.	By end June 2023	

<p><b>Specialized training for case managers and professionals from the centres for social work</b></p> <p><b>Three two-day specialized trainings</b> will be provided on how to work with children who were exposed to violence and exploitation, with important focus on family violence and the most severe forms of violence such as sexual violence and abuse. Special attention will be paid to building capacities on preventative and outreach work in the community, referral and response to the cases of violence and exploitation of children.</p>	By 15 <sup>th</sup> July 2023	40%
<p><b>Training for child protection professionals on provision of culturally sensitive cross-sectoral prevention and victim support services</b></p> <p><b>Two two-day trainings</b> for child protection professionals on provision of culturally sensitive cross-sectoral prevention and victim support services to Roma and Egyptian girls and boys and families.</p>	By end September 2023	
<p><b>Training for justice professionals on work with children, victims of violence by applying child friendly justice principles.</b></p> <p><b>Three two-day trainings</b> for police officers and judiciary representatives will be organized on application of child friendly justice principles.</p>	By end October 2023	40%
<p>Final report on capacity building activities with recommendations for further strengthening of capacities in different sectors whose participants underwent trainings.</p>	By 15 <sup>th</sup> November 2023	20%

## 5. Travel

Travel to Montenegro is expected and breakdown of travel costs should be separately included in the financial offer. Travel is to be confirmed by UNICEF.

- **Important:**

Travel costs will be calculated based on economy class travel, regardless of the length of travel. Costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).

Recourse:

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

## 6. Management and Organisation

Management: The consultancy company will be supervised by UNICEF Montenegro Child Protection Officer. The Consultancy Company (i.e. the designated team lead) should communicate with the Child Protection Officer on a regular basis and share all training materials/deliverables as they become available for review and potential feedback. The materials for the deliverables should be provided in advance of trainings and meetings involving national counterparts to allow sufficient time for review of training agenda and materials. All deliverables need to be validated by UNICEF and relevant institution i.e. depending on which sector the training was organized for.

Organization: International Institutional Consultancy is required to produce the expected results, meeting the criteria described below.

Schedule: The assignment will commence on 15<sup>th</sup> April to 01<sup>st</sup> December 2023, for a total of **92** working days.

## 7. Qualification Requirements

The Consultancy Company team should consist of Child Protection professionals with the requirements as listed below.

### 1. Requirements for the consultants to deliver three two-day inter sectoral trainings (2<sup>nd</sup> deliverable):

#### a. The International Consultant must possess:

- Advanced university degree in law/social sciences/social policy or a related field; PhD degree will be considered as an advantage;
- At least 10 years of experience and expertise in the area of social and/or child protection.
- At least 7 years of experience in delivering trainings/capacity building in the area of social and child protection with particular familiarity of the system relevant to protection of children from violence; violence against children and exploitation; GBV.
- Knowledge of the Convention on the Rights of the Child, Convention on Elimination of All Forms of Discrimination Against Women, Convention on the Rights of Persons with Disabilities, European Social Charter, Revised European Social Charter, European Convention on Human Rights and Fundamental Rights, etc. and other relevant international and regional standards in the area of social and child protection;
- Good knowledge of the social and child protection reform processes in Montenegro;
- Excellent analytical and writing skills demonstrated by proven record of concise and clear publications and reports relating to analysis of social policy, strategy and plan development, etc.

As a part of the technical evaluation, a recent relevant piece of work has to be provided. Experience in working with practitioners and multiple government stakeholders for multisectoral approach is an advantage;

- Excellent command of English language, local language is an advantage (both spoken and written);
- Familiarity with the local context in Montenegro is a distinct advantage;
- Strong communication skills, participatory planning processes skills;
- Previous work experience with an UNICEF will be considered as an advantage.

**b. The National Consultant must possess:**

- Advanced university degree in social sciences/social policy/social work or a related field;
- At least 7 years of experience and expertise in the area of social and/or child protection;
- At least 5 years of experience in analysis, research and development of guides, manuals, SOPs and strategic documents in child protection area;
- Demonstrated expertise on child protection and protection of children from violence;
- Excellent analytical and writing skills demonstrated by proven record of concise reports in child protection area. As a part of the technical evaluation, applicants are requested to provide a recent relevant piece of work.
- Experience in working with practitioners and multiple government stakeholders for multisectoral approach;
- Excellent knowledge of the local context in Montenegro in particular with respect to the child protection system is a distinct advantage;
- Excellent command of English and local language (both spoken and written);
- Previous work experience with UNICEF and/or UN system will be considered as an advantage.

**2. Requirements for the consultant to deliver three two-day specialized trainings for case managers and social service professionals from centres for social work (3<sup>rd</sup> deliverable);**

**a. The International Consultant must possess:**

- University degree in social sciences/social policy/social work or a related field;
- At least 10 years of experience and expertise in the area of social and/or child protection;
- At least 7 years of experience in delivering trainings/capacity building in the area of social and child protection with particular familiarity of the system relevant to protection of children from violence;
- Knowledge of the Convention on the Rights of the Child, Convention on Elimination of All Forms of Discrimination Against Women, Convention on the Rights of Persons with Disabilities, European Social Charter, Revised European Social Charter, European Convention on Human Rights and Fundamental Rights, etc. and other relevant international and regional standards in the area of social and child protection;
- Good knowledge of the social and child protection reform processes in Montenegro;
- Excellent analytical and writing skills demonstrated by proven record of concise and clear publications and reports relating to analysis of social policy, strategy and plan development, etc. As a part of the technical evaluation, a recent relevant piece of work has to be provided.

Experience in working with practitioners and multiple government stakeholders for multisectoral approach is an advantage;

- Excellent command of English language, local language is an advantage (both spoken and written);
- Familiarity with the local context in Montenegro is a distinct advantage;
- Strong communication skills, participatory planning processes skills;
- Previous work experience with an UNICEF will be considered as an advantage.

### **3. Requirements for the consultants to deliver three two-day trainings for police officers and judiciary (4<sup>th</sup> deliverable):**

#### **a. The International Consultant must possess:**

- Advanced university degree in law/social sciences/social policy or a related field; PhD degree will be considered as an advantage;
- At least 10 years of experience and expertise in the area of justice system reform. PhD degree will be considered as an advantage;
- Five years of experience in direct work with children in contact with the law;
- At least 5 years of experience in delivering trainings/capacity building in the area of work with and treatment of children in contact with the law based on child friendly justice principles particularly work with children victims of violence, with familiarity of the system relevant to protection of children victims of violence;
- Familiarity with the local context in Montenegro with respect to the juvenile justice and justice for children system reform;
- Knowledge of the Convention on the Rights of the Child and relevant international (UN and CoE) standards in juvenile justice, and child friendly justice;
- Excellent analytical and writing skills demonstrated by proven record of concise and clear publications and reports relating to analysis of social policy, strategy and plan development, etc. As a part of the technical evaluation, a recent relevant piece of work has to be provided. Experience in working with practitioners and multiple government stakeholders for multisectoral approach is an advantage;
- Excellent command of English language, local language is an advantage (both spoken and written);
- Familiarity with the local context in Montenegro is a distinct advantage;
- Strong communication skills, participatory planning processes skills;
- Previous work experience with an UNICEF will be considered as an advantage.

#### **b. The International Consultant must possess:**

- Advanced university degree in psychiatry/psychology; PhD degree will be considered as an advantage;
- 10 or more years of experience and expertise in psychology/psychiatry and working with children, including those exposed to violence and exploitation;
- At least 5 years of experience in building capacities of different sectors relevant to protection of children from violence, including judiciary;



- Excellent analytical and writing skills demonstrated by proven record of concise reports in child protection area. As a part of the technical evaluation, applicants are requested to provide a recent relevant piece of work.
- Experience in working with practitioners and multiple government stakeholders for multisectoral approach;
- Excellent knowledge of the local context in Montenegro in particular with respect to the child protection system is a distinct advantage;
- Knowledge of the Convention on the Rights of the Child and relevant international (UN and CoE) standards in access to justice and child friendly justice;
- Excellent command of English language, local language is an advantage (both spoken and written);
- Previous work experience with UNICEF and/or UN system will be considered as an advantage.

**4. Requirements for the consultant to deliver two two-day trainings for child protection professionals on provision of culturally sensitive cross-sectoral prevention and victim support services (5<sup>th</sup> deliverable);**

**a. The International/National Consultant must possess:**

- Advanced university degree in social sciences/social policy/social work or a related field; PhD degree will be considered as an advantage;
- At least 10 years of experience and expertise in the area of social and/or child protection;
- At least 5 years of experience in building capacities in the area of social and child protection with particular experience in work with Roma and Egyptian population;
- Knowledge of the Convention on the Rights of the Child, Convention on Elimination of All Forms of Discrimination Against Women, Convention on the Rights of Persons with Disabilities, European Social Charter, Revised European Social Charter, European Convention on Human Rights and Fundamental Rights, etc. and other relevant international and regional standards in the area of social and child protection;
- Good knowledge of the social and child protection reform processes in Montenegro particularly setting up and providing culturally sensitive cross-sectoral services e.g. to children and families belonging to Roma and Egyptian population;
- Excellent analytical and writing skills demonstrated by proven record of concise and clear publications and reports relating to analysis of social policy, strategy and plan development, etc. As a part of the technical evaluation, a recent relevant piece of work has to be provided. Experience in working with practitioners and multiple government stakeholders for multisectoral approach is an advantage;
- Excellent command of English language, local language is an advantage (both spoken and written);
- Familiarity with the local context in Montenegro is a distinct advantage;
- Strong communication skills, participatory planning processes skills;
- Previous work experience with an UNICEF will be considered as an advantage.



## 8. Application procedure

The potential contractors are expected to submit a proposal based on these Terms of Reference. The proposal should consist of:

- i. **Technical Proposal including:**
- ii.
  - a) Portfolio of the organisation/institution/agency with examples of previous work on similar projects and clients in the last 5 years, including recent piece of work similar to the one per the ToR;
  - b) Title/designation of each team member including their CVs;
  - c) For each team member an example of a recent piece of work in the same/similar activity i.e training on the same topic and same group of professionals e.g. training program excerpts with agendas etc.
  - d) Detailed description of the methodology and technical approach;
  - e) Tentative work plan with the number of days and timeframe in line with the above deadlines for deliverables;
  - f) Supplier Profile Form.
  - g) LRPS Form signed.
  - h) 3 Reference contacts from other clients.
- i. **Financial Proposal (Budget) including** daily fee rate for each team member per deliverable as well as the total cost per professionals based on the number of working days included in the Technical Proposal as well as any other cost as applicable.

The financial proposal shall indicate budget estimated in EUR.

## 8. Evaluation

Technical components (total of 70 points)

ITEM	TECHNICAL EVALUATION CRITERIA	MAX OBTAINABLE POINTS
1	<b>Overall Response</b> <i>Overall Response - the understanding of the assignment by the proposer and the alignment of the proposal submitted with the ToR</i>  <b>1.1</b> Completeness of response <b>1.2</b> Overall concord between TOR requirements and proposal	<b>10</b>   1.1 – 5 1.2 – 5

2	<b>Company and Key Personnel</b> <i>Range and depth of organizational experience with similar projects</i>  <b>2.1</b> Demonstrated expertise and capacity for strengthening capacities/delivering capacity building activities in social and child protection and judiciary <b>2.2</b> Samples of previous work for each team member <b>2.3</b> Key personnel: relevant experience and qualifications of the proposed team for the assignment  <b>2.4</b> Company policy on Child labor, Safeguarding and Prevention of Sexual Exploitation and Abuse (articulate policies for the protection & safeguarding of children and prevention of PSEA) <b>2.5</b> Gender component: At least 1 female in the management structure or ownership of the company <b>2.6</b> Workplace policies on disabilities	<b>40</b>   2.1 - 14  2.2 - 5 2.3 - 14  2.4 - 2 2.5 - 2 2.6 - 3
3	<b>Proposed Methodology and Approach</b>  <b>3.1</b> Work plan <b>3.2</b> Methodology used - compatibility with UNICEF <b>3.3</b> Project management, monitoring and quality assurance process	<b>20</b>   3.1 - 10 3.2 - 6 3.3 - 4
<b>TOTAL TECHNICAL SCORE</b>		<b>70</b>

**Minimum technical score: 70% of 70 points = 49 points**

2) Financial component (total of 30points)<sup>4</sup>

- Technical proposal evaluation. Proposals passing the minimum technical pass score (49 points-70% of the maximum points obtainable for technical proposal) will continue into the Financial proposal evaluation.
- Financial proposal evaluation. The lowest price proposal will be awarded the full score assigned to the commercial proposal.
- Recommendation. The recommendation for award of contract will be based on best combination of technical and financial score.
- Final award and contracts. Based on verified nominations and final scores, contract negotiations could be initiated with one or more successful Proposers.
- The UNICEF evaluation team will select the Proposal which is of high quality, clear and meets the stated requirements and offers the best combination of technical and financial score.

<sup>4</sup> Financial offer will be reviewed only if Technical proposal meets minimum required quality standards.

## Remarks:

- UNICEF Montenegro Office holds copyrights for all reports. The documents (including raw materials, etc.) may not be reproduced, distributed or published without the written permission from UNICEF.
- All personal data should be accessible to team members, but no one else. The consultants need to set up secure systems (a) to ensure that other staff within their institutions cannot access their data via the shared staff drives, and (b) to ensure secure data transfer between institutions. Cloud based storage with limited sharing rights could be considered in this instance. Different personal data files need to be linkable, they need to be held separately so that they can only be linked purposely, by researchers who are authorised to do so. There is also a need to ensure that data cannot be removed from secure systems in ways that might compromise data security.
- UNICEF Montenegro Office will share with the selected consultants all the relevant materials it has and provide required expertise.
- UNICEF Montenegro Office will review and provide feedback on reports prepared by consultants.
- All information from produced reports cannot be shared with the media without the written approval of UNICEF Montenegro Office.

- **Payment schedule**

The payments will be made upon successful completion of the deliverables and submission of invoices, as follows:

- **Developed workplan** with timeline of activities and **delivered: three two-day inter-sectoral trainings** on provision of prevention and multi-sectoral and holistic support and response to violence against children, **three two-day specialized trainings for case managers and professionals from the centres for social work** - 40%;
- Delivered: **three two-day trainings for child protection professionals** on provision of culturally sensitive cross-sectoral prevention and victim support services, **three two-day trainings for justice professionals** on work with children, victims of violence by applying child friendly justice principles- 40%;
- **submitted final report** on capacity building activities with recommendations for further strengthening of capacities – 20%.