

ANNEX C

TERMS OF REFERENCE (TOR) FOR INSTITUTIONAL CONTRACTORS

International Institutional Consultancy for the Independent External Evaluation of the Strategy for Exercising the Rights of the Child 2019–2023**1. Background and Context**

Montenegro is upper-middle-income country in South-East Europe with a population of around 618,000. Out of the total population, in 2022, 21.6% are children aged 0–17, with approximately 52% being boys and 48% being girls¹. The population is expected to experience growth in the older cohort and a decrease in the child population in the coming years. According to the 2020 Human Development Report, Montenegro ranked 48th among 189 countries. The country is divided into 25 municipalities and informally in three regions.

The country has taken important steps to enhance its institutional, legislative, and administrative capabilities to ensure that child rights are respected and safeguarded. Montenegro has ratified various international agreements that directly or indirectly relate to children's rights, including the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), and the Convention on the Rights of Persons with Disabilities. Montenegro, as a UN member state, is required to present a Universal Periodic Report (UPR) that is assessed by the Human Rights Council. The same follows in the case of child rights, where regular reports are submitted to the UN Committee on the Rights of the Child. So far, moderate progress has been made in implementing reforms focused on ensuring that children's rights are upheld according to the Convention on the Rights of the Child.

Despite the efforts undertaken by Montenegro to improve the situation of children in the country, there is still a pressing need for further action and continued commitment towards the protection and advancement of children's rights. While the country's legislative and institutional framework regarding child rights is broadly in line with international and regional human rights instruments, there are still challenges to implementing them effectively. In addition, there is a need for systematic integration of children's rights into high-level political, social, and economic agendas, aiming towards full ownership, accountability, and sustainability of results-driven performance for children.

In 2019, Montenegro adopted the Strategy for Exercising the Rights of the Child 2019–2023², a national, comprehensive, and cross-sectorial strategic document that aims to improve the exercising the rights of the child in all areas covered by the Convention on the Rights of the Child and its optional protocols. It covers a five-year strategic period and was built on the progress achieved through/in line with the implementation of various sectoral strategies, including the Strategy for the Development of Social and Child Protection System, the Strategy for the Prevention and Protection of Children from Violence, the Strategy for Early and Pre-school Education in Montenegro, the Inclusive Education Strategy, the Strategy for the Social Inclusion of Roma and Egyptians, the Strategy for the Protection of Persons with Disabilities from Discrimination and the Promotion of Equality, the Judicial Reform Strategy, and so on. Due to its cross-sectorial nature, the Strategy for Exercising the Rights of the

¹ The estimate of number of population and demographic indicators, for more information please visit: <https://monstat.org/uploads/files/demografija/procjene/2021/Estimation%20of%20population%20and%20basic%20demographic>

² Ministry of Labour and Social Welfare, and UNICEF Montenegro. 2019. "Strategy for Exercising the Rights of the Child 2019–2023." Accessed March 21, 2023. <https://www.unicef.org/montenegro/media/11026/file/MNE-media-MNEpublication331.pdf>

Child 2019–2023 deals with issues related to the rights of the child from the perspective of various sectors and is therefore considered cross-sectoral, horizontal and vertical.

The three strategic goals outlined in the strategy are as follows:

1. To improve interdepartmental and inter-sector cooperation, along with other key conditions to exercise the rights of the child.
2. To improve the availability and quality of social and healthcare protection as well as education for all children.
3. To prevent all types of violence against children and to improve the implementation of special measures for the protection of children.

The Strategy envisages that implementing efforts require efficient collaboration among relevant ministries and institutions, as well as different sectors, to ensure the rights of the child are exercised. This also involves cooperation between the public sector, civil society organisations, business sector and international organisations. In 2020 Montenegro faced significant challenges due to the COVID-19 pandemic, as well as changes in governments and governmental structures, which have slowed down reforms in the field of child rights. The pandemic has had a severe impact on the progress made towards protecting children's rights, including increased risks of poverty, disrupted education, threats to their survival and health, and higher risks of violence, abuse, neglect, and exploitation. The economic and social challenges posed by the pandemic led to expectations of exacerbating this situation, particularly for those children who were already disadvantaged. In 2021, a Situation Analysis of Children and Adolescents³ was conducted by UNICEF to determine the degree to which their rights were being realised on the ground. The analysis pointed out the persistent gaps and disparities in the ability of boys and girls to access their rights and identified bottlenecks that were slowing progress in overcoming these gaps. According to the European Commission's 2022 progress report on Montenegro⁴, there were numerous challenges that hindered the effective implementation of children's rights. These challenges include a deficient accountability framework, insufficient administrative capacities, a lack of systematic monitoring and quality assurance for existing laws and strategies, and inadequate funding to enforce children's rights.

Over the past decade, UNICEF Country Office has provided extensive support for reforms in various child rights-related sectors and the development of child rights monitoring (CRM) mechanisms in Montenegro. The establishment of the inter-ministerial Council for the Rights of the Child at the level of the Prime Minister's Cabinet in 2022 is significant for overall child rights monitoring, and especially for monitoring and evaluating the Strategy for Exercising the Rights of the Child.

In line with the CRC recommendations and conclusions of the 2002 World Summit for Children, every country is supposed to have a national action plan for implementation of the recommendations of the CRC and other UN treaty bodies, as well as recommendations deriving from regional treaties and commitments (in case of Montenegro both the CoE and the EU). Also, the country is accountable to conduct yearly reporting of the implementation of those strategic documents and a final, external evaluation so that impact and achieved progress can be measured and baselines and bottlenecks identified, as well as equity gaps for children and financial gaps, which will feed the development of the new five-year strategic framework.

For those reasons, the implementation of the External Independent Evaluation of the Strategy on the Rights of the Child 2019–2023 is a high-level strategic priority for Montenegro's children. The evaluation is supposed to be conducted by the highest inter-sectoral body in the country, namely the Council for the Rights of Child, with

³ UNICEF Montenegro. 2021. "Situation Analysis of Children and Adolescents in Montenegro." Accessed March 21, 2023. <https://www.unicef.org/montenegro/en/reports/situation-analysis-children-and-adolescents-montenegro>

⁴ European Commission. 2022. "Montenegro Report 2022." Accessed March 21, 2023. https://neighbourhood-enlargement.ec.europa.eu/montenegro-report-2022_en

UNICEF's technical assistance. Furthermore, conducting this evaluation will help ensure that future programmes and initiatives are evidence-based.

2. Objectives, Purpose & Expected Results

The evaluation will serve as a crucial foundation for the evidence-based development of next five years high-level, cross-sectoral strategic policy document in the area of child rights. It will enable stakeholders to develop and implement effective measures to reduce specific equity gaps, ensuring that future actions are meaningful and responsive to the needs of children in Montenegro, particularly marginalised groups, and created in line with the Convention on the Rights of the Child, CEDAW, CRPD, CoE instruments, EU accession agenda, and Agenda 2030 - the Sustainable Development Goals.

The evaluation of the Strategy will be a country-led action to assess the effectiveness of inter-sectoral coordination among CRM mechanisms, different governmental sectors, CSOs, and the final beneficiaries, children and their families. The potential for the Council to monitor the implementation of the Strategy, i.e., international, and regional commitments to fulfil children's rights, will be assessed too. The evaluation will identify best practices, draw lessons from significant and promising interventions, and provide forward-looking recommendations to guide the setting of priorities for the next five years. The evaluation will also identify the existing gaps and bottlenecks, in particular for those left behind in developmental and humanitarian processes, and draw lessons learned from innovative interventions for accelerating and scaling up results. All of this is closely aligned with the UNICEF and Government of Montenegro Country Programme document priorities and will contribute directly to the achievement of the outlined priorities.

The objective of this evaluation is to:

- Assess the extent to which the strategic objectives have been achieved by evaluating operational achievements (based on impact and outcome indicators) while, inter alia, assessing the relevance, coherence, effectiveness, efficiency, sustainability, and impact of the Strategy's implementation.
- Evaluate the effectiveness of activity implementation (action plans) with a view to assessing the effectiveness of actions (outcome and output indicators) that were proposed in the Strategy. This involves evaluating the extent to which the actions were implemented as planned, as well as their impact on achieving the strategic objectives.
- Identify factors that contributed to or hindered successful implementation, including examining factors such as stakeholder engagement, resource allocation, leadership, management, data collection, monitoring mechanisms, public engagement, and external factors that may have affected implementation.
- Contribute to ensuring accountability and learning by providing an impartial assessment to various stakeholders who were anticipated to partake in implementation efforts while at the same time providing recommendations on how to enhance cooperation between them and, where necessary, re-energise efforts within their institutions.
- Assess to what extent the strategy's implementation and monitoring have been inclusive of children and minority groups and have overall contributed to the advancement of children's rights in Montenegro.
- Assess the efficiency and effectiveness of defined monitoring mechanism, regular review of implementation of the strategy and financial allocations attached for the implementation of the strategy.
- Provide recommendations for future planning, implementation and monitoring based on the findings of the evaluation, including identifying areas for improvement, lessons learned, and best practices that can be applied to future planning and implementation efforts.

The evaluation of the Strategy for Exercising the Rights of the Child in Montenegro 2019–2023 should generate an impartial, credible, informative, and evidence-based document in line with the Evaluation Norms and

Standards of the United Nations Evaluation Group (UNEG), UNICEF Ethical standards and other pertaining documents/policies, while at the same time building on the general directions outlined in this ToR and inputs received by UNICEF Montenegro Child Rights Monitoring and Evaluation Specialist and respective national counterparts. . The report will be distributed to relevant stakeholders, including the Prime Minister's Cabinet, respective ministries, institutions, CSOs, Ombudsperson and the media.

The evaluation is furthermore expected to have several positive effects, in terms of measuring the implementation of international commitments on child rights, identifying remaining equity gaps and bottlenecks, identifying needed actions towards further progress, and providing opportunities for learning and increasing accountability and financing for child rights. It will guide the effective design and implementation of the next five-year strategic document for children in Montenegro, including the Theory of Change and budgeting. It will also demonstrate the effectiveness of inter-sectoral coordination among Child Rights Monitoring (CRM) mechanisms, with a particular focus on the Council's role in ensuring that international and regional commitments regarding child rights are regularly monitored and fulfilled. The Evaluation will also provide UNICEF and the Government of Montenegro with clear evidence of results achieved and guide future programming in the country. Finally, it will inform the upcoming CRC report for Montenegro.

3. Description of the Assignment

A Concise Overview of the Evaluation's Scope

The selected evaluator(s) will work closely with and under the supervision of the UNICEF Child Rights Monitoring and Evaluation Specialist to develop the evaluation's detailed methodological approach during the inception phase. This approach and methodology should be consistent with UNICEF's revised Evaluation Policy, the Evaluation Norms and Standards of the United Nations Evaluation Group (UNEG); UNICEF's Standard Operating Procedures (SOPs) for Quality Assurance and Ethical Standards in UNICEF-supported Research, Studies, and Evaluations (RSEs) towards results for Children in the Europe and Central Asia Region; UNICEF's Procedure for Quality Assurance in Research; UNICEF's Procedure for Ethical Standards in Research, Evaluations, and Data Collection and Analysis; and UNICEF's reporting standards.

Moreover, the proposed detailed methodology should be aligned with the Government of Montenegro's Decree on the methods and procedures for drafting, harmonising, and monitoring the implementation of strategic documents, while incorporating elements of the Government of Montenegro's General Secretariat Guidelines for the Development of Strategic Documents (Methodology for Policy Development, Preparation, and Monitoring of the Implementation of Strategic Documents), which stress the importance of beginning the evaluation process during the last year of the strategic document's implementation to gain a better understanding of the impact of their actions and make evidence-based decisions for the future.

The methodology proposal will also consider the envisaged Evaluation approach outlined in the actual Strategy for Exercising the Rights of the Child in Montenegro (2019–2023), and should assess set indicators for strategic, operational, and activity efforts - which can be found [at this link](#).

An Introduction to a Proposed Methodological Approach

In addition to assessing the implementation/achievement of strategic, operational, and activity efforts outlined in the Strategy for exercising Child Rights, the evaluation will aim to answer key questions related to the OECD

evaluation criteria⁵ (namely the relevance, coherence, effectiveness, efficiency, impact, and sustainability of efforts) based on agreed-upon benchmarks among key partners and stakeholders.

While evaluation questions to assess the previously mentioned evaluation criteria should be developed in detail during the Inception Phase, the following considerations should be taken into account:

In terms of relevance:

1. the extent to which the Strategy's implementation responded to the needs of children in Montenegro, taking into account principles such as "leaving no child behind" and international commitments outlined in the Strategy;
2. the extent to which the implementation of the Strategy responded to the needs of children from marginalised communities (Roma children, children with disabilities, children from rural areas, etc.) and equity-based challenges;
3. the extent to which the Strategy's implementation was purposeful, especially with respect to changing circumstances that children in Montenegro faced during the period 2019-2023 (health crises, socio-economic challenges, and so on).

In terms of coherence:

1. the extent to which the Strategy's implementation efforts were consistent with other efforts (internal: implementation of other national strategies and policies, as well as ad hoc initiatives; and external: consistency of intervention with the relevant international norms and standards to which the Montenegrin government adheres) at the national level;
2. the extent to which the Strategy enabled complementarity, harmonisation, and coordination in the implementation of children's rights efforts in Montenegro, as an overarching and horizontal strategy for exercising child's rights in the country;
3. the extent to which envisaged national (ministries, institutions, CSOs, and others) and international (regional, international organisations and others) stakeholders leveraged their comparative advantages in relation to the committed actions for the Strategy's implementation.

In terms of effectiveness:

1. the extent to which strategic, operational, and activity effects (both outcomes and outputs) achieved the intended/expected results (indicators) outlined in the Strategy;
2. the extent to which any unintended results, both positive and negative, were generated by the implementation of the Strategy;
3. the extent to which differential results across groups, such as promoting gender equality/potentially gender transformative actions and so on, occurred.

In terms of efficiency:

1. the extent to which the interventions delivered/results achieved were achieved/delivered in an economical and timely manner for the benefit of Montenegrin children;
2. the extent to which inputs (such as funds, expertise, time, and other resources) have been converted into outputs, outcomes, and impacts in the most efficient manner possible, and to which degree they have been organised and managed with care;

⁵ OECD. 2021. "Applying Evaluation Criteria Thoughtfully" Accessed March 21, 2023. https://www.oecd-ilibrary.org/development/applying-evaluation-criteria-thoughtfully_543e84ed-en

3. the extent to which inefficiencies occurred due to a lack of coordinated stakeholder engagement (local, national, and international ones).

In terms of impact:

1. the extent to which the implementation of the Strategy has produced significant positive or negative, intended or unintended, transformative effects on child rights in Montenegro;
2. the extent to which the Strategy's implementation made a significant difference for children and their rights, particularly in terms of their well-being and overall human rights;
3. the extent to which the implementation of the Strategy had an impact beyond the immediate results, including indirect, secondary, and potential results/consequences within the child rights field and potentially beyond it.

In terms of sustainability:

1. the extent to which children in Montenegro will benefit from past efforts and an estimate of future ones, taking into account Montenegro's financial, economic, social, environmental, and institutional capacities;
2. the extent to which government institutions/ministries are committed to further support and sustain efforts in the field;
3. the extent to which identified key obstacles and bottlenecks in regard to implementation efforts have impacted the sustainability of child rights implementation in Montenegro.

Development, prioritisation, and refinement of the questions in relation to the above-described evaluation criteria will occur during the inception phase, when the evaluation team is expected to develop the corresponding evaluation questions and sub-questions in consultation with the UNICEF CO.

On the methodology and outputs

The *Detailed Methodology* should include a plan for information gathering from both primary and secondary sources, as well as an evaluation matrix and questionnaires for specific categories of stakeholders based on this matrix. To ensure the validity and reliability of the analysis, the proposed methodology should include information on triangulation, complementarity, and data interrogation. During the application process, candidates should propose a preliminary approach to the methodology, while the engaging agency should develop the detailed methodology during the inception phase. The Detailed Methodology should also include the anticipated limitations and risk mitigation strategies. Consequently, the document (of at least 20–25 pages, excluding appendices) should include at least the following:

- A concise description of the Evaluation concept, including its purpose, scope, and objectives;
- An analysis of the stakeholders and a description of the potential participants, including selection criteria;
- The approach and methodology, including evaluation questions, sampling criteria, limitations, and so on;
- The data collection methods, including the rationale for data source selection, instruments, etc.
- A comprehensive evaluation framework/matrix and corresponding questionnaires for various categories of stakeholders;
- Plan for data analysis, including a description of the quality assurance review;
- Proposed structure for the evaluation report;
- Risks and assumptions;
- A timetable that includes a description of the distribution of tasks between the team leader and team members;
- Evaluation summary for external communication purposes; and

- Other information required by this ToR.

In terms of methods, the Evaluation should, at a minimum, draw on the following:

- Desk review of the Strategy, background documents, annual reports, output reports, and other data supplied by the relevant ministries and the contracting agency;
- Desk review of data, programme reports, and other analysis to determine the extent to which indicators have been met;
- Survey / Key Informant Interviews / Focus Group Discussions with decision makers, implementing partners, professionals, the community of practice and other stakeholders, including the UNICEF CO team;
- Observations and field visits to at least two or three municipalities (by taking into consideration adequate geographical coverage and urban and rural settlements), in addition to the capital city of Podgorica, to collect feedback and evidence from beneficiaries, including from minority groups, in order to answer evaluation questions (during the inception phase, sites will be selected according to criteria developed by the evaluation team in collaboration with the contracting agency and other partners).

The evaluation's overall methodological approach and design must incorporate gender, disability and human rights perspectives. The evaluation should also, as appropriate, take into account changing conditions and cross-cutting dimensions (such as gender mainstreaming and digitalisation), cooperation between local and national authorities, and cross-sectoral cooperation.

The *Final Report* (of at least 50 pages, excluding annexes) must adhere to UNICEF evaluation report standards and include a minimum:

- Title page and introductory pages;
- Executive summary (four-page document, concise and well-formulated);
- A description of the evaluation's purpose;
- Evaluation scope, objectives, and key questions;
- The evaluation methodology and design;
- The stakeholders' involvement;
- Ethical concerns;
- Findings;
- Limitations;
- Lessons learned;
- Conclusions;
- Actionable recommendations (including for the budgeting and monitoring endeavours), as well as a proposed Theory of Change.

In addition to the final report, the Evaluation team should also prepare a *PowerPoint presentation* and a *briefing* highlighting the most significant findings for presentation to a broader audience.

Other important aspects of the evaluation process

This process will be coordinated by the Team Leader, with contributions from national and potentially other team members, and in accordance with the existing task distribution.

To incorporate the input of UNICEF CO and national counterparts during the report design phase, the preliminary report draft should be shared with them for feedback. After completion, the first draft of the Final Report will be shared with the UNICEF Country Office in Montenegro and with national stakeholders in order to solicit feedback, suggestions, and comments. After a few weeks from receiving the first final draft, UNICEF will collect the

comments, which should be incorporated into the report by the Team Leader. The second draft of the final report will be received by the Evaluation Manager, who will assess whether the feedback has been incorporated or addressed before sending it to the Ethical Board for feedback and Universalis for quality review.

The final report must adhere to the UNICEF Style Guide and UNICEF Brand Toolkit (to be provided to the successful bidder), the UNICEF-Adapted UNEG Evaluation Report Standards (2017), and the Geros Quality Assessment System.

The findings and recommendations of the Evaluation will be shared with policymakers and implementing partners, and the evaluation report will be made available to any interested relevant actor upon request. For this purpose, a dissemination plan will be developed.

Ethical considerations

Throughout the evaluation process, the Evaluation Team will have to ensure respect for the dignity and diversity of interviewees, as well as consider human rights, gender equity, and equality, including cultural sensitivity and disability inclusion. When conducting interviews with children, the evaluators will have to follow the UNICEF guidelines for conducting ethical research with children. In the Detailed Methodology, the Evaluation Team will be asked to clearly identify any potential ethical issues and specify the oversight and ethical review mechanisms applicable to the evaluation process. Selected team of evaluators will be requested to disclose in writing any prior experience that may give rise to a potential conflict of interest, and they will have to resolve any conflict of interest that may arise during the evaluation in an honest manner.

The Evaluation will uphold ethical principles and adhere to the UNICEF Procedure for Ethical Standards in Research, Evaluation, Data Collection, and Analysis, which emphasises on respect, beneficence, justice, impartiality, integrity, and accountability. The Evaluation Team conducting the evaluation must identify any potential ethical issues and comply with UNICEF CO's Ethical Review Board requirements, including processes for ethical review and oversight during the data collection process.

In their technical proposal, bidders must explain how they intend to incorporate ethical standards into data collection, analysis, and report writing. The evaluation will conform to the 'best interests of the child' principle, in which the well-being and best interests of the children will be the primary consideration in methodology design and data collection.

By the time they begin this evaluation, and no later than the 1st of September 2023, all evaluators must have completed a course in research ethics with children and adults. Specific considerations for research involving children and/or sensitive topics (such as violence against women and girls) should be included. Additional sources of guidelines and standards must be considered (such as UNICEF's guidelines on children in research, WHO's guidelines on violence research, etc.) when working in sensitive environments.

Special measures will be taken to ensure that the evaluation process is conducted ethically and that participants can freely express their opinions. The information sources will be kept confidential and only known to the evaluators. The Evaluation Team will be responsible for ensuring that the evaluation process adheres to the UNEG Ethical Guidelines, i.e. that ethical conduct in data generation is essential. Particular consideration should be given to the following issues:

- Risks and benefits;
- Informed consent;
- Privacy and confidentiality; and
- Conflict of interest of the evaluation informants.

During the evaluation process, based on the agreed-upon list of participants, UNICEF CO will introduce the evaluation and the evaluation team to identified stakeholders. However, it will be up to the Evaluation Team to clarify to all participants that their participation in the evaluation is voluntary. The context and purpose of the evaluation, as well as the privacy and confidentiality of the discussions, should be communicated to all participants.

All participants in an evaluation must be asked for their informed consent. In accordance with UNICEF's standards and Montenegrin law, participants must be informed that if a specific violation of human rights is raised during interviews (such as violence against children or adults), this information must be shared with the appropriate authorities. After receiving this notice, participants can choose whether or not to participate in the evaluation. All other information disclosed during the interviews will be held in strict confidence.

Particular care will have to be taken to ensure that questions are asked sensitively and, when necessary, in a child-friendly manner that is appropriate to the participants' age, gender, and social background. The use of clear language that avoids victimisation, blame, and judgement, should be put into action. When it is evident that an interview is negatively impacting a participant, the interview will be terminated.

Venues for interviews should allow for privacy protection and provide a respectful, comfortable environment where participants cannot be overheard.

All data must be stored securely throughout the duration of the Evaluation. After one month, all data must be deleted from computers/laptops and hard copies destroyed. When submitting the proposal, the Bidder (company or institution) must provide evidence that they possess the necessary IT skills.

Translation and interpretation

The deliverables must be prepared in both English and Montenegrin languages and proofread to a professional standard. In the proposed methodology, however, sufficient time must be allocated for the translation of documents, i.e. a timeline.

Timeframe

The work is expected to be carried out within a period 1st September 2023 – 28th February 2024. Up to 50 consultancy working days are estimated for this assignment.

4. Deliverables, timelines, and payment schedule

The team is expected to produce and submit the following deliverables:

Deliverables	Timeline	Schedule of Payment
Detailed Inception Report with Methodology (minimum 20–25 pages): The Inception Report with detailed methodology for confirming a common understanding of what is to be evaluated, as well as providing additional insights regarding the evaluation's implementation. During this phase, evaluators will develop and refine evaluation questions, confirm the evaluation's scope,	Until 30/09/2023	

enhance the rigour of the evaluation methodology approach proposed in the ToR and their own evaluation proposal, and develop and validate evaluation instruments. The Methodology shall contain the elements above-described elements and will be subject to approval by both the UNICEF CO and the Ethical Board.		
Draft Evaluation Report (minimum of 50-pages), excluding appendices on key findings and conclusions. The report's structure must adhere to the format agreed upon in the Detailed Methodology and build upon the guidelines outlined in this ToR. The report should integrate feedback received from UNICEF CO and national counterparts.	Until 30/11/2023	70%
Final Evaluation Report with appendices, with integrated comments of the Ethical Board and Quality Assurance of Univeralia. It will also be necessary to prepare a five-ten pages Evaluation brief/Summary for external users as well.	Until 31/01/2024	
PowerPoint presentation and summary of key findings: A PowerPoint presentation containing the key evaluation findings and recommendations should be created for wider distribution.	Until 28/02/2024	30%

Other possible interim deliverables might include:

- Minutes of important meetings with the evaluation manager and other stakeholders;
- Monthly reports to the evaluation manager detailing the evaluation's implementation progress.

5. Travel

The international team must travel to collect data and complete its mission. Other meetings can be conducted virtually. During the application process, the Technical and Financial proposals must include a description of required travel (duration and number of trips).

During the inception phase, all official travel will be scheduled, agreed upon, and approved by UNICEF CO.

The international team is responsible for arranging their own travel and lodging.

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

6. Management and Organisation

Management: As already indicated, the Evaluation process will be supervised by a Child Rights Monitoring and Evaluation Specialist, who will be responsible for the day-to-day oversight and management of the evaluation as well as the evaluation budget management. The Consultancy Agency (i.e., the designated team leader) will maintain regular contact with the Child Rights Monitoring and Evaluation Specialist. The UNICEF CO will validate and confirm the quality and independence of the evaluation, as well as its alignment with UNEG Norms and Standards, Ethical Guidelines, and other pertinent procedures; provide input on quality assurance standards with respect to the evaluation findings and conclusions and the implementability of recommendations; and contribute to the dissemination of evaluation findings and the monitoring of the management response. If needed, the Regional Evaluation Advisor and Regional Evaluation Specialist may provide additional quality assurance. The Final Report must receive a satisfactory rating from UNICEF's external quality assurance facility and receive approval from both the UNICEF Representative in Montenegro and the Ethical Board.

Organisation: International Institutional Consultancy, meeting the criteria outlined below in the section on qualification requirements.

Schedule: This assignment will begin on September 1st, 2023, and conclude no later than February 28th 2024, with a tentative timeline outlined in the Deliverables section of this ToR.

7. Qualification Requirements

This evaluation will be performed by a selected international consultancy firm, and it will require a team of evaluators, including at least one international as the evaluation Team Leader and at least one Montenegrin national who is fluent in Montenegrin. Upon receipt of individual CVs, references, and work samples, UNICEF will approve all members of the team.

The international Evaluation team leader will oversee all phases of the evaluation process and coordinate cooperation with UNICEF CO and other stakeholders. The team leader is responsible for planning, supervising, and coordinating the work of the team members, and will be responsible for all aspects of the evaluation as well as the timely delivery of deliverables of acceptable quality. The national team member will be responsible for field data collection and liaison with Montenegrin stakeholders.

The leader of the evaluation team will work under the supervision of the UNICEF Child Rights Monitoring and Evaluation Specialist and, as required, other UNICEF CO team members.

The international evaluation leader must possess the following competences:

- Advanced university degree in a social science (additional certificates in evaluation training/studies will be considered as a distinct advantage);
- At least 10 years of experience in designing and conducting evaluations and surveys, quantitative and qualitative analysis, and data analysis (minimum of ten years);

- Excellent knowledge of monitoring and evaluation methodologies; sound judgement and ability to objectively evaluate programmes in terms of processes, as well as results achieved (demonstrated through previous experience);
- Proven knowledge on child rights, human rights, gender equality and social inclusion;
- Excellent written and spoken English;
- Excellent communication and presentation skills;
- Excellent skills in working with people and organising teamwork;
- Excellent analytical report writing skills;
- Excellent conceptual skills;
- Ability to keep with strict deadlines;
- Previous work experience in the region;
- Knowledge of the country context related to Child Rights is an asset;
- Familiarity with UNICEF's mission and mandate is an asset.

The national member of the evaluation team must demonstrate the following competences:

- University degree in political science, international relations, law, statistic, or similar field of study (advanced university degree is an asset);
- Minimum 5 years of expertise in the field of evaluation or research;
- Proven knowledge on child rights, human rights, gender equality, and social inclusion;
- Familiarity with the Child Rights context in Montenegro;
- Demonstrated ability to prepare interview/focus group protocols and other research instruments;
- Excellent communication skills in English for communication with international team member(s);
- Excellent communication and presentation skills in local and English language;
- Excellent analytical and report writing skills;
- Familiarity with UNICEF's mission and mandate is an asset.

The consultants must have no connection to the Action or personal interest in the evaluation's outcome.

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:**
 - a) Portfolio of the organisation/institution/agency with examples of previous work on similar projects and clients in the last 5 years;
 - b) Title/designation of each team member including their CVs;
 - c) Brief description of the methodology and technical approach;
 - d) Tentative work plan with the number of days and timeframe in line with the above deadlines for deliverables;
 - e) LRPS Form signed.
- ii. **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.
 - Estimated travel costs (all travels will be based on most direct and economy class ticket irrespective of the duration of the flight.). Daily subsistence allowance (DSA) will, where applicable, be paid up to a maximum of the official UN rate.
 - Other costs if applicable.

The financial proposal shall indicate budget estimated in EUR.

9. Evaluation

1) Technical components (total of 70 points)

ITEM	TECHNICAL EVALUATION CRITERIA	MAX OBTAINABLE POINTS
1	Overall Response	
1.1	• Completeness of response 10	20
1.2	• Overall concord between TOR/needs and proposal 10	
2	Company and Key Personnel	
2.1	• Range and depth of organizational experience with similar projects 8	23
2.2	• Samples of previous work 3	
2.3	• Client references 4	
2.4	• Key personnel: relevant experience and qualifications of the proposed team for the assignment 8	
3	Proposed Methodology and Approach	
3.1	• Technologies used - compatibility with UNICEF 5	20
3.2	• Project management, monitoring and quality assurance process 5	
3.3	• Innovation approaches (With less impact to the Environment) 5	
3.4	• Instructional strategies 5	
4	Company policies	
4.1	• 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) 3	7
4.2	• Gender component: At least 1 female in the management structure or ownership of the company 2	
4.3	• Workplace policies on disabilities 2	
TOTAL TECHNICAL SCORE		70

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

2) Financial component (total of 30 points)⁶

- 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.

NOTA BENE: Representatives of the Council for Child Rights' Secretariat may participate, as observers, in the opening of proposals and the selection of a consultancy that will perform the Evaluation.

10. 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 link-able, 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 and the Regional Office expert 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.

⁶ Financial offer will be reviewed only if Technical proposal meets minimum required quality standards.