

TERMS OF REFERENCE (TOR) FOR INSTITUTIONAL CONTRACTORS

International Institutional Consultancy to develop the conceptual framework for preventative home visiting services in Montenegro including investment case

1. Background and Context

Montenegro has an upper-middle-income economy and is a candidate for accession to the European Union (EU), a process that is a national priority and a major driver of reforms for human rights and children. Much of the country's legislative framework is now aligned with international human rights instruments. Further efforts are required to translate these reforms into working instruments to benefit equally all children.

There is a long history of reform in the health sector. Medical services for children are free although parents often have to meet the costs of some procedures. Montenegro has a good network of Primary Healthcare Centres (PHCs) and hospital facilities. As regards children, curative care and a number of well-baby/well-child exams (counselling, developmental monitoring, immunizations etc.) take place in the chosen pediatrician's office at the 18 PHCs in Montenegro, covering 25 municipalities. Eight PHCs also host Centres or Units or Children with Special Needs. The Government defined expectations of polyvalent home visiting in the rulebook on the standards and norms of the provision of primary health care services by the chosen doctor and chosen doctor's team (2012), which defined the content of the visits, while the Decision on the scope of entitlements and standards of health protection from the mandatory health insurance (2013) defined the number of home visits. These visits are both curative and preventive in nature. In addition to home visits, visiting nurses may also conduct health education activities in health centers and the community.

Considering that virtually all pregnant women and young families have regular contact with the health care system through antenatal, perinatal, post-partum and new-born/young child services, often with a consistent provider at the health facility and/or household level, the health sector in Montenegro is ideally placed to improve young child wellbeing. Because of their relationship, home visitors are well placed to encourage families to access and use other services while continuing to provide family support and case management, and serve as advocates to ensure that the special needs of the families in their charge are met by the appropriate agencies.

UNICEF Montenegro works with Ministry of Health to integrate home visiting into existing service delivery systems, advance capacity of home visitors, ensure adequate financial and human resources (especially to ringfence resources for preventative mother and child health home visits) and focus on the most vulnerable, and develop effective reporting, monitoring and evaluation systems to track results and make adjustments as needed. UNICEF Montenegro is currently supporting the Ministry of Health to conduct an assessment of home visiting service based on a maturity model, which will provide information on the state of UPHV policies, organization, scope, coverage, staffing, financing, reporting and monitoring and identify the specific country level and common bottlenecks that impede expansion and access to quality home visiting programs. The assessment findings will be used to identify priority areas that need to be addressed in the design of a reformed home visiting system.

2. Objectives, Purpose & Expected Results

The purpose of the assignment is to help strengthen the capacities of the existing home visitation system in Montenegro to play a supportive role in promoting health and early childhood development for families and their children.

The objectives of the assignment are:

- To, drawing on the existing studies, data and ongoing maturity model assessment, and based on wide consultations with stakeholders, develop a realistic, costed proposal for a new model of home visiting including introduction of a progressive component of home visiting with a concise investment case;
- To refine and build consensus of stakeholders on the above-described proposal at the conference on the future of home visiting and parenting support in Montenegro which will gather all relevant stakeholders from all sectors involved in ECD;
- To develop a proposal for improving the health information system in the domain of home visiting with special focus on telemedicine, and on monitoring and data management.

3. Description of the Assignment

The following tasks are expected to be completed:

- An inception report based on desk review, including a detailed timeline for the below tasks with key milestones, methods and list of partners to be consulted.
- To develop a proposal on the new model of home visiting including introduction of the progressive component of home visiting, with examples of good practice from other countries. The proposal should be based on existing reports related to home visiting in Montenegro, including regulations and findings of the ongoing assessment using maturity model methodology and similar existing analyses and reports. The proposal should include costing using simple modelling tools, with parameters to be defined during consultations with national stakeholders from all relevant fields of work. The proposal should not exceed 30 pages, including a summary investment case of no more than 5 pages. The proposal should be finalized based on Ministry of Health, UNICEF and stakeholders' feedback;
- To collect feedback and build consensus on the above model by presenting the above proposal at the conference on the future of home visiting and parenting support in Montenegro which will gather all relevant stakeholders from ECD sector;
- To develop a proposal for improving the health information system in the domain of home visiting with special focus on telemedicine and IT innovations. The report should also include examples of good practice from other countries, including in the domains of regulations, monitoring and evaluation. The recommendations should not exceed 20 pages. The proposal should be finalized based on Ministry of Health, UNICEF and stakeholders' feedback;
- To develop a simple tool for data analysis and presentation of home visiting data along with a user manual with recommendations on future data collection including IT solutions and to present the tool to Ministry of Health and PCH management.
- Final consultancy report, not exceeding 5 pages.

The Agency should have team member(s) fluent in Montenegrin language to facilitate consultations with national partners and given that only some desk review documents are available in English.

Deliverables should be prepared in Montenegrin or English language. If needed applicants should include the costs of interpretation for meetings/consultations and translation of documents proofread to a professional standard.

The Consultancy Agency is expected to use their online platform subscription for participation of the international team member in meetings.

4. Deliverables, timelines, and payment schedule

Deliverables	Tentative timeline	Schedule of Payment
Inception report	30 June 2025	50%
Simple tool for data analysis and presentation of home visiting data along with a user manual with recommendations on future data collection including IT solutions. Presentation of the tool to Ministry of Health and PCH management.	15 September 2025	
Costed proposal for on the new model of home visiting including introduction of the progressive component of home visiting including investment case.	30 September 2025	
Presentation of the above proposal at the conference on the future of home visiting and parenting support in Montenegro which will gather all relevant stakeholders from ECD sector	30 October 2025	50%
Proposal for improving the health information system in the domain of home visiting with special focus on telemedicine and IT innovations	20 November 2025	
Final consultancy report	30 November 2025	

5. Travel

- During the application process, the Technical and Financial proposals should outline required travel (duration and number of trips).
- 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).
- Some meetings will be held online.
- The international team should arrange their own travel and accommodation.

6. Management and Organisation

- Management: The consultancy will be supervised by Early Childhood Development Officer. The Consultancy Agency should communicate with the Early Childhood Development Officer on a regular basis and share all deliverables as they become available for review and potential feedback.
- Organization: International Institutional Consultancy is required, meeting the criteria described below.
- 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.
- Schedule: This assignment will commence on 20 June 2025.

7. Qualification Requirements

The Contractor's team of experts are expected to have following qualifications/specialized knowledge/experience required to complete the task:

- Team lead with university degree in public health, health management, medicine, child and maternal health, or another relevant field;
- Other team members with university degree in public health, economics, social sciences,
- Team lead with extensive professional background in child and maternal health (at least ten years) including solid experience in strengthening health sectors' home visiting services including universal progressive (UPHV) models;
- At least one team member should have experience in telemedicine and at least one in developing monitoring and reporting indicators for health systems;
- Between the team members, excellent command of both English language (both oral and written) and the local language;
- Strong communication and presentation skills;
- Strong analytical and report writing skills.

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, team leader and other roles, including their CVs;
 - c) Description of the methodology and technical approach with a tentative work plan and timeframe in line with the ToRs and a breakdown of working days per each team member;
 - d) LRPS Form signed.
- ii. **Financial Proposal (Budget) including:**
 - a) Daily fee rate and total fees in line with the breakdown of working days in the Technical Proposal.
 - b) Travel costs
 - c) Other costs if applicable (e.g. translation etc.).

The financial proposal shall indicate budget estimated in EUR.

8. Evaluation

1) Technical components (total of 70 points)

ITEM	TECHNICAL EVALUATION CRITERIA	MAX OBTAINABLE POINTS
1.	Overall Response - the understanding of the assignment by the propose and the alignment of the proposal submitted with the ToR	
1.1	Completeness of response	3
1.2	Overall concord between TOR/needs and proposal	5
2.	Company and Key Personnel	
2.1	Range and depth of organizational experience with similar projects	8
2.2	Samples of previous work, number of customers, size of projects	5
2.3	Key personnel: relevant experience and qualifications of the proposed team for the assignment	12
3.	Company policies	
3.1	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
3.2	Gender component: At least 1 female in the management structure or ownership of the company	2
3.3	Workplace policies on disabilities	2
4.	Proposed Methodology and Approach	
4.1	Work plan	5
4.2	Methodology	20
4.3	Project management, monitoring and quality assurance process	5
TOTAL TECHNICAL SCORE		70

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

2) Financial component (total of 30 points)

- 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.