
Terms of Reference

International institutional Consultancy for technical assistance to the Institute for Social and Child Protection for developing Standard Operating Procedures and Cross-sectoral training module on working with children, victims of violence and exploitation, including delivery of training

Background and Context

Over the past two decades Montenegro has undertaken important institutional, legislative and administrative reforms to align its policies with international standards to ensure that child rights are respected and protected in accordance with the *Convention on the Rights of the Child* and the *EU Charter of Fundamental Rights*. Fundamental rights, including child rights are also a key principle of the EU enlargement process which is a national priority for Montenegro. The overall objective of UNICEF-Government of Montenegro Country Programme for 2017-2021 is to support the country's efforts towards increasing equity and ensuring inclusion of children and women who are in need of protection, live in poverty, or are marginalized so that they can exercise their rights.

Protection of children from violence is guaranteed by Montenegro's Constitution and is an integral part of country's strategies and action plans for EU accession (eg Action Plan for Chapter 23), as well as for achieving the 2030 Sustainable Development Agenda (Goal 16.3). The European Union Progress Report for Montenegro for 2019 emphasized that "Gender-based violence and violence against children remain issues of sincere concern".¹ Violence against children is not only one of the most severe human rights violations, but has negative impact at the societal level, including large direct and indirect economic costs due to increased social spending and lost economic productivity.²

During the last decade Montenegro has devoted increased attention to improve policy, legal and institutional frameworks for adequate prevention and protection of children from violence and exploitation and promote positive social norms. As part of the Government's efforts to ending violence against children a **multi-year campaign "End Violence Against Children"** was launched in 2016/7. The campaign sparked a public debate on the negative and long-lasting effects of violence for the child, family and society as a whole. Continued investments are needed to change public attitudes and perceptions towards violence against children, since the latest MICS data (2018) for Montenegro show that violence against children is still a key issue - 66% of children having experienced any form of violent discipline in the last month preceding the survey.

In 2017, Montenegro became a pathfinding country to **the Global Partnership to End Violence Against Children**³ and a member of the We Protect Initiative⁴ and adopted the **Strategy for the Prevention and Protection of Children from Violence**, which encompasses multi-sectoral interventions and sectorial support to be provided to relevant state and non-state actors, children and families so that Montenegro becomes a society free of violence against children, in which children may develop to their full potential. Moreover, the **Family Law** of Montenegro was amended in 2016, leading to the prohibition of all forms of violence against children including corporal punishment.

¹ European Commission: Montenegro 2019 Report accompanying the document Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; 2019 Communication on EU Enlargement Policy (COM (2019) 260 final), Brussels, 29.5.2019.

² UNICEF, 2014, Hidden in Plain Sight: A statistical analysis of violence against children. Costs resulting from the consequences of physical, psychological and sexual violence against children can be as high as \$7 trillion globally.

³ <https://www.end-violence.org/>

⁴ We Protect initiative in the meantime become WE Protect Global Alliance.

Notwithstanding the well-developed policy and legal framework and important programmes initiated across the sectors, their implementation require further strengthening. Some of the major challenges are financial constraints and insufficient national capacities to mobilize and implement multi-sectoral and holistic interventions to eliminate violence against children. Weak inter-sectoral collaboration results in poorly developed preventive measures and interventions which leave children without an integrated efficient system support.

Even though the Government has been strengthening the multidisciplinary response to violence, building integrated and accessible services and changing attitudes has proven to be a long-term and demanding process. The general acceptance of violence is particularly worrisome and needs to be addressed as a matter of priority. Increasing professional capacities to detect and report cases of violence against children, recently became a key priority.

Many professionals (social workers, teachers, health workers, police officers, judicial representatives, etc.) lack the necessary knowledge, capacities and skills and standardized working procedures, which often results in poor implementation of holistic and integrated approach and underreporting and secondary victimization of children. Following the introduction of case management approach, professionals are supposed to plan, follow and monitor individual cases, including organizing of case conferences. However, the practice has not been unified yet and implementation varies across the country. The same applies to the work in multisectoral teams.

In order to help the country to implement standardised integrated and multi-sectoral work and interventions and increase capacities across the sectors in line with the Strategy on Prevention and Protection of children from violence, UNICEF will provide technical assistance to the Institute for Social and Child Protection for developing Standard Operating Procedures and a cross-sectoral training module on working with children, victims of violence and exploitation as well as organize training for a multi-sectoral group of professionals.

Purpose and Objective(s)

The purpose of this assignment is to enhance inter-sectoral collaboration between professionals from different sectors so that children are increasingly protected from all forms of violence and exploitation through the application of integrated approach and services.

The objective is to support the Institute for Social and Child Protection in developing Standard Operating Procedures and a cross-sectoral training module for working with children, victims of violence and exploitation as well as organize training for multi-sectoral group of professionals.

Methodology and Technical Approach

The Contractor will receive in depth guidance by the Institute for Social and Child Protection and UNICEF. The Contractor is supposed to perform:

- A desk review of the relevant international and regional human rights instruments and standards, national legislative and policy documents and available publications/reports on violence against children and exploitation;
- Regular consultations with the Institute for Social and Child Protection and UNICEF;
- Consultations with other relevant partners: line ministries (labour and social welfare, interior, justice, health, education, etc.), CSOs working with children and women, victims of violence and exploitation and other relevant stakeholders;
- Development of Standard Operating Procedures and Cross-sectoral training module for working with children, victims of violence and exploitation;
- Development of the training curricula for three in depth multi-sectoral training on application of Standard Operating Procedures and Cross-sectoral training module for working with children, victims of violence and exploitation;
- Deliver three trainings (three days each) for three groups of multi-sectoral professionals (30 participants per each group).

The Contractor's team of experts will work both from home and in the field. The Contractor's team of experts should be supported by the staff of the Institute for Social and Child Protection, which will be in charge of supporting the international experts in the implementation of tasks specified below and the delivery of below deliverables.

Further guidelines relating to the methodology are outlined in the section "Activities and Tasks".

Activities and Tasks

The following tasks need to be accomplished:

Task	Location	Timeline and number of working days in total for all team members
Desk review – With reference to international standards (the Convention on the Rights of the Child (CRC); Optional Protocols to the Convention; General Comment No.12; General Comment no 14; General Comment No 18; CEDAW, the Council of Europe Convention on preventing and combating violence against women and domestic violence , UN Secretary General's <i>Studies on Violence against Children</i> , Council of Europe's Guidelines on Child Friendly Justice, UN Guidelines on Justice in matters involving children, victims and witnesses of crime; UNICEF CEECIS Study: Children's Equitable Access to Justice, relevant legislative and policy documents (Law on Social and Child Protection, Family Law, Criminal Code, Law on Protection from Family Violence,	Home-based	7 working days – (tentatively by 10 th September 2020)

National Action Plan for EU Acquis Chapter 23 – Judiciary and Fundamental Rights, Strategy on Exercising the Rights of the Child 2019–2023, Strategy on Social and Child Protection System Development 2018–2022, Strategy on Prevention and Protection of Children from Violence 2017–2021, Strategy on Protection of Domestic Violence 2016–2020, Strategy on Judiciary Reform in Montenegro 2019–2022, Strategy for Health care Development in Montenegro 2003–2020, Protocol for the implementation of the Law on Protection from Family Violence, Guidelines for work of Operational Multidisciplinary Teams for Protection of children from violence and exploitation, Guidelines for Health professionals for protection of children and adolescents from violence and exploitation, relevant standards, protocols and reports concerning the work of centres for social work-the Analysis of work of centres for social work in Montenegro from 2018, Women`s Rights Centre`s Study on protection of child victims and witnesses of violence: Monitoring the implementation of the Istanbul Convention and the UN Guidelines on justice in matters involving child victims and witnesses of crime (2019), UNICEF Report on Administrative data collection in the area of violence against children (2019).		
To have consultations with respective officials from the relevant institutions and UNICEF to receive in-depth guidance and with CSOs for additional data and information	Home-based	5 working days (by 15 th September 2020)
To develop Draft Standard Operating Procedures and Cross-sectoral training module for working with children, victims of violence and exploitation	Home based	20 working days (by 5 th October 2020)
To adjust the Standard Operating Procedures and Cross-sectoral training module on the basis of comments by the UNICEF and its partners	Home based	5 working days (by 15 th October 2020)
To deliver three trainings (three days each) for the three groups of multi-sectoral professionals (at least 30 participants per each group).	in Montenegro (trainings to be delivered online in case of the travel restrictions)	10 working days (by 30 th October 2020)
To produce Final Report	Home based	3 working days (by 30 th November 2020)
TOTAL WORKING DAYS		50

Reporting, Timeframe, Deliverables and Payment Schedule

The contractor will be engaged in the period from 1st September to 30th November 2020 for a total of 50 working days.

The contractor is expected to produce the following key deliverables with the following tentative deadlines:

Deliverable	Tentative deadlines	Payment Schedule
1. Draft Standard Operating Procedures and Cross-sectoral training module for working with children, victims of violence and exploitation	5 th October 2020	
2. Final Standard Operating Procedures and Cross-sectoral training module	15 th October 2020	50%
3. Final Report	30 th November 2020	50%

Management and Organisation

Management:

The Contractor will be supervised by UNICEF Montenegro Child Protection Officer, who will provide technical guidance to the process, liaise with national counterparts, and monitor implementation of the process (in programmatic and financial terms).

The Institute for Social and Child Protection will designate focal point who will coordinate the process on their behalf, jointly with UNICEF CP Officer. They will facilitate the overall process, ensure availability of necessary documents, and facilitate organization of related consultations, meetings, interviews, presentations, training, working group meetings, etc.

Organization: Institutional consultancy is required for this consultancy. The Contractor's team of experts should include one national consultant, who will be in charge of supporting the international team members in the implementation of required tasks.

Schedule: This assignment will commence on 1st September 2020.

Qualifications and Requirements

The assignment is expected to be undertaken by an institution/company to produce the expected results

Institution/Company:

- Organization/agency with proven experience and involvement in child protection system reforms focusing on protection of children from violence and exploitation, etc;

- Proven ability to secure a team of consultants working across development and application of international and regional standards in the area of protection of children from violence and exploitation, integrated and multi-sectoral approach, quality protection standards, training delivery etc. as required per assignment in the ToR;
- Experience in working with a UN organisation and/or UNICEF will be considered an asset.

Team members with:

- University degree in social work, law, psychology, or other related science;
- Team leader with more than 10 years of experience in child protection system reforms;
- At least one team member with social work and/or psychology background and another with legal background with extensive experience in working on protection of children from violence and exploitation;
- At least one national team member;
- Proven track record on developing similar standards (SoPs and others) and training modules;
- Expertise and experience in applying Human Rights Based Approach and gender mainstreaming and gender sensitive programming.
- Experience in working with a UN organisations and/or UNICEF will be considered an asset.

Language:

- Between the team members, excellent knowledge (oral and written) of both local and English languages is required.

Other:

- Effective communication and writing skills;
- Good interpersonal /communication skills.
- Strong analytical, synthesising, report writing, presentation skills and training skills.
- Demonstrated abilities to meet deadlines.

Content of Proposal

The potential contractors are expected to submit a proposal (Technical and Financial) based on these Terms of Reference.

The proposal should consist of:

Technical Proposal including:

- a) Portfolio of the organisation/institution/agency with examples of previous work on similar projects and clients in last 5 years, which should include:
 - Title/Designation of each team member on the project and their CVs
 - Experience in working on similar project and assignment
- b) Detailed description of the methodology and technical approach, quality assurance mechanism and risk mitigation measures put in place
- c) Project implementation and work plan showing the detailed sequence and timeline for each activity and days necessary for each proposed team member
- d) Supplier Profile Form

- ✓ Financial Proposal (Budget) including:

- a) Daily fee rates for each team member per deliverable, as well as total cost per professional based on number of working days included in the technical proposal.
- b) Estimated reimbursable travel costs (all travel must be pre-approved by UNICEF and 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.
- c) Other costs if applicable.

The financial proposal shall indicate budget estimated in EUR.

Proposal evaluation

Each proposal will be evaluated against a weight allocation of 70 for the technical proposal and 30 for the commercial (financial) proposal. The total maximum obtainable points is 100.

A) Technical evaluation - Maximum points: 70

- Professional profile - 25
- Quality of Personnel and Suitability for the assignment – 25
- Proposed Methodology and Approach – 20

Technical Proposal Evaluation Form		Max. Points Obtainable
1	Professional profile	25
<i>In brief: Evidence of experience with similar projects and clients</i>		
1.1	Evidence of experience in similar projects <i>e.g. child protection system reforms focusing on protection of children from violence and exploitation e.g. previous engagements with UNICEF or other UN agencies related to child protection</i>	10
1.2	Evidence of familiarity with child protection system and application of integrated, holistic and multisectoral support in working with children, victims of violence and exploitation	10
1.3	Familiarity with key human and child rights instruments, the CRC, CEDAW, Istanbul Convention, etc.	5
2	Proposed methodology and Approach	25
<i>In brief: Approach, methodology and workplan for the review, technical assistance and capacity building</i>		
2.1	Overall understanding of the ToR and the needs and objectives of the assignment	10
2.2	An outline of the SoPs and Cross-sectoral training module	15
3	Quality of Personnel and Suitability for the assignment	20
<i>In brief: Evidence of knowledge, skills and experience</i>		
3.1	Profile and experience of the organization	10
3.2	Academic background and required professional experience of the team members (as per the ToR)	10
	Total	70 points

B) Financial proposal (Budget) – Maximum points: 30

- 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.