Terms of Reference
International institutional consultancy for development of Situational Analysis on Early Childhood Interventions in Montenegro

Job title: International institutional consultancy for development of Situational Analysis on Early Childhood interventions in Montenegro
Duty Station: home based and in Podgorica, Montenegro
Type of Position: International (short-term)
Type of Assignment: Institutional Consultancy
Contract Duration: 1 October 2021 until 28 February 2022

1. Background and Context

The early childhood years are foundational for the development of all human beings and shape the trajectory of life. This is a period particularly important for children who are at risk of or experience developmental difficulties1. Evidence shows that adequate support during these years, when brain development is very intensive and neural plasticity is greater, can help children with developmental difficulties improve levels of functioning and achieve their innate potential2. It can also help prevent or ameliorate the impact of environmental risk factors, including extreme poverty, neglect and violence, that are known to adversely affect child development and increase the likelihood for developmental difficulties. In the longer run, early support can significantly improve quality of life of the child and his/her family and promote inclusion.

During the past decades, globally, efforts have intensified to strengthen and expand support to children with developmental difficulties and their families/caregivers. Early Childhood Intervention (ECI) systems and services have emerged as an important policy area to promote the development of infants and young children who are at risk of or are experiencing developmental difficulties and support the realization of their rights in accordance with the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities. ECI services and systems differ across countries in terms of their theoretical foundations, primary goals, organization, scope and practitioners involved. However, over the past decades there has been a significant shift in the understanding on how child development during the first years of life can be enhanced, which also informed a change in the philosophy and principles of ECI practice.

Contemporary ECI practice builds on the understanding that family interaction patterns are critical for child outcomes3. Thus, services are more family-centered rather than child-centered, aiming to provide parents and other significant adults in the child’s life (like early years teachers, other caregivers) with skills, knowledge and confidence necessary for meeting the needs of the child and for providing everyday opportunities that promote learning and development4.

Data on the prevalence and types of developmental difficulties and disabilities among children 0-6 years of age across the Europe and Central Asia region is limited. Even if available, it does not capture the true scope of the phenomenon due to methodological issues related to various approaches to measuring developmental difficulties and data collection. Data related to developmental difficulties among children 0-

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1 Developmental difficulty: refers to a range of difficulties (which cause limitation of functioning and developing to full potential) experienced by infants and young children, including developmental delays in the areas of cognitive, language, social-emotional, behavioral and neuromotor development. The term is inclusive of developmental deviance, developmental delay, disorder or disability.
3 Global Survey of Services for Inclusive Early Childhood Development and Early Childhood Intervention, accessed at the https://ecdan.org/assets
2 years is particularly lacking. However, the estimated prevalence of developmental difficulties during early childhood is considered high in all countries. International evidence based on countries with comparable context suggests that the share of children with developmental difficulties in ECA region may be 12-17%.

The Analysis of cross sector support to children with disabilities in Montenegro (2020) showed that Early Childhood Intervention services are outdated and medical model based and not well coordinated, leading to either duplication of services and inefficiencies or gaps whereby the most vulnerable children tend to fall through the cracks. The authors state: “The intervention and referral system still predominantly rely on a medical model of disability, which negatively affects the full inclusion of children with disabilities, as well as a holistic and integrated approach in service provision to children with disabilities. This significantly impacts the type of services and benefits that are recommended to children, following the results of such an assessment.” Further, there are inequities, as follows: “The child’s access to early detection, intervention and rehabilitation still depends on the children’s place of living, type of disability and the resources of the family. The availability of services for children with disabilities is still limited in number, but also in diversity and geographical coverage. The service provision delivered in rural or remote, isolated areas for children with disabilities is another situation where coordination between sectors is lagging behind. The quality of services is not yet comparable with European principles and standards. Many types of services are in the early stages of development. Support services for the transition periods are limited”. Finally, as regards coordination, “professionals from the primary healthcare centers, counselling centers, day care centers and the ones from the resource centers are insufficiently connected, even though all these institutions provide adapted interventions in education, as well as rehabilitation services for children with severe disabilities in health, education and social and child protection. This points to a major issue on clarifications of the specific roles of these institutions, as well as of the professionals working in them (whose roles overlap) to ensure a solid foundation for complementarity and coordination”.

When it comes to the prevalence of and support services for children with developmental difficulties, delays and children exposed to multiple risk factors, data in Montenegro is even more scarce.

The Early Childhood Intervention Situation Analysis, i.e. ECI SitAn will provide additional empirical evidence for the above and map available services and identify gaps in service provision. It will be extremely useful for advocacy and capacity building aimed at shifting paradigms related to child development monitoring, screening and ECI and for piloting a new ECI approach as part of the ongoing “EU and UNICEF for Early Childhood Development in Montenegro” Action (August 2020 – July 2023).

The ECI SitAn is part of EU funded “Regional Project to mitigate the impact of COVID-19 on the lives of children and families in the Western Balkans and Turkey” (2021 - 2022). UNICEF Regional Office for Europe and Central Asia (ECARO) has prepared the methodology for the ECI Situation analysis (SitAn) and will support its operationalization across IPA beneficiaries (in Montenegro, North Macedonia and Kosovo*).

Hence, UNICEF Montenegro seeks to hire an international institutional consultancy to serve as the country research team for Montenegro that will conduct a comprehensive national ECI SitAn of the ECI system and its programs and services to support Montenegro in this area.

2. Purpose and Objective

The purpose of this consultancy is to generate evidence on existing ECI approaches and services in Montenegro as well as recommendations for improving ECI systems and services to better support children with developmental difficulties, including disabilities, in Montenegro.

The objectives of this consultancy are to: 1) conduct a comprehensive national-level Situation Analysis of the ECI system and its programs and services in Montenegro; 2) generate reliable evidence on existing national

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strengths and capacities, salient needs, and opportunities to establish and further support contemporary and sustainable programs for ECI for children aged 0-6 years, with emphasis on the birth to three period, who are at risk of or have developmental difficulties, including disabilities; and 3) make recommendations regarding next steps for building, strengthening, improving, expanding, and financially supporting the national ECI system and its programs.

More specifically, the analysis aims to:

- Generate data on the existing arrangements for children at risk of or with developmental difficulties aged 0-6 years by applying UNICEF ECA Regional methodology for situational analysis of ECI.
- Analyze existing ECI frameworks and references in multisectoral and sectoral policies, plans and legislation, with a particular focus on the education, health and social protection sectors, that may provide a legal basis for an ECI system as well as identify current gaps in existing strategic planning and legislation.
- Analyze the status and needs of children, parents, legal guardians, and caregivers targeted by the ECI system and its services, including low-income populations of children and their families and Roma and other minority groups, and identify gaps in data availability, children and families most in need of ECI services, barriers to accessing services, and current program coverage in urban and rural areas and other remote areas.
- Analyze the capacities of existing sectoral funding and support services of all types as well as service arrangements for delivering integrated, multi-sectoral and interdisciplinary family-centered ECI systems, including: 1) community outreach; 2) developmental screening and hospital/physician surveillance and monitoring for the identification of children with developmental difficulties; 3) provision of family-centered, multi-sectoral ECI services in terms of types of programs, availability, access, utilization, financing, etc.; 4) provision of developmental assessments, eligibility decisions, individualized preschool education and individualized family service plans; 5) case management and effective referrals to other complementary services (in country and abroad); and 6) transition planning and activities to ensure entry into inclusive early childhood and primary education services.
- Identify existing human resources for the provision of ECI services, including managers, supervisors, professionals, paraprofessionals and skilled volunteers, and analyze program needs for additional personnel.
- Identify and assess existing resources for pre- and in-service training, personnel and performance standards, licensing/certification, career ladders or lattices, salary scales, personnel training plans, and other human resource needs.
- Analyze the current budgets and expenditures of national ministries and agencies, and regional and municipal governmental support for ECI services as well as all sources of financing for selected ECI programs in relation to their funding needs and modalities for ensuring the sustainability of ECI services.
- Analyze and identify potentially promising programs and practices for scale up, scope of services within those ECI programs, their coverage in terms of child and family characteristics, human resource capacities, needs for training and support, and gaps in current services.
- Offer evidence-based recommendations regarding needs for: 1) strengthening the ECI policy environment; 2) using key entry points for the establishment or strengthening of the organization and coordination of the ECI system in relation to country context and needs; 3) improving and expanding ECI programs; 4) allocating and expanding human resources; 5) planning for providing sufficient high-quality pre- and in-service training; and 6) expanding and diversifying financial support for managing and expanding ECI programs.

3. Methodology and Technical Approach

A Methodological Guide for Conducting National Situation Analyses on ECI is developed by UNICEF Regional Office for Europe and Central Asia (ECARO) to guide work at national level (referred to as Regional Methodological Guide). The Regional Methodological Guide provides detailed information about the ECI field, explanations of all methodologies and scope of research and analysis, including suggested sampling
and types of respondents, generic instruments for surveys, interviews, and focus groups, and a recommended process for implementing the Situation Analysis. It outlines also potential ethical considerations and mitigation strategies. The Guide is flexible and can be easily adapted to the specific national context.

UNICEF ECARO consultant will present the methodological guide to each of the three country research teams in early October 2021. Furthermore, the UNICEF ECARO consultant will provide technical support to country research teams during autumn 2021 (approximately one day per month being allocated to each country). Finally, the UNICEF ECARO consultant will review the final manuscript (final report of the situation analysis).

UNICEF Country Office in Montenegro will also establish a national reference group of experts from relevant ministries, institutions providing ECI and associations of parents of children with disabilities. The reference group will oversee the research and provide guidance to the country research team as needed.

As regards methodological approaches, the methodology features a “mixed methods approach” to data collection for conducting an in-depth and comprehensive Situation Analysis. Both primary and secondary data sources will be used. A literature review will be conducted first, followed by field activities to gather new quantitative data (surveys as well as administrative and financial data) and qualitative data (high-level interviews and focus group discussions).

The study will utilize to the maximum extent possible online data collection methods (surveys among directors, ECI practitioners and ECI service users). Remote interviews may also be considered depending on the epidemiological situation.

It is expected that work is mostly done remotely, except for interviews and focus groups which should be conducted in Montenegro.

All deliverables should be produced in English. UNICEF Montenegro will arrange for translation and interpretation services.

Meetings will be scheduled by the country research team with the support of the National Early Childhood Development and Health Consultant who will be assisting in logistical and other related matters of the assignment.

4. Activities and Tasks

The international institutional consultancy agency (e.g. country research team) will be responsible for:

- **Literature Review.** A thorough desk review should focus on reviewing available data sources, legal frameworks that include relevant legislations, national strategies and policies and other relevant documents identified during the inception stage. The literature review should include analyses of current child and family status and needs, strengths and needs of ECI programs, human resource strengths and requirements, and available and needed training resources. The desk review should include an initial review of ECI finances and costs, as per objectives listed above. Any existing studies/documents on current ECI or related services (community-based rehabilitation, center-based or hospital-based rehabilitation or habilitation, private (be they formal or informal) therapy services, day care services for children with disabilities, organizations of persons with disabilities, parent associations, ECI or ECD coalitions, networks or associations, if any) should be also reviewed.
- **Refining the design of the study based on the Regional Methodological Guide in accordance with the national context,** including scope, sample size, methods, data collection tools.
- **Mapping Online Survey of All Existing National ECI Programs.** ECI program directors will provide key program information for all identified ECI services in the country. They will provide data that will describe their scope, key program elements, types of populations served, developmental screening and assessment instruments used, and other elements.
- **Online Survey among ECI Personnel.** A survey of a sample of ECI personnel will be conducted to learn about their training, the activities they conduct, and their needs for additional support. This
survey will complement focus group discussions with key ECI personnel. The sample will include at least 3 members of ECI service personnel in each identified ECI or ECI-like program.

- **Online Survey of ECI Beneficiaries.** A sample of ECI program beneficiaries, including parents, legal guardians or regular caregivers of children enrolled in ECI programs will be conducted regarding their needs, barriers to service access, participation in program activities, concerns regarding their children, and recommendations for ECI services. This survey will complement focus group discussions conducted with key ECI personnel.

- **High-Level Interviews.** Structured interviews will be conducted with selected leaders at national, regional and local levels from health, education and social protection systems to learn about their ideas regarding needs for ECI services and to secure their recommendations for improving and expanding ECI programs. Approximately 10 interviews will be conducted.

- **Focus Groups of ECI Personnel.** A structured questionnaire will be provided for holding focus group discussions with selected ECI personnel. It will address their training, the types of activities they conduct, their requests for additional support, and other topics. A total of 6 Focus Groups for ECI Beneficiaries might be held, such as: 2 rural, 2 medium-sized towns and 2 urban sites (a total of 6).

- **Focus Groups of ECI users.** A structured discussion guide will be used to identify the experiences of parents, legal guardians and caregivers in accessing ECI services, their preferences regarding types of services, recommendations for ECI programs, and other topics.

- **Cost and Finance Sub-Study.** This sub-study will include 1) a cost study of 3 or 4 selected major types of ECI programs, if possible, urban and rural programs located in different regions, including a program cost and finance survey and interviews of program directors or managers to secure additional comments and data, and 2) a governmental finance and expenditure study conducted at the national ministerial or agency level, and in 3 to 4 municipalities.

- **Mapping of the screening and assessment tools used in the country.**

- **Preparation of a report with analysis of the existing arrangements in line with the Regional Methodological Guide for ECI situational analysis and recommendations for strengthening the national ECI programs and systems.** Presentation of the results to national stakeholders (esp. the national Reference Group).

5. **Deliverables and Timeframe**

Under the supervision of the Early Childhood Development Officer, with support from relevant health and education CO staff including National Early Childhood Development and Health Consultant, and with guidance from the ECARO consultant, the international institutional consultancy is expected to provide the key deliverables of the consultancy with the tentative breakdown of working days and tentative deadlines as outlined below:

<table>
<thead>
<tr>
<th>Tasks</th>
<th>Deliverables</th>
<th>Deadline</th>
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<tbody>
<tr>
<td><strong>Inception report:</strong></td>
<td>Inception report finalized Maximum 7 days.</td>
<td>by 10 October 2021</td>
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<tr>
<td>Introduction containing a short description of the purpose of the Situational analysis; emerging issues that have arisen during the inception phase (if applicable);</td>
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<tr>
<td>Basic elements in the opening pages (acronyms, table of contents, commissioning organization) and key activities undertaken for its preparation</td>
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<tr>
<td>Context and description of the object of the study</td>
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<tr>
<td>Purpose, objectives and intended use of the study</td>
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</table>
- Detailed conceptual framework and methodology for the Situational analysis based on the ECA Regional Methodology for ECI Situational analysis, describing ethical considerations.
- Limitations of the methodology, along with mitigation strategies.
- Proposed composition of the team and work plan, with specific description of the role of each member of the consultancy team.
- Translated and adapted data collection tools to be used by local researchers (as Annex) based on the tools included in the ECA Regional Methodology for ECI Situational analysis.
- Prepare a comprehensive logistical plan for conducting the Situation Analysis

**Desk review:**
- Ensure the inclusion of the current legal ECI framework based on relevant national policies, strategies, legislation, ECI program guidelines and procedures, service, personnel and performance standards, if available
- Provide existing information on current financial budgetary allocations and expenditures for ECI services.

**Completion of first draft of the report resulting from the literature review**
Maximum 10 days by 20 October 2021

**Quantitative primary data collection and reporting: Mapping Online Survey of existing ECI services:**
- Identification of existing ECI services
- Online survey of ECI programme directors.
- Data Analyses, Interpretations of Findings and report

**List of ECI services finalized**
Survey completed, data analysed, and report prepared
Maximum 10 days, including preparation, data analysis and report
by 31 October 2021

**Additional quantitative primary data collection and reporting: Online Surveys of ECI personnel and ECI beneficiaries**
- Online survey of sample of relevant ECI service personnel
- Online survey of sample of ECI beneficiaries
- Data Analyses, Interpretations of Findings and preparation of a report

**Survey data collection finalized, and report prepared**
Maximum 10 days for analysis and report preparation
by 5 November 2021

**Qualitative primary data collection and reporting:**
- High-level interviews of selected leaders at national, regional and municipal levels
- Focus group discussions with samples of ECI personnel
- Focus group discussions of ECI beneficiaries
- Data Analyses, Interpretations of Findings and report

**Qualitative data collection finalized and report prepared**
Maximum 30 days
by 13 December 2021

**Cost and finance sub-study**
- Literature review of ECI finance and other support
- Cost and finance survey of selected urban and rural ECI programs

**Cost and finance sub-study data collected,**
by 13 December 2021
Interviews of the managers of the same selected programs regarding their survey responses and recommendations analysed, and report finalized Maximum 5 days

Assessment tools
- Analysis of the assessment tools utilized for the identification of developmental difficulties List of assessment tools finalized by 13 December Maximum 1 day

Draft National ECI Situation Analysis, executive summary, infographic and PowerPoint presentation
- Preparation of first drafts and review by Country and Regional Office and then national Reference Group. Draft National ECI Situation Analysis submitted Maximum 12 days by 23 December

Final National ECI Situation Analysis, executive summary, infographic and PowerPoint presentation
- Finalization of the final draft and other items for robust dissemination and ECI policy advocacy and communications Final National ECI Situation Analysis submitted Maximum 3 days By 25 February

The Contractor will be engaged for the period from 1 October 2021 until 28 February 2022 for approximately 88 days in total.

**Ethical considerations:**
The ECI Situation Analysis will be conducted in full accordance with the following international and regional guidelines for research ethics and methods, as well as personal data protection issues:
- *UNICEF Procedures for Ethical Standards in Research, Evaluation, Data Collection and Analysis*
- *UNICEF Strategic Guidance Note on Institutionalizing Ethical Practice for UNICEF Research*
- *General Data Protection Regulation (GDPR), a regional law of the European Union (EU) requiring institutions to protect personal data and the privacy of EU citizens inside and outside of the EU.*

The study design will have to take into consideration how ethical concerns shall be addressed to avoid stigma, discrimination, any form of harm to children and their parents, protection of confidentiality, protection of rights, ensuring the dignity and welfare of all respondents. Eligible proposals will need to explicitly consider ethical issues that may arise as well as appropriate mitigation strategies (in accordance with UNICEF Procedure for Ethical Standards in Research, Evaluations and Data Collection and Analysis, Core Procedures). Under these guidelines and in line with the ECA Regional Methodology for ECI Situational analysis the consultant will need to articulate and address potential ethical issues such as informed consent, privacy and confidentiality and harms and benefits in their proposal. Further guidance on key ethical issues will be provided in the ECA Regional Methodological Guide for ECI Situational analysis.

**6. Travel:**
In-country travel within the contract duration is required for the purpose of the conduct of interviews and focus groups which will be conducted face-to-face, subject to epidemiological situation. The national member(s) of the team should be in charge of data collection as indicated in below sections. Other activities are expected to be conducted remotely – online.

**7. Management and organization**

Management: The consultancy will be supervised by Early Childhood Development Officer in UNICEF Country Office in Montenegro.

Organization: International Institutional Consultancy is required, meeting the criteria described below.
Schedule: This assignment will commence on 1 October 2021.

8. Qualifications and requirements

The international consultancy team (e.g. country research team) is preferably composed of an international expert who would lead the Situation Analysis and one or more national researchers.

The international expert would lead the Situation Analysis, lead the team, manage the research, conduct the analysis of findings and write the report and possibly conduct high level interviews.

National researcher(s) would manage, facilitate and transcribe focus groups and interviews, apply cost and finance tools and survey selected programmes, analyse and interpret quantitative data.

The international expert shall have the following qualifications:
- Advanced academic degree in early childhood education, social sciences, special needs education, early childhood intervention for children with developmental difficulties, psychology, public health; or another relevant subject.
- Extensive knowledge and expertise in the field of early childhood intervention for the children with developmental difficulties, ECI systems and evidence-based, family-centered ECI practice.
- Proven knowledge and expertise in conducting research and studies related to early childhood development, early childhood intervention, child rights, children with disabilities or other relevant area.
- Experience in guiding national situation analyses of ECI and/or ECD systems and programs
- Excellent inter-personal relations and consulting skills.
- Strong analytical thinking and strategic planning skills.
- Negotiation, facilitation, diplomacy and team working skills.
- Ability to work in a multi-disciplinary team and establish harmonious and effective working relationships.
- Fluent in English.
- Familiarity with the Western Balkans Region, previous involvement with UNICEF, and knowledge of the local language will be considered as assets.

The national researcher(s) should have the following qualifications:
- University degree in social sciences,
- Solid experience in research methods (qualitative and quantitative), data analysis and costing,
- Familiarity with child rights/children with disabilities/child development,
- Be flexible, respectful and open to learning about new approaches,
- The national team member(s) should be fluent in local language as all interviews and focus group discussions will take place in the local language.

If the national member(s) have previously worked with UN/UNICEF, they should have a positive output evaluation.

9. 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 organization/institution/agency with examples of previous work on similar projects and clients in the last 5 years (research on early childhood intervention for the children with developmental difficulties, ECI systems and evidence-based, family-centered ECI practice).
b) Title/designation of each team member including their CVs;
c) Description of the methodology and technical approach in response to the above outline;
d) Tentative work plan with the number of days and timeframe (deadlines) in line with the above deliverables;
e) Supplier Profile Form.

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.

The financial proposal shall indicate budget estimated in EUR or USD.

**10. Proposal Evaluation:**

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

The proposal will be evaluated as follows:

1) **Technical components (total of 70 points)**
   - Professional profile - 10
   - Proposed Methodology and Approach – 30
   - Quality of Personnel and Suitability for the assignment - 30

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<thead>
<tr>
<th>Technical Proposal Evaluation Form</th>
<th>Max. Points Obtainable</th>
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<tbody>
<tr>
<td>1 Professional profile</td>
<td>15</td>
</tr>
<tr>
<td>1.1 Evidence of experience in similar research and analyses</td>
<td>15</td>
</tr>
<tr>
<td>2 Proposed methodology and Approach</td>
<td>25</td>
</tr>
<tr>
<td>2.1 Quality of presented approach, methodology and work plan</td>
<td>25</td>
</tr>
<tr>
<td>3 Quality of Personnel and Suitability for the assignment</td>
<td>30</td>
</tr>
<tr>
<td>3.1 Technical expertise and experience in early childhood intervention for the children with developmental difficulties, ECI systems and evidence-based, family-centered ECI practice</td>
<td>15</td>
</tr>
<tr>
<td>3.2 Technical expertise and experience in guiding national situation analyses</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>70 points</td>
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</table>

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.

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

11. Remark:

- 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 authorized 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.

12. Budget and Remuneration

- Consultancy fee
Proposals are invited based on these Terms of Reference.

- Payment schedule
The payments will be made upon successful completion of the deliverables and submission of invoices, as follows:
  o Finalization of Inception report, Desk review, Quantitative primary data collection and reporting: Mapping Online Survey of existing ECI services, and Additional quantitative primary data collection and reporting: Online Surveys of ECI personnel and ECI beneficiaries - 40%;
  o Qualitative primary data collection and reporting, Cost and finance sub-study, Assessment tools, and National ECI Situation Analysis/executive summary, infographic and PowerPoint presentation – 60%.

- 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.