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## Terms of Reference

**Job title:** International institutional consultancy to provide technical assistance in relation to capacity building of professionals in health and education sectors

### **1. Background and Context**

Montenegro is an upper-middle-income country situated in south-eastern Europe. According to the 2011 census, the total population of Montenegro was 620,029. Children under the age of 18 numbered 145,126, or 23.4 per cent of the total population: 75,367 boys (51.9 per cent), 69,759 girls (48.1 per cent).

After gaining sovereignty in 2006, Montenegro has been on a steady path of Euro-Atlantic integration. European Union (EU) accession negotiations were opened in June 2012, while in June 2017 Montenegro became a member of NATO. EU accession process is one of the main drivers of reforms. In 2016, the Government of Montenegro adopted the National Strategy on Sustainable Development (NSSD 2030), effectively incorporating the UN Agenda 2030 into Montenegrin policy goals.

Child wellbeing in Montenegro is compromised by insufficient recognition of the importance of early child development (ECD). Underlying reasons include a broad spectrum of economic, social, cultural, as well as public policy challenges, all of which contribute to less than optimal parenting skills and limited preventative measures and opportunities that could enhance child development.

Montenegro MICS 2018 (<https://www.unicef.org/montenegro/en/reports/multiple-indicator-cluster-survey-2018>) findings have shown that only 53 per cent of 3-6-year old children in Montenegro attend early childhood education. Rates are particularly low for poor children (only 18 per cent among the poorest quintile) and children living in rural areas (35 per cent). The latest research on [knowledge, attitudes and practices among parents of children 0-6 on ECD](#), from March 2021, examined parental motivation and obstacles for enrolling children in preschools.

Montenegro MICS 2018 findings have shown that only 24 per cent of babies in Montenegro are exclusively breastfed in the first hour after birth, only 20 per cent are breastfed exclusively until 6 months of age and only 35 per cent children aged 12-15 months continue to receive breastmilk. The above-mentioned research on knowledge, attitudes, and practices among parents of children 0-6 on ECD also examined enablers and barriers for exclusive breastfeeding.

### **2. Purpose and Objective**

The purpose of this assignment is to contribute to the development of technical skills to improve knowledge and to enhance the skills of the front-line workers in health and education sectors for the efficient delivery of Communication for Development (C4D) activities in the framework of UNICEF-supported programs related to the Early Childhood Development (ECD).

The consulting agency is expected to provide training and/or mentoring of professionals from health and education sectors to strengthen their knowledge and skills to promote and build demand for quality early childhood development services. Training sessions will cover the topics of exclusive and continued breastfeeding and enrolment in preschool education and should pay particular attention to groups that require special attention, such as Roma children, children with disabilities and others that come from socially disadvantaged backgrounds.

In relation to education professionals, the focus will be on increasing their capacities to promote the importance of quality and inclusive early education and care among parents and caregivers at the local level. This activity will be conducted in close cooperation with the Ministry of Education, Science, Culture and Sports and kindergartens from all municipalities in Montenegro. The capacity building will draw from the latest global knowledge on ECD and the importance of early childhood education, as well as the experience and lessons learnt from the “Preschool for All” campaign conducted in Montenegro in 2015/2016 with the support from UNICEF and subsequent campaigns led by the Ministry of Education. Training sessions related to this topic will also need to communicate the importance of timely transition and enrolment into primary education (i.e. at the age of 6).

In relation to health professionals, focus will be on increasing their capacities to promote importance of breastfeeding, including breastfeeding of the child in the first hour after birth, exclusive breastfeeding until the age of 6 months, and continuation of breastfeeding for more than one year and up to 2 years and beyond. This activity will be conducted in close cooperation with the Ministry of Health.

After each of the trainings, the consulting agency will provide a report on the training evaluation.

This assignment is conducted in the framework of the EU and UNICEF partnership “EU and UNICEF for early childhood development in Montenegro”.

### ***3. Methodology and Technical Approach***

The contracted international institution will:

- Review, adapt, and contextualize existing training materials from the global guidances and references, as well as publications, researches, and data from Montenegro.
- Develop supporting tools (agenda, slide decks, handouts, etc.) to conduct face-to-face training sessions.
- Conduct capacity building activities to selected professionals in Montenegro (more details below).
- Write and submit final report on the training results with recommendations for potential future follow-up activities to continue strengthening staff capacities.

The training will be organized in Montenegro and equipment will be made available for it.

The consulting agency is responsible for preparing and delivering the training and organizing transport and accommodation for the trainers.

A detailed work plan with a time frame, a training agenda and a list of participants will be developed and agreed with the UNICEF Montenegro Country Office.

The training methodology should be highly interactive with consistent “learning by doing” to maximize individual engagement and learning while strengthening their knowledge and skills in promotion of early childhood development services.

UNICEF Montenegro Country Office will engage lecturers who have been actively involved in C4D activities or campaigns in Montenegro related to preschool education and breastfeeding, and who will help in facilitating some of the training sessions by sharing their experiences and expertise.

#### **4. Activities and Tasks**

##### **1. Capacity building:**

Design, adapt and develop training materials for relevant representatives of preschools and primary health care centers. The package should be in line with UNICEF values, evidence, principles, and practices, and using participatory approach.

The training package will consist of the following elements and will be applied in line with requirements communicated by UNICEF Country Office in Montenegro.

##### **1.1 Topics of trainings:**

- Social and Behavioural Change Communication
- Interpersonal skills communication
- Promotion of early childhood education and care (ECEC) – for preschool professionals
- Promotion of breastfeeding – for health care professionals
- Community engagement
- Samples of good practices, both global and local examples (local with the support of locally engaged consultant by UNICEF CO in Montenegro)

##### **1.2 Activities:**

- Support professionals from the education sector in preparing and conducting full (8 hours) 3-day training sessions with approximately 40 participants (split into 2 groups with approx. 20 participants).
- Support the professionals from the health sector in preparing and conducting full (8 hours) 3-day training sessions with approximately 20 participants.
- Support staff in development of the Action plan and M&E framework for the ECEC and breastfeeding promotion activities (this can be carried out on the third day of the training session).
- Evaluation of the training sessions and recommendations on what and how can be improved to the staff of the education and health sector.
- Prepare a final consultancy report, with recommendations for potential future follow-up activities to continue strengthening staff capacities.

UNICEF Country Office will provide support for workshop logistics activities (venue, A/V equipment, translation services, printing of materials, accommodation of participants, etc.)

## **5. Deliverables and Timeframe**

The work is expected to be carried out within a period 15/12/2021 - 05/05/2022.

Up to 33 consultancy working days are estimated for this assignment with the following estimated share of days:

1. Design, adapt and develop training materials for education professionals (up to 6 working days), by 20 January 2022.
2. Train professionals from the education sector by conducting full (8 hours) 3-day training sessions with approximately 40 participants, split into 2 groups (12 working days in total for 2 trainers), by 20 February 2022.
3. Design, adapt and develop training materials for healthcare professionals (up to 6 working days), by 15 March 2022.
4. Train professionals from the health sector by conducting full (8 hours) 3-day training session with approximately 20 participants (6 working days in total for two trainers), by 15 April 2022.
5. Final consultancy report, with recommendations for future work (up to 3 working days), by 1 May 2022.

## **6. Management and organization**

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

Organization: An international Institutional Consultancy is required meeting the criteria described below. The Contractor's team members are expected to work both in the field (Montenegro) and from home. It is expected that the training can be conducted face to face. In the event of a deterioration of the epidemiological situation related to the COVID-19 pandemic, the training may need to be conducted remotely, with necessary adjustments to the training methodology.

Schedule: This assignment will commence on 15 December 2021.

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

- Deliverables 1-2 – 50%;
- Deliverables 3-5 – 50%.

Note: If travels to Montenegro are cancelled due to COVID pandemic restrictions, relevant portions of cost will be deducted from the second instalment.

## **7. Qualifications and requirements**

UNICEF is seeking proposals from experienced institutions or consultancy agencies, with experience of working in Europe and Central Asia region, and ideally in South East Europe and/or Western Balkans, and a strong track record in delivering C4D trainings.

The Contractor must meet the following requirements:

A. Institutional capacity:

- Extensive experience (at least 10 years) in conducting Communication for Development (C4D) trainings
- Experience in collaborating with UNICEF or other UN Agencies is a strong asset.

B. The team of consultants should meet the following requirements:

**Team leader:**

- Advanced degree in the social/behavioral sciences - Sociology, Anthropology, Psychology, community-based development and other related disciplines, with preferred emphasis on participatory communication, communication planning, social mobilization, participatory research, and impact evaluation of communication interventions
- Minimum 7 years of practical experience in development of training materials, facilitation of learning activities and participatory workshops
- Strong analytical, writing and presentation skills
- Strong knowledge of social and behavioural change communication (SBCC)
- Fluency in English is mandatory. Knowledge of local language is an advantage.

**2 team members:**

- Advanced degree in the social/behavioral sciences - Sociology, Anthropology, Psychology, community-based development, Public Health and other related disciplines
- Minimum 3 years of experience in development of training materials, facilitation of learning activities and participatory workshops
- Strong knowledge of social and behavioural change communication (SBCC)
- One team member with strong knowledge in the area of early childhood education and one team member with strong knowledge in the area of breastfeeding promotion
- Fluency in English is mandatory. Knowledge of local language is an advantage.

## ***8. 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:

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) A more detailed description of the methodology and technical approach based on the above description
- d) A more detailed tentative work plan with the number of days and timeframe per team member in line with the above tentative deadlines for deliverables including travel plan
- 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.
- Estimated travel costs. Travel costs shall be calculated based on the most direct economy class ticket irrespective of the duration of the flight; costs for accommodation, meals and incidentals shall not exceed applicable UN daily subsistence allowance (DSA) rates,
- Other costs if applicable

The financial proposal shall indicate budget estimated in EUR.

### **9. 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 are 100.

The proposal will be evaluated as follows:

#### **1) Technical components (total of 70 points)**

- Professional profile - 15
- Proposed Methodology and Approach – 25
- Quality of Personnel and Suitability for the assignment - 30

Technical Proposal Evaluation Form		Max. Points Obtainable
1	<b>Professional profile</b>	<b>15</b>
1.1	<i>Evidence of experience in conducting similar trainings</i>	15
2	<b>Proposed methodology and Approach</b>	<b>25</b>
2.1	<i>Quality of presented approach, methodology and work plan</i>	25
3	<b>Quality of Personnel and Suitability for the assignment</b>	<b>30</b>
3.1	<i>Technical expertise and experience in the preparation and conducting of proposed trainings</i>	25
3.2	<i>Flexibility on the training dates and ability to respond to UNICEF Montenegro needs</i>	5
	<b>Total</b>	<b>70 points</b>

#### **2) Financial component (total of 30 points)<sup>1</sup>**

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

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<sup>1</sup> Financial offer will be reviewed only if Technical proposal meets minimum required quality standards.