

## UNICEF Moldova

**TERMS OF REFERENCE****Individual Consultancy****To conduct a capacity gap analysis of local public authorities  
to implement youth policy at local level.**

**Duration:** 36 working days (within four-month period September- December 2017)

**Location:** Republic of Moldova, the consultancy is remote – based, with national travel as agreed with the supervisor. The consultants should provide their own computers and recording tool for the field work.

**1. Background and Rationale**

Adolescence and youth represents a unique phase in the life of a human being, with specific needs and rights. They are characterized by rapid brain development, deep physical, biological, emotional, cognitive and intellectual transformations - among them, increased independence from the family environment, need for economical participation and financial autonomy, civic participation and increased risk taking. These characteristics have determined the Government of Moldova to develop a dedicated youth policy that aims at supporting young people to overcome particular age related issues and led them to a greater empowerment and participation.

The Law on Youth<sup>1</sup> defines young people as persons between 14-35 years old, which ultimately cover adolescents (aged 14-17). The same law gives attributions to local public authorities to promote and implement youth policy at local level. Namely, local public authorities (LPA) are entitled to enhance youth participation at local level, provide financial support and expertise to support youth projects and structures which promote civic activist, volunteerism and healthy life-style. In doing so, LPA are given the National Youth Strategy 2020<sup>2</sup> which articulates 5 objectives: (I) enhance youth participation; (II) ensure system of youth friendly services; (III) develop economic opportunities and (IV) strengthen youth sector.

UNICEF is partnering with the Ministry of Youth and Sports of Moldova in achieving a greater results for children and adolescents. In particular, UNICEF is supporting participatory mechanisms to amplifying their voices to decision makers, and services focused on building resilience and capacities of adolescents, especially for vulnerable groups and rural youth.

A smooth implementation of the National Strategy at local level will allow to nurture the talents, energy and creativity of adolescents so that they have the capabilities to contribute to decision making both in their lives and communities. Therefore, an evaluation of capacities of LPAs will support efficient and effective implementation of youth policies at local level, thus of the National Strategy on Youth. Ultimately it will inform the Ministry of Youth and Sport and UNICEF team on further capacity building needs of LPAs for achieving greater results for young people.

In this context, UNICEF Moldova is seeking an individual consultant to analyze the capacity of local public authorities to implement Youth Strategy at local level. The work will be carried out in Donduseni, Dubasari, Glodeni, Soroca and UTA Gagauzia. The selected administrative units have the lowest level of investments

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<sup>1</sup> Law on Youth, 2016 <http://lex.justice.md/md/366763/>

<sup>2</sup> National Strategy on Strengthening Youth Sector 2014-2020, <http://lex.justice.md/index.php?action=view&view=doc&lang=1&id=356215>

in health, education and youth field as highlighted in the SADI Report<sup>3</sup> and the Report on Local Financing for Youth<sup>4</sup>.

## **2. Purpose of work**

The purpose of the consultancy is to analyze capacities of LPAs, identify the barriers that hinder implementation the National Youth Strategy 2020 at local level, and provide practical recommendations for further capacity building support.

## **3. Objectives**

The Objectives of this consultancy are:

1. Build the evidence on how youth policy is understood, promoted and implemented by LPAs in five administrative units, and the extent to which existing practices of working with young people speak to national youth policy;
2. To look/define/ find and highlight the interdependencies/ at how social and economic context (social, economic and community-level factors) of the five administrative units affects the implementation of National Youth Strategy, looking at the extent to which these factors influence youth policy at local level. Particular attention will be given to participation of the most vulnerable adolescents (i.e. adolescents with disabilities, adolescents living in poor families).
3. To undertake a capacity gap analysis in the five administrative units to identify key institutional factors that hinders LPAs delivery against National Strategy on Youth. At this stage a thorough analysis of local policies and expertise is required, including analysis of existing youth infrastructure and its functioning.
4. Elaboration of practical recommendations and a plan of actions for building capacities of LPAs to deliver the National Youth Strategy results effectively and efficiently.

The findings of the analysis and proposed recommendations will guide UNICEF in further support for the LPAs and their main partners to implement National Strategy on Youth at local level. The results of the capacity analysis will form the basis for developing of practical recommendations and a capacity building plan of actions to implement the National Strategy on Youth effectively and efficiently.

## **4. Details of how the work should be delivered**

The consultancy will be conducted in five administrative units and will involve consultations with local key stakeholders, adolescents and youth. The work will be delivered in order to meet following results:

- Elaboration of the Inception report
- Conduction of a desk review
- Primary data collection, and
- Elaboration of the practical recommendations and a capacity building plan or actions.

### **Inception report**

The consultant will be required to participate in an inception meeting with the Youth and Adolescent Development Officer at UNICEF Moldova, in order to gain an understanding of the national scope and requirements of this analysis. In consultation with the Country Office, the consultant will be required to produce an inception report, which will include a work plan, the final selection of national research sites and sample characteristics, as well as the research instruments. This activity should not take longer than four days

<sup>3</sup> Deprivation Index (SADI) report (2014) and Report on Local Financing for Youth (2015).

<sup>4</sup> CNTM, 2014 <http://cntm.md/sites/default/files/Analiza%20Bugete%202014%20vf.pdf>

to complete.

### Desk review

The consultant will undertake ten working days conducting a desk review of legal-policy documents, secondary literature, annual reports and other programme documents related to youth policy both at central and local level. The consultant will analyze what are the social and economic context (social, economic and community-level factors) that affects the implementation of National Youth Strategy generally, and what specific particularities affecting youth policy in five selected administrative units. The desk review report will be submitted to the Youth and Adolescent Development Officer at UNICEF Moldova in English.

### Primary data collection

Over a period of 20 days, the consultant will conduct primary research in pre-specified research administrative units. Primary research will be undertaken in coordination with UNICEF, as follows:

- At least 10 key informant interviews with LPAs representatives and youth workers currently working on youth policies and responsible for reporting on the National Youth Strategy implementation, programmes and projects related to youth and adolescents;
- At least 5 focus group discussions (FG) with adolescents (max. 8 per group, at least one FG per each administrative unit) disaggregated by age and gender, particularly from vulnerable groups (e.g. adolescents with disabilities; adolescents living in poor households; adolescents with substance abuse disorders; adolescents belonging to ethnic minorities; adolescents in conflict with the law; adolescents in rural areas).
- At least 5 interviews with youth workers (i.e. workers from youth centers). Is expected that the consultant will organize at least one interview per each administrative unit.

### Capacity building plan of actions

Based on the findings of the capacity gap analysis, the consultant will organize a validation meeting with key informants and representatives of the central and local authorities to collaboratively identify actions to improve the implementation of the National Strategy on Youth. Recommendations will be collected from all stakeholders and fed into a capacity building action plan that will guide UNICEF in further support for the LPAs and their main partners to implement National Strategy on Youth at local level.

## 5. Deliverables and delivery dates (based on the work plan)

No.	Activity	Deliverables	Tentative deadlines* Working days
1.	Conduct inception meetings and report	Inception report	4 Working days
2.	Conduct a desk-review of national legal-policy analysis, literature, annual reports and other programme documents related to youth policy in	Desk-review chapter report	4 Working days

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3.	<p>Primary data collection</p> <ul style="list-style-type: none"> <li>- At least 10 key informant interviews with LPAs representatives</li> <li>- At least 5 focus group discussions with adolescents</li> <li>- At least 5 focus group discussions with youth service's providers</li> </ul>	<ul style="list-style-type: none"> <li>- Draft report containing analysis of data collected submitted for feedback to UNICEF</li> </ul>	21 Working day
4.	Refine the report as per comments and recommendations received from UNICEF	<ul style="list-style-type: none"> <li>- Final report submitted to UNICEF which contains the executive summary</li> </ul>	2 Working day
5.	Organise a validation workshop at national level	<ul style="list-style-type: none"> <li>- PPT presentation with the executive summary of the report</li> <li>- Consolidated brief report from the validation workshop</li> </ul>	1 Working day
6.	Elaborate the capacity building action plan as per the findings of the analysis and validation workshop discussion	<ul style="list-style-type: none"> <li>- Draft of the action plan submitted to UNICEF for the feedback</li> </ul>	3 Working day
7.	<p>Incorporate final amendments based on validation workshop recommendations as required</p> <p>Produce Final report and draft Action Plan</p>	<ul style="list-style-type: none"> <li>- Final draft of the Action Plan (available in Romanian and English) submitted to UNICEF in Word format, electronic version.</li> <li>- Final report submitted to UNICEF</li> </ul>	1 Working day
	TOTAL		36 Working Days

\* Exact deadlines will be mutually agreed upon contract signature.

All deliverables will be submitted electronically in Word format, in English language, to Youth and Adolescent Development Officer.

## 6. Reporting requirements

The consultant will report to the Youth and Adolescent Development Officer, who will regularly communicate with the consultant and provide feedback and guidance on his/her performance and all other necessary support so to achieve objectives of the consultancy, as well as remain aware of any upcoming issues related to consultant's performance and quality of work.

All activities and deliverables undertaken by the consultant shall be discussed and planned in consultation with UNICEF. The consultant is expected to deliver each component of the work plan electronically (in Word format or PPT where relevant) and in English. At each stage, the deliverable shall be sent to the Youth and Adolescent Development Officer by email.

## 7. Performance indicators for evaluation of results:

The performance of work will be evaluated based on the following indicators:

- Completion of tasks specified in the ToR and jointly agreed work plan
- Compliance with the established deadlines for submission of deliverables;
- Demonstration of high standards of work with UNICEF and with counterparts;
- Quality of work;
- Ensure all activities are aligned with international guidelines and recommendations

The following principles should underpin expected deliverables:

- respect child's right to be heard and ensure that the views and experiences of children and parents are taken into account in the development of services and policies that affect them;
- adopt a strength-based approach that is non-judgmental and that values adolescents' empowerment;
- interpret youth policies within a children's rights approach as defined by the United Nations Convention on the Rights of the Child (UNCRC) and recognize children and young people as citizens in their own right;

## 8. Qualifications and experience

- Postgraduate diploma or degree in administrative law, sociology, social policy or other relevant field;
- Minimum of 5 years of relevant professional experience in the area of adolescent development, adolescent participation and youth policy development and evaluation. Previous engagement in capacity gap analysis;
- Proven experience in working on youth development and/or child rights related policies, programs, and/or guidelines for social sectors and/or programs specifically focusing on strengthening youth policies and capacities of LPAs (attach or refer to samples of docs);
- Proven knowledge of international human and child rights standards (United Nations and European Union standards);
- Experience in working with the Government of Moldova and/or UNICEF or other UN Agencies will be an asset;
- Proven experience in writing qualitative research reports.
- Fluency in Romanian language, possession of Russian language will be asset;
- Professional level of English, with good abilities in reading, writing, listening and speaking.

## 9. Structure of the Technical Proposal

The Technical Proposal should include but not limited to the following:

- Relevant experience with similar type of assignments (max 300 words)
- Proposed approach and methodology (max 1000 words), including:
  - Timeline and milestones
  - Risk and mitigation measures
  - Methodology to run field research
  - Ethical considerations and how the consultant will address them
- Annex: Short Sample or links to related work previously conducted by the consultant

In addition, please provide your *Curriculum Vitae*.

## 10. Content of financial proposal

The applicant should fill in the Financial Offer Template and specify the consultancy fee, per day of work, requested for the tasks described in the Terms of Reference in USD, as well as breakdown of international travel and daily subsistence allowance (DSA) costs if applicable (as specified in paragraph 15 of this ToR).

Other expenses directly related to the ToR assignments and deliverables such as: (translation/interpretation costs, local transportation etc.) may be included in the financial offer unless specified that UNICEF will cover them separately (see paragraph 14 and 15 below).

The final selection will be based on the principle of “best value for money” i.e. achieving desired outcome at lowest possible fee.

If not provided by ToR, UNICEF will not reimburse costs not directly related to the assignment. This contract does not allow payment of off-hours, medical insurance, taxes, and sick leave.

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/output is incomplete, not delivered or for failure to meet deadlines.

In case when a Moldovan resident is selected for contracting, MDL will serve as contract currency, converted at the UN exchange rate applicable at contract signature date.

## 11. Evaluation criteria for selection

The candidate is expected to reflect in the submission the qualifications, knowledge and experience related to the requirements listed above. Technical evaluation will be performed through a desk review of applications, evaluation of technical proposals, and if necessary, may be supplemented by an interview.

## 12. Payment schedule

The payment will be linked to the following deliverables, upon satisfactory completion and acceptance by UNICEF:

<b>Deliverable</b> <b>(delivered according to the timeline agreed upon with UNICEF)</b>	<b>Proportion of payment</b>
Inception report	30%

Submission of the final capacity building action plan as per the findings of the analysis and validation workshop discussion	50 %
Submission of the final report with recommendations of the validation meeting and capacity building plan of action	20%

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, not delivered for failure to meet deadlines.

### **13. Definition of supervision arrangements**

The consultant will work under the oversight of Youth and Adolescent Development Officer of UNICEF Moldova. Payments will be rendered upon successful completion of each task, as per the schedule outlined above.

### **14. Work location and travel involved**

The consultancy is remote-based, with at least 20 local travels as agreed with the supervisor. The consultants should provide their own computers and recording tools when conducting interviews and focus group discussions.

The work will require local travels in order to conduct in-person visits and consultations with LPAs and adolescents, as per their availability. The consultant is expected to cover costs, arrange and schedule such visits, including transportation costs. The UNICEF office will facilitate introductions to key informants.

### **15. Support provided by UNICEF**

UNICEF will regularly communicate with the consultant and provide feedback and guidance and necessary support so to achieve objectives of the work, as well as remain aware of any upcoming issues related to the performance and quality of work. UNICEF will provide with relevant documents and available research; contacts and lists of relevant technical people to work with, constant guidance and feedback in relation to consultant's work.

### **16. Ethical considerations**

Primary data collection through focus groups discussions will 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.

The consultant will be expected to follow the ethical protocol developed at regional level closely, as well as sign a UNICEF child protection code of conduct. S/he will be required to inform the UNICEF Country Office of any ethical issues, such as child safeguarding concerns, that arise during the data collection period. S/he will also be required to distribute a referral card to vulnerable parents and adolescents throughout the course of the research process.

### **17. Copyrights & utilization rights**

The copyright and the right of utilization of all the materials will belong to UNICEF Moldova.