

## TERMS OF REFERENCE

**Batch recruitment: Technical assistance for further strengthening the work of Chisinau Municipality General Departments of Social Assistance and Health, of Education, Culture, Youth and Sports, and of Child Protection (Individual Consultancy Assignments)**

Both national and international consultants are invited to apply for the following specific technical assignments involving:

- 1. Assessment of Chisinau Municipality Education and Culture sub-sector (2019/CM/EDUC)**
- 2. Assessment of Chisinau Municipality Health sub-sector (2019/CM/HET)**
- 3. Assessment of Chisinau Municipality Social Assistance sub-sector (2019/CM/SOASS)**
- 4. Assessment of Chisinau Municipality Youth and Sports sub-sector (2019/CM/YAS)**
- 5. Comprehensive financial analysis of Chisinau Municipality's effectiveness and efficiency of sector specific allocations and expenditures (2019/CM/FIN)**
- 6. Development of a comprehensive Child Protection Strategy for Chisinau Municipality for the period 2020-2024 (2019/CM/CPSTR)**
- 7. Development of a Strategy for Strengthening Chisinau Municipality's Human Resources (2019/CM/HR)**
- 8. Development of Chisinau Municipality's Communication and Advocacy Strategy (2019/CM/COMS)**

**Duration:** April – December 2019

Requirements and duration for specific technical assignments can be seen under p. 3 Specific Objectives and in Technical Annexes 1 to 5.

**Location:** Chisinau

### 1. Background

In 2018, United Nations Children's Fund (UNICEF) Moldova started the implementation of its new five-year Country Programme of Cooperation (CP 2018-2022) with the Government of Moldova (GoM). The overarching vision for UNICEF's Strategy in Moldova during the period 2018-2022 is focused on the equitable realization of all child rights, including the rights to education, health, adequate standard of living and participation. An integral part of this vision is the existence of a child-friendly legal environment that ensures children and adolescents are protected from abandonment, neglect, discrimination, exploitation and violence and that adequate conditions and services are in place to allow children to reach their full potential. The specific goal of the Country Programme is to advance UNICEF's equity agenda with a focus on the most disadvantaged groups. The CP is aligned to key child related national strategies and supports the GoM at national and local level in advancing the implementation of these strategies towards achieving the Sustainable Development Goals' (SDGs) agenda.

UNICEF's Situation Analysis (SitAn) of Children in the Republic of Moldova in 2016 identified several persisting child deprivations and inequities: continuing abandonment and placement of children in institutions, especially of those with disabilities or under three years of age; limited access to child-friendly justice; infant and child mortality rates being two times higher than European average<sup>1</sup>; declining immunization rates, eight per cent of children not attending

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<sup>1</sup> Ministry of Health, 2015. National Centre of Health Management, *Statistical Yearbook*, 2016.

primary school;<sup>2</sup> inadequate quality and inclusiveness of education; poor conditions for adolescent participation with large number of adolescents being outside formal employment, education or training; high prevalence of violence against children, and prevailing harmful social norms and practices. Such situation may further be compounded by slow implementation of reforms, inadequate quality and financing of social services, limited inter-sectoral coordination, limited parental skills amongst adults and life skills amongst adolescents, which continue to pose barriers to realization of children and adolescents' rights. All these issues affect disproportionately vulnerable groups, such as children with disabilities, Roma children, children from poor families, most at risk adolescents and children left behind by migrant parents with clearly pronounced rural-urban and gender disparities.

To address the issues of the most excluded and hardest to reach children and adolescents, in March 2019 UNICEF Moldova signed a multi-year partnership with the Municipal Council of Chisinau Municipality, home to more than 185,000 children and adolescents, to support further strengthened development and alignment with best international practice of the child protection, health, education and early childhood development systems, and support further enhancement of social assistance, adolescents and youth sectors to ensure the full realization of children and adolescents' rights in the municipality of Chisinau.

## **2. Purpose of the consultancy**

The purpose of the consultancy is to provide technical assistance to Chisinau Municipality to assess the effectiveness and efficiency of the work of the Municipal General Departments of Social Assistance and Health, of Education, Culture, Youth and Sports, and their capacity to provide quality child and adolescent related services in line with international standards and national strategic goals. The results of the assessment will provide specific recommendations for the further strengthening of the work of these departments and will further support the implementation of the recommendations, including those derived from the already completed in 2018 assessment of the General Directorate on Child Rights Protection. Specific focus will be placed on developing also robust human resource strengthening and communication and visibility strategies.

The consultancy is expected to be carried out within the period April – December 2019, comprising of several stages: completion of sector specific assessments by **30<sup>th</sup> August 2019** and development of follow up sector specific, human resource and communication strategies by **30<sup>th</sup> of November 2019**. Specific deliverables for each assignment are outlined in the respective technical annex. The final deliverables will be validated and endorsed by Chisinau Municipality and UNICEF.

Both national and international consultants are encouraged to apply.

## **3. Objectives of the consultancy**

**The overall objective** of the Consultancy is to conduct a comprehensive assessment of the efficiency and effectiveness of the relevant Municipal Departments of Social Assistance, Health, and of Education, Culture, Youth and Sports, and develop relevant sector specific, human resource strengthening and communication and visibility strategies as described in Technical Annexes 1 to 5.

Key recommendations from the assessment will be captured in a comprehensive Roadmap with short, medium and long-term actions and related budgets that will guide further the work on strengthening the delivery and financing of relevant children and adolescents' services. A comprehensive Human resource development and communication and visibility strategies will be prepared as well.

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<sup>2</sup> National Bureau of Statistics, *Education in the Republic of Moldova*, 2016.

The specific objectives of this consultancy are:

**A. Regarding the Assessments of Chisinau Municipality General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports and the Financial Analysis of Sector Specific allocations and expenditures (Technical Annex 1 and 2):**

1. Assess the effectiveness and efficiency of the Municipal General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports and their capacity to deliver comprehensive child and adolescent related services as prescribed by national strategies and vis a vis international norms and standards. The assessment will review comprehensively the mandate and functions of each respective department and will map the range of services provided, including the availability of relevant municipal sector specific strategy and action plans and their alignment to national and global strategies and norms, including the Sustainable Development Goals (SDGs). The assessment will further review the potential positive or negative impact current settings of service provision have on the overall child and adolescent wellbeing and whether the services meet respective children and adolescents needs, especially those of most vulnerable groups.
2. Analyse the effectiveness and efficiency of cross-sectoral collaboration for maximizing the impact of delivery of services by different sectors, including identifying key barriers and bottlenecks for effective functioning and/or adequate collaboration within and between departments.
3. Analyse the budget planning and monitoring process for each sector with focus on analysing the level of allocations and expenditures, including possible trends and fluctuations, retrospectively over a period of 5 years, and assess the relevance and alignment of allocations and expenditures with the respective municipal sector strategy, if available. The analysis should cover a review of each sector budget structure, internal distribution and specific cost areas as defined and classified in the Municipality of Chisinau. The analysis should also review and assess the overall budgeting process, its relevance to child related needs, compliance to methodological guidance and cost estimation of relevant services as defined by line ministries and its equity dimensions.
4. Assess institutional capacities to collect and use for planning and monitoring relevant disaggregated data, including to support budgeting and cost estimation of services. The analysis should assess respective department's monitoring and evaluation (M&E) capacity and M&E practices with focus on processes and skills ensuring proper monitoring of national and municipal child-related policies and services. The review should comment on the data availability, disaggregation and quality and will assess respective data collection tools and monitoring frameworks.
5. Based on the assessment, develop specific sets of short, medium and long-term recommendations for strengthening of the respective department services, including planning and budgeting and service delivery processes. Key recommendations will be captured in a comprehensive Roadmap for strengthening the respective Municipal Department work, and will also include recommendations for specific, legislative and regulatory changes (as required), developing of quality assurance processes, equity approaches and need based financing of services within a strengthened M&E framework.

**B. Regarding the development of comprehensive Child Rights Protection Strategy for Chisinau Municipality for the period 2020-2024 (Technical Annex 3)**

1. Review key findings and recommendations of the Assessment report on the efficiency and effectiveness of the Municipal Directorate for Child Rights Protection (2018).
2. Review the proposed in the completed in 2018 assessment report Roadmap for strengthening the efficiency and effectiveness of the Municipal Directorate for Child Rights Protection (2018) and adjust as required in consultation with Chisinau Municipality and UNICEF.
3. Review respective international guidance on child rights protection, including relevant SDGs and targets (incl. nationalised SDGs), the Convention on the Rights of the Child (CRC) and the CRC Concluding Observations for Moldova from 2017, and other international frameworks as required.
4. Review respective national policy and regulatory frameworks in Child Rights protection, including key goals of the National Development Strategy “Moldova 2030” and the current National Child Protection Strategy 2014-2020 and its Action Plan for 2016-2020.
5. Review respective municipal policy and regulatory frameworks in Child Rights protection.
6. Conduct interviews with key stakeholders, government and municipal counterparts, development partners, CSOs, academia and adolescents to identify the needs in the municipal child protection system.
7. Based on the collected evidence, including recommendations from the 2018 assessment, develop a comprehensive Child Rights Protection Strategy for Chisinau Municipality for the period 2020-2024 in close consultation with key stakeholders involved.

**C. Regarding the development of Strategy for Strengthening Human Resources (Technical Annex 4)**

The assessment of Human Resources (HR) and consequent development of relevant sector-specific HR Management (HRM) strategy should focus on key areas such as: HRM capacity (incl. budgets), HR planning, Personnel policy and practices, HRM data systems, Performance management system (incl. benefits and incentives), and Human Resource development and capacity building.

Specific objective will be to:

1. Review and assess existing Human Resource Management strategy for the respective sector assessed, including current practice and systems, and assess their effectiveness and efficiency.
2. Review existing HR Policies and Procedures, identify critical gaps and capacity needs and recommend areas of improvement in line with best HRM practices for public-sector institutions. The review should assess, amongst other, the HR planning, recruitment and selection processes, HR financial planning, HR capacity building, benefit and performance management systems. The review should take into consideration Moldova Labour Law provisions and relevant national and municipal labour related legal and regulatory framework. Relevant recommendations for further strengthening of these processes should be made specifically highlighting opportunities for staff retention and motivation.
3. Review and assess the effectiveness and efficiency of the existing organizational design of Chisinau Municipality General Departments of Social Assistance and Health and of Education, Culture, Youth and Sports as independent department structures

and vis-a vis their position within the overall Chisinau Municipality organizational structure.

4. Review and assess relevant human resource capacities and skills and map those against requirements of specific post titles and related job descriptions. Assess the robustness of job descriptions and their alignment with and capability to effectively deliver on sector specific goals, strategies and results. Recommend relevant modifications as required. The HR capacity assessment should also assess specific skills related to program strategy formulation and program budgeting skills.
5. Conduct Training Needs Assessment and recommend relevant HRM development goals and specific activities captured in a comprehensive HRM vision and staff development plans
6. Following to the above assessment, develop a proposal for a robust Human Resource Management Strategy focusing of strengthened processes of planning HR needs (aligned to strategic goals), strengthened selection, recruitments and promotion processes (based on robust, result-based performance evaluation system and linked to relevant benefit and/or incentives system), and strategy for periodic review of capacity and skills along with staff development vision

The World Bank “*Assessment Tool for Human Resource Management Records and Information Systems*”<sup>3</sup> , the Human Resource Management Rapid Assessment tool for health system<sup>4</sup>, or related tools should be considered and adapted for the exercise.

#### **D. In regard to Development of Communication and Advocacy Strategy (Technical Annex 5)**

- Review and assess the existing department specific Communication and Advocacy strategy, including existing practices and tools, key communication channels and communication messages, and existing partnerships.
- Assess the human resource capacities and skills related to communication, identify gaps and capacity weaknesses, conduct a training needs assessment and recommend relevant communication development goals;
- Conduct interviews with key municipal stakeholders, media counterparts, media NGOs, beneficiaries of the services, including children, adolescents and their parents to identify relevant communication and visibility needs, with focus on strengthened promotion of municipal social services and children and adolescents related programs.
- Based on the collected evidences, develop Advocacy and Communication Strategy for related Chisinau Municipality’s Departments for the period 2020-2024 and consult it with key stakeholders.

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

The consultancy aims at supporting the Chisinau General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports to improve their efficiency and effectiveness aimed at ensuring equal and inclusive access of all children and adolescents including most vulnerable (children with disabilities, Roma children, street children, poor and rural children) to quality education, health, child and social protection services.

To ensure an inclusive, informative and participatory analysis a cross-sectoral Working Group will be established, with representatives of all municipal General Departments, line ministries, civil society, youth councils, Parents’ Associations, UNICEF and others as required.

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<sup>3</sup> <http://www1.worldbank.org/publicsector/civilservice/acrext/assessmenttool.pdf>

<sup>4</sup> [http://www.imgforhealth.org/sites/default/files/HRM\\_Rapid\\_Assessment\\_Tool\\_0.pdf](http://www.imgforhealth.org/sites/default/files/HRM_Rapid_Assessment_Tool_0.pdf)

Comprehensive consultation with children, adolescents and their families should be planned as well.

To achieve the above-mentioned objectives, the selected Consultants (hereinafter the Consultants) under the guidance of UNICEF will:

- Develop a detailed methodology and work plan for the assignment, including recommended data collection instruments (e.g. questionnaires and/ or interview guides) and other related documents. A draft will be submitted to Chisinau Municipality and UNICEF for approval.
- Propose methodology for cost-efficiency analysis of public expenditures for Social Assistance and Health, and for Education, Culture, Youth and Sports services in the Municipality of Chisinau.
- Conduct briefing and de-briefing meetings with UNICEF Moldova, Chisinau Municipality, Municipal General Departments of Social Assistance and Health, Education, Culture, Youth and Sports, and other partners as required;
- Perform a desk review of relevant documents and reports;
- Conduct field visits to Chisinau (Moldova) and at least 3 suburbs, and meet with selected partners and stakeholders;
- Draft a clear, accessible and usable report on the findings of the assessment, including key findings, lessons learned and recommendations for way forward, and draft the Roadmap for further strengthening the Social Assistance and Health, Finance, Education, Culture, Youth and Sports departments in Chisinau Municipality;
- Hold consultations with Interim General Mayor of Chisinau, the Cross-sectorial Working Group, UNICEF and other partners on the draft assessment, and integrate their feedback into the report and Roadmap;
- Prepare the final version of the report with all key findings and recommendations (including prioritization of key strategic recommendations<sup>5</sup>), final draft of related Roadmap, human resources and communication strategies;
- Present and validate the respective report in a multi-stakeholder technical meeting of the public bodies and civil society in view of gathering participants' feedback and advocating for the implementation of the assessment recommendations.

While conducting the assessment, the Consultants will look into the systems' response to the needs of: children with disabilities, Roma children, poor children and other categories of vulnerable children (rural children from Chisinau suburbs).

**The scope and focus of the assessment** should take into consideration the following indicative questions pertaining to the social assistance and health, education, culture, youth and sports fields in Chisinau Municipality:

***To what extent the mandate of the Social Assistance and Health, and of the Education, Culture, Youth and Sports General Departments is aligned to national and municipal child related policies and responds to real needs of children including vulnerable children?***

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<sup>5</sup>***Prioritization of strategic recommendations***

The following should be clearly stated in the Assessment report (i) the intended use (how the assessment process and results will be used and by whom), and (ii) prioritization of key strategic recommendations.

Requirements for effective assessment recommendations:

1. To ensure programmatic and technical relevance, key stakeholders should be consulted during the development of recommendations.
2. The assessment team should highlight key strategic recommendations, suggesting an appropriate sequencing in the implementation of recommendations whenever possible.
3. Recommendations should be firmly based on evidence and analysis.
4. Recommendations should clearly identify the specific operational units/ offices/ divisions responsible for its implementation.

- What is the regulatory framework mechanism in place for Social Assistance and Health, and for Education, Culture, Youth and Sports General Departments to respond to new situations and emerging children needs (e.g. children out of school, children who do not have access to preschool, who are not vaccinated, who doesn't have birth certificates, inadequate nutrition in preschools and schools etc)?
- How flexible are the Social Assistance and Health, and the Education, Culture, Youth and Sports General Departments in adapting to the new environments and external factors? How do they respond to the changing external conditions and unexpected (both positive and negative) effects that impact the planned results?
- What are the synergies between the activity of the General Departments on Social Assistance and Health, and of Education, Culture, Youth and Sports and other municipal structures in planning and pursuing common objectives/interventions?
- Are the objectives and indicators clearly identified to ensure proper monitoring and reporting on related activities? Are they achievable, realistic and time-bound? Their linkages with the national policies and SDG agenda?
- What are the ways, quality and the frequency of collecting data and assessing the needs of the most vulnerable children in Chisinau municipality?
- Are the anticipated results achieved? What is the success rate (%) against the originally planned objectives?

***To what extent are the existing human resources adequate to perform the mandates of the General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports?***

- Does the current number of staff satisfy the needs of General Departments on Social Assistance and Health, and Education, Culture, Youth and Sports and their deconcentrated structures? What is the occupancy rate?
- Do recruitment, selection and promotion policies exist? Are they relevant, transparent and consistently applied?
- How relevant and updated are key staff Job descriptions and roles? To what extent are the staff aware of their various responsibilities and accordingly equipped
- What is the workload of specialists from General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports and their deconcentrated structures?
- Is the current staff adequately qualified to perform their duties?
- What are the means and frequency of assessing the training needs of professionals from General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports in Chisinau municipality?
- What is the role and level of General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports involvement in developing the capacities of relevant professionals in the municipal system? Are the employees capacitated enough to respond to emerging children' needs?
- What are the procedures and indicators for evaluation of staff performance? What are the policies and practices to retain and motivate the staff, as well as the accountability mechanisms for underperforming?

***To what extent the institutional, managerial and financial development of General Departments of Social Assistance and Health, and Education, Culture, Youth and Sports is ensured?***

- Does the Municipal Council have a clear view and understanding about the future strengthening of these departments and the municipal system as a whole? What is the envisaged way forward?
- What are the existing alternatives and/ or complementary mechanisms at municipal level for addressing child rights related issues?

- How well have the activities implemented by General Departments of Social Assistance and Health, and Education, Culture, Youth and Sports been managed? To what extent are activities implemented as scheduled, how flexible is the management of these departments and their subordinated structures in adapting to changing needs? What are the evaluation mechanisms in place?
- Did the management of General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports ensure proper co-ordination within and among involved stakeholders to promote synergy and avoid overlaps in the education, health and social protection areas? How?
- What are the annual budget of General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports, including their subordinated structures and services? What is the share allocated for administrative costs, salaries, service provision, capacity development, emergency needs, etc? What is the annual cost/ child/adolescent in different services?
- What are the means for financial management and ensuring financial efficiency of services? How is the financial accountability ensured and measured? Are the budgets of General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports made public?
- Do the General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports have a robust budget planning process based on evidence?

***To what extent did the General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports succeed in improving the situation of children and youth in Chisinau municipality and how the results/outcomes for children and youth are monitored?***

- What are the vulnerable groups of children and adolescents reached through the interventions by the General Departments of Social Assistance and Health, and of Education, Culture Youth and Sports? Do the General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports take decisions with due consideration to the principles of non-discrimination, best interests of the child, the right to life, survival and development and respect for the views of the child?
- How do vulnerable parents and caregivers themselves assess their situation? What did improve for them and their children, and what did not? What is missing? What are their recommendations for the future in this regard?
- How are decisions taken/ informed by General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports and their deconcentrated structures about placing a child in a service (e.g. special school/preschool etc)? Is it a needs-based or an availability driven process?
- What type of the systems and reporting mechanisms are used to monitor the situation of the children and youth?

Key questions regarding the ***communication and visibility***

- Do the Municipal Council's sector departments have a comprehensive Advocacy and Communication Strategy in place?
- How and when was it developed, and is it consistently applied?
- Does it include:
  - A crisis/emergency communication component?
  - A data protection mechanism and a policy on photography/ethical reporting about children/adolescents?
  - A social media policy and guidelines for managers and staff?
- What are the existing human resources in the respective department and/or municipality to implement the communication and advocacy activities? What are the financial resources available for communication activities?

- How well have the communication and advocacy activities been implemented? What are the communication and advocacy monitoring and evaluation mechanisms in place?
- Who ensures proper co-ordination within and among involved stakeholders to promote synergy and avoid overlaps in the advocacy and communication activities?
- What is the Municipal Council's vision on required advocacy and visibility actions in regard to specific sub-sectors assessed? What is the envisaged way forward?

## **Stakeholders' involvement**

During the assessment, a number of stakeholders should be consulted through interviews and/ or focus groups discussions, including but not limited to the parents and caregivers, child protection professionals, General Departments of Social Assistance and Health, of Education, Culture, Youth and Sports, of Finance and municipal councillors, the Ombudsperson for Children's Rights, the CSO partners, youth councils and others as required. The identification of relevant representatives from above mentioned stakeholders will be done in consultation with Chisinau City Hall, General Departments of Social Assistance and Health, of Education, Culture, Youth and Sports, of Finance and UNICEF Moldova Country Office.

The **field work** should take place in Chisinau municipality and in at least three suburbs. The methodology will be proposed by applicants to ensure proper coverage of the respondents (duty bearers and right holders) considering the following criteria: sex, age, central/periphery areas, vulnerability, types of services for children and families, etc.

The final report will not exceed 70 pages (A4, TNR 12, spacing 1) for each sector including Annexes, and shall include an Executive Summary of findings and recommendations. The Roadmap for each sector will not exceed 10 pages (A4, TNR 12, spacing 1).

## **5. Deliverables and Delivery dates**

Specific Deliverables and delivery dates can be found in the Technical Annexes as follows:

**Technical Annex 1:** Assessments of Chisinau Municipality General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports

**Technical Annex 2:** Financial Analysis of Sector Specific allocations and expenditures

**Technical Annex 3:** Developing Child Protection Strategy 2020-2024

**Technical Annex 4:** Development of Strategy for Strengthening Human Resources

**Technical Annex 5:** Development of Communication and Advocacy Strategy 2020-2024

## **6. Performance indicators for evaluation of results**

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

- Completion of tasks specified in ToR;
- Compliance with the established deadlines for submission of deliverables;
- Quality of work;
- Demonstration of high standards of cooperation and communication with UNICEF and with counterparts.

## 7. Working arrangements and reporting requirements

The consultants will work under the guidance of respective UNICEF Program Officers (Education/ECD, Health, Social Policy, Communication, Adolescents and Youth Development Officers), the overall guidance of UNICEF Deputy Representative and in close collaboration with the Chisinau Municipality staff.

The consultants will report to the respective UNICEF Program Officers in specific thematic areas, as specified under p. 14 below – managerial arrangements and will coordinate closely with other consultants and Program officers covering all thematic areas of this consultancy. The Deputy Representative will provide an overarching supervision to the process and will provide feedback, guidance and all other necessary support so to achieve the overarching goal and specific objectives of the consultancy, as well as to remain aware of any upcoming issues related to consultant's performance and quality of work.

All activities and deliverables undertaken by the consultants shall be discussed and planned in consultation with UNICEF and will be executed following approval from UNICEF. The consultants are expected to deliver each component of the work-plan electronically (Word format) in English. At each stage, the deliverable shall be sent to the respective UNICEF Program Officer by email, with the Deputy Representative in copy.

## 8. Qualifications and experience

Specific qualification and required expertise can be found in the Technical Annexes as follows:

**Technical Annex 1:** Assessments of Chisinau Municipality General Departments of Social Assistance and Health, and of Education, Culture, Youth and Sports

**Technical Annex 2:** Financial Analysis of Sector Specific allocations and expenditures

**Technical Annex 3:** Developing Child Protection Strategy 2020-2024

**Technical Annex 4:** Development of Strategy for Strengthening Human Resources

**Technical Annex 5:** Development of Communication and Advocacy Strategy 2020-2024

## 9. Content of technical proposal to be submitted

- In subject line indicates for which technical consultancy assignment the candidate is applying (e.g. Application **Assessment of Chisinau Municipality Education and Culture sub-sector (2019/CM/EDUC)**)
- Description of the candidate's relevant experience with similar type of assignments (max 300 words)
- Proposed approach and methodology (max 1500 words), including:
  - Timeline and milestones
  - Risk and mitigation measures
- 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 to be submitted

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 14 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 the 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.

## 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. The Technical evaluation criteria for selection are as follows:

The selection process is aimed at selecting the applicant who obtains the highest cumulative score (technical evaluation + financial offer evaluation points) following “best value for money” principle.

## 12. Payment schedule

The payment will be done in three tranches, according to the following schedule. All deliverables must be delivered on time and to the satisfaction of UNICEF Moldova.

<b>Deliverable</b> <b>(delivered according to the timeline agreed upon with UNICEF)</b>	<b>Proportion of payment</b>
Inception Report (deliverables 1.1 – 1.3)	20%
Draft 1-2 of Reports (deliverables 1.4 – 2)	40%
Final Analytical Report and Road Map (deliverable 3).	40%

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 supervisory arrangements**

The consultants will be supervised as follows:

- Finance Consultants and Social Assistant Consultants will report to Social Policy Specialist of UNICEF Moldova
- Health Consultant will report to Health Officer of UNICEF Moldova
- Education Consultant will report to Education Specialist of UNICEF Moldova
- Youth and Adolescent Consultant will report to Youth and Adolescent Officer of UNICEF Moldova.
- HR Consultant will report to Deputy Representative
- Child Protection Consultant will report to Child Protection Specialist
- Communication Consultant will report to Communication Officer of UNICEF Moldova

Payments will be rendered upon successful completion of each task, as per the schedule outlined above.

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

The work will require local travel in mutually agreed locations including in Chisinau. The consultant is expected to cover costs, arrange and schedule such visits, including transportation. The UNICEF office will facilitate introductions to key informants.

Consultant will make and pay for own international travel arrangements for arriving to Moldova including visa costs, insurance, any taxes etc., if applicable.

The travel shall be based on economy class travel, regardless of the length of travel.

The daily subsistence allowance (DSA) should not exceed fees as promulgated by the International Civil Service Commission (ICSC) for Moldova Country Office.

Travel costs not actually incurred due to travel mission cancellation, delays, contract termination or modification are subject to deduction from final contract amount.

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

UNICEF will regularly communicate with the consultant, and provide feedback, guidance and necessary support 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 an initial package of relevant documents and available research, and an initial list of relevant experts and counterparts to work with. UNICEF will also request relevant data – as agreed upon with the consultant – from relevant government counterparts.

### **16. Ethical considerations**

The Contractor will ensure that the process is in line with the United Nations Evaluation Group (UNEG) Ethical Guidelines 6. The Contractor should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with stakeholders and

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<sup>6</sup> UNEG Guidelines <http://www.uneval.org/document/detail/102>

beneficiaries. Furthermore, the Contractor should protect the anonymity and confidentiality of individual information. All participants should be informed about the context and purpose of the Assessment, as well as about the confidentiality of the information shared. The Contractor is allowed to use documents and information provided only for the tasks related to these terms of reference.

As per the DHR PROCEDURE ON CONSULTANTS AND INDIVIDUAL CONTRACTORS, together with the Notification letter, the contractor will be sent the link on Agora containing UNICEF policies on Prohibiting and Combatting Fraud and Corruption; Prohibition of discrimination, harassment, sexual harassment and abuse of authority and other relevant policies for their information and acknowledgment. During the first 30 days of the contract, the incumbent is requested to complete the applicable mandatory trainings on Agora.

## Technical Annex 1: Assessments of Chisinau Municipality General Departments of Social Assistance and Health, and Education, Culture, Youth and Sports

Refers to applications under technical assignments:

1. Assessment of Chisinau Municipality Education and Culture sub-sector (2019/CM/EDUC)
2. Assessment of Chisinau Municipality Health sub-sector (2019/CM/HET)
3. Assessment of Chisinau Municipality Social Assistance sub-sector (2019/CM/SOASS)
4. Assessment of Chisinau Municipality Youth and Sports sub-sector (2019/CM/YAS)

### 1. Deliverables and Delivery dates

Nr.	Tasks/ Activity	Deliverables	Timeline*
1.	Develop detailed assessment methodology, detailed work plan (with clear responsibilities and timeline, specifying interviews' schedule, including field-visits, key moments when coordination and briefing-debriefing/ consultations meetings with relevant stakeholders and focus group discussions will be organized, etc.) and template for Roadmap	<ul style="list-style-type: none"> <li>• Detailed Methodology and Work plan for incorporation into the Inception report to be prepared in Romanian or English</li> <li>• Roadmap template for incorporation into the Inception report to be prepared in Romanian or English</li> </ul>	3 days
2.	Desk review of available sources: administrative statistics, assessments, evaluations, reports, records from relevant ministries, Municipal Directorates and agencies, etc.	<ul style="list-style-type: none"> <li>• Desk review results for incorporation into Inception report under preparation in Romanian or English</li> </ul>	4 days
3.	Develop data collection instruments based on approved methodology and desk review, and incorporation of the same in the finalized Inception report.	<ul style="list-style-type: none"> <li>• Inception report, with incorporated desk review results, Methodology, and data collection tools and annotated outline of final report in Romanian or English</li> </ul>	2 days
4	Data collection, including interviews, field visits and focus group discussions, meeting with selected partners, stakeholders and beneficiaries, and interim validation of the findings	<ul style="list-style-type: none"> <li>• Field work report recording methodology, processes for selecting respondents and summarizing data collected in Romanian or English</li> </ul>	7 days

		<ul style="list-style-type: none"> <li>• Questions and comments from UNICEF and Chisinau Municipality addressed in a timely manner</li> </ul>	
5.	Data analysis and development of the first draft assessment report with key findings, recommendations and lessons learned based on all sources of information used and draft of the Roadmap	<ul style="list-style-type: none"> <li>• Draft assessment report and Roadmap in Romanian and in English submitted to UNICEF and Chisinau Municipality, with gender sensitivity, human rights and equity-based approach</li> </ul>	10 days
6.	De-briefing meeting with Chisinau Municipality, UNICEF and other partners	<ul style="list-style-type: none"> <li>• Meeting notes indicating the received comments/ suggestions to the Assessment Report and to the Roadmap in Romanian or English</li> </ul>	1 day
7.	Develop the second draft of the assessment report.  Develop the Final draft (ready for public consultations) of the Roadmap, based on final comments to second draft received	<ul style="list-style-type: none"> <li>• Revised assessment report in Romanian and in English submitted to UNICEF for approval.</li> <li>• Final draft (ready for public consultations) of the Roadmap in Romanian and English submitted to Chisinau Municipality</li> </ul>	2 days  2 days
8.	Prepare PPT presentation and two pages of key findings.  Participate to the validation meeting on the report with relevant stakeholders and on validation of the Roadmap	Power Point presentation / summary of key findings per area and per stakeholders and related recommendations (in Romanian and in English).	1 day
9.	Finalize report, based on comments and recommendations received through the consultation	Final report in Romanian and English;  Summary of key findings (up to 5 pages) in Romanian and in English	2 days
10.	Finalize Roadmap, based on comments and recommendations received through the consultation (in Romanian or English)	Roadmap in Romanian and in English ready to be presented to the Municipal Council Meeting for validation	1 day
TOTAL			35 days

\*Exact dates will be agreed upon signature of the contract

The assessment will produce the following major outputs:

1. Inception Report
2. Draft Reports as specified under deliverables
3. Final Analytical Report
  - Introduction (background context)
  - Executive Summary (max. 5 pages)
  - Purpose and objectives of the review
  - Methodology and tools
  - Major findings
  - Conclusions and recommendations
  - Annexes
4. Road Map
5. A folder containing tools used during the Assignment (timeline, workplan, report on the activities, results and materials produced under the assignment).

## **2. Qualifications and expertise**

The work is planned to be conducted by the following individual consultants with the following expertise and key qualifications:

- Education/ECE thematic specialist for the Assessment of Chisinau Municipality Education and Culture sub-sector (2019/CM/EDUC)
- Youth and Adolescent thematic specialist for the Assessment of Chisinau Municipality Youth and Sports sub-sector (2019/CM/YAS)
- Health thematic specialist for the Assessment of Chisinau Municipality Health sub-sector (2019/CM/HET)
- Social Assistance thematic specialist for the Assessment of Chisinau Municipality Social Assistance sub-sector (2019/CM/SOASS)

### Specific requirements in terms of qualifications and work experience:

- Advanced university degree in Social Sciences, Public Health, Education, ECE, Social Policy, Youth or related fields.
- At least (5) five years of experience as a researcher/ evaluator of projects/ policies/ strategies, formulation of sector plans, planning of programmes and coordination of research work (specific examples should be presented with the application)
- Proven experience in assessment and/or evaluation of sectoral strategies implemented nationwide and/or at local level in one of the following areas: health, education/ early education, child protection, social assistance, youth and adolescents' strategies, preferably within a middle-income country context (specific examples should be presented with the application)
- Demonstrated technical evaluation skills to be applied to the assessments e.g. knowledge on evaluation/assessment designs with focused questions; evaluation approaches and methods; and the analytical skills to interpret findings and to formulate conclusions and recommendations
- Proven knowledge of Child and Human Rights Based Approach and Result-based Management;

- Sound knowledge of international and regional policies and best practices in one of the following areas of health, education, ECD, Social Assistance, and Youth and Adolescents is a strong asset.

General requirements:

- Excellent command of English, both oral and written.
- Working command of Romanian is a strong asset.
- Experience in working with UNICEF and/or other UN Agencies will be an asset.
- Demonstrated work experience in the field of the ECA region including Moldova is a strong asset.

## Technical Annex 2 - Financial Analysis of Sector Specific allocations and expenditures

### 1. Deliverables and Delivery dates

Nr.	Tasks/ Activity	Deliverables	Timeline*
1.	Develop a detailed assessment methodology, including a detailed work plan, for the assignment related to the budget analysis	<ul style="list-style-type: none"> <li>Methodology for the budget analysis, including a work plan and road map in Romanian and English</li> </ul>	3 days
2.	<p>Conduct discussion with finance specialists and sector specialists from relevant Municipal departments</p> <p>Together with representatives from Chisinau Municipality conduct meetings with the MoF and line ministries.</p> <p>Collect the necessary budget data at the central level (MoF and line ministries) and at the municipal level.</p>	<ul style="list-style-type: none"> <li>Budget dataset collected and shared with UNICEF</li> <li>Explanatory note reporting on the collected data and data gaps (if any).</li> </ul> <p>Both in Romanian and English</p>	10 days
3.	First draft of the overall budget analysis over a period of 5 years (as specified in the ToRs), including concrete recommendations for more efficient, effective and equitable budgets for children.	<ul style="list-style-type: none"> <li>First draft of the budget analysis in Romanian and English</li> </ul>	10 days
4.	Debriefing and presentation of the preliminary results to UNICEF and the national partners	<ul style="list-style-type: none"> <li>Power point presentation including key findings and key recommendations in Romanian and English</li> </ul>	2 days
5.	Finalize report, based on comments and recommendations received through the consultation with national partners and UNICEF	<ul style="list-style-type: none"> <li>Final report in Romanian and English;</li> <li>Summary of key findings (up to 5 pages) in Romanian and in English</li> </ul>	2 days

6.	Final presentation to national partners and UNICEF	<ul style="list-style-type: none"> <li>Final Power point including key findings and recommendations in Romanian and English</li> </ul>	2 days
	TOTAL:		29 days

\*Exact dates will be agreed upon signature of the contract

## 2. Qualifications and expertise related to the Finance Specialist

### Specific requirements:

- A minimum of 5 years of professional experience in Public Finance Management, and Budget Analysis;
- An advanced University Degree in Economics, Public Policy, Governance, Fiscal Reform, or other relevant areas;
- Demonstrated experience in collecting public budget data and analysing budgetary and policies;

### General requirements:

- Excellent command of English, both oral and written.
- Working command of Romanian is a strong asset.
- Experience in working with UNICEF and/or other UN Agencies will be an asset.
- Demonstrated experience in the field of the ECA region including Moldova is a strong asset.

## Technical Annex 3 - Developing Child Protection Strategy 2020-2024

### 1. Deliverables and Delivery dates

Nr.	Tasks/ Activity	Deliverables	Timeline*
1.	<ul style="list-style-type: none"> <li>- In consultation with Chisinau Municipal Council special commission, Municipal Directorate for Child Rights Protection (MDCRP), other municipal directorates, UNICEF, and other stakeholders collect and review all information, including studies, assessments and evaluations;</li> <li>- Develop a draft outline (template) of the Strategy and consult with MDCRP and key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Work plan (with clear responsibilities/timeline, specifying the local travel planned, key moments when coordination / consultations meetings with relevant stakeholders will be organized, etc.) submitted</li> <li>- Outline of the overall Strategy In Romanian or English</li> </ul>	2 days
2.	Development of detailed methodology and tools to be used for data collecting and analysis needed for drafting the Strategy	Methodology and tools In Romanian or English	3 days
3.	Conduct interviews with key stakeholders, government and municipal counterparts, development partners, CSOs, academia and adolescents to identify the needs in the municipal child protection system	List of interviewed people. Transcripts of interviews in Romanian	8 days
4.	Develop comprehensive Child Rights Protection Strategy for Chisinau Municipality for the period 2020-2024 and consult it with key stakeholders	<ul style="list-style-type: none"> <li>- Draft Strategy in Romanian with UNICEF, MDCRP, CMC and other bodies' comments addressed.</li> <li>- Draft slideshow presentation in English and Romanian (PowerPoint, or any other Apps formats)</li> </ul>	15 days
5.	Present the findings and recommendations to UNICEF, CMC commission, MDCRP and partners during a validation workshop, incorporate received feedback and finalize the Strategy	<ul style="list-style-type: none"> <li>- Final study report in English and Romanian languages.</li> <li>- Final PowerPoint presentation in both Romanian and English.</li> </ul>	5 days
<b>TOTAL:</b>			<b>33 days</b>

\*Exact dates will be agreed upon signature of the contract

## **2. Qualifications and expertise related to the Child Protection thematic specialist**

### Specific requirements:

- Advanced University Degree in Law, Social Sciences, Human Rights or related field;
- Proven experience in policy development;
- Experience in working with central and local Government;
- Good networking and negotiation skills.

### General requirements:

- Excellent command of English, both oral and written.
- Working command of Romanian is a strong asset.
- Experience in working with UNICEF or other UN Agencies will be an asset.
- Demonstrated experience in the field in ECA region including Moldova is a strong asset.

## Technical Annex 4 - Development of Strategy for Strengthening Human Resources

### 1. Deliverables and Delivery dates

Nr.	Tasks/ Activity	Deliverables	Timeline*
1.	Develop detailed assessment methodology, detailed work plan (with clear responsibilities and timeline, specifying interviews' schedule, key moments when coordination and briefing-debriefing/ consultations meetings with relevant stakeholders and focus group discussions will be organized, etc.) and template for Roadmap	<ul style="list-style-type: none"> <li>Detailed Methodology and Work plan for incorporation into Inception report to be prepared</li> <li>Roadmap template plan for incorporation into Inception report to be prepared</li> </ul> <p>Both in Romanian and English</p>	3 days
2.	Desk review of existing HRM system, policies, procedures and practices pertaining to the current organisational structure, HR planning, selection/recruitment, promotion, learning and development, performance management system	<ul style="list-style-type: none"> <li>Desk review results for incorporation into Inception report under preparation in Romanian and English</li> </ul>	4 days
3.	Develop data collection instruments based on approved methodology and desk review, and incorporation of the same in the finalized Inception report.	<ul style="list-style-type: none"> <li>Inception report, with incorporated desk review results, Methodology, and data collection tools and annotated outline of final HR Strategy in Romanian and English</li> </ul>	2 days
4	Data collection, including interviews, focus group discussions, meeting with selected stakeholders, interviews of HR staff and senior decision makers, general observation of work practice, and interim validation of the findings	<ul style="list-style-type: none"> <li>Field work report recording methodology, processes for selecting respondents and summarizing data collected in Romanian and English.</li> <li>Questions and comments from Chisinau Municipality and UNICEF addressed in a timely manner</li> </ul>	7 days

5.	Data analysis and development of the first draft strategy with key findings, recommendations and lessons learned based on all sources of information used and draft of the Roadmap	<ul style="list-style-type: none"> <li>Draft HR strategy and Roadmap in Romanian and in English submitted to Chisinau Municipality and UNICEF including: HR Planning, Recruitment and Selection, Learning and Development, Performance Management</li> </ul>	10 days
6.	De-briefing meeting with Chisinau Municipality, UNICEF and other partners	<ul style="list-style-type: none"> <li>Meeting notes indicating the received comments/suggestions to the Draft HR Strategy and to the Roadmap in Romanian and English</li> </ul>	1 day
7.	Develop the second draft of the HR Strategy.	<ul style="list-style-type: none"> <li>Revised HR Strategy in Romanian and in English submitted to UNICEF for review.</li> </ul>	2 days
	Develop the Final draft (ready for public consultations) of the Roadmap, based on final comments to second draft received	<ul style="list-style-type: none"> <li>Final draft (ready for public consultations) of the Roadmap in Romanian and English submitted to Chisinau Municipality</li> </ul>	2 days
8.	Prepare PPT presentation and two pages of key findings.	Power Point presentation / summary of key findings per area and per stakeholders and related recommendations (in Romanian and in English).	1 day
	Participate to the validation meeting on the report with relevant stakeholders and on validation of the Roadmap		
9.	Finalize HR Strategy, based on comments and recommendations received through the consultation	Final Strategy in Romanian and English;  Summary of key findings (up to 5 pages) in Romanian and in English	2 days
10.	Finalize Roadmap, based on comments and recommendations received through the consultation (in Romanian or English)	Roadmap in Romanian and in English (version ready to be presented to the City Council Meeting for validation)	1 day
TOTAL			35 days

\*Exact dates will be agreed upon signature of the contract

## **2. Qualifications and expertise related to the Human Resources Specialist**

### Specific requirements:

- Master's Degree in Human Resources Management, Labour Law, Business Administration, Psychology or other relevant field. Bachelor and at least 10 years of relevant experience will be also acceptable;
- Minimum of 10 years of work experience in Human Resources Management and/or Development
- Experience in strategic planning and organizational development including development of human resources strategies
- Experience with the implementation of performance appraisal systems
- Experience in Human Resources Management within a Moldovan public institution will be an asset;
- Proven knowledge of the recruitment procedures within Moldovan public sector;
- Strong analytical skills, including legal analysis, organizational and interpersonal skills;
- Excellent report writing skills;
- Proven ability to design and deliver trainings;

### General requirements:

- Excellent command of English, both oral and written.
- Working command of Romanian is a strong asset.
- Experience in working with UNICEF and/or other UN Agencies will be an asset.
- Demonstrated experience in the field of the ECA region including Moldova is a strong asset.

## Technical Annex 5 - Development of Communication and Advocacy Strategy

### 1. Deliverables and Delivery dates

Nr.	Tasks/ Activity	Deliverables	Timeline*
1	Develop detailed assessment methodology, detailed work plan (with clear responsibilities and timeline, specifying interviews' schedule, key moments when coordination and briefing-debriefing/ consultations meetings with relevant stakeholders)	<ul style="list-style-type: none"> <li>Detailed Methodology and Work plan for incorporation into Inception report to be prepared in Romanian and English</li> </ul>	3 days
2	Desk review of existing Advocacy and Communication Strategy, as well as other policies, procedures and practices	<ul style="list-style-type: none"> <li>Desk review results for incorporation into Inception report under preparation in Romanian and English</li> </ul>	4 days
3	Develop data collection instruments based on approved methodology and desk review, and incorporation of the same in the finalized Inception report.	<ul style="list-style-type: none"> <li>Inception report, with incorporated desk review results, Methodology, and data collection tools and annotated outline of final Strategy in Romanian and English</li> </ul>	3 days
4	Data collection, including interviews, focus group discussions, meeting with selected stakeholders, interviews of staff and decision makers, general observation of work practice, and interim validation of the findings	<ul style="list-style-type: none"> <li>Field work report recording methodology, processes for selecting respondents and summarizing data collected in Romanian and English.</li> <li>Questions and comments from Chisinau Municipality and UNICEF addressed in a timely manner</li> </ul>	7 days
5	Data analysis and development of the first draft strategy with key findings, recommendations and lessons learned based on all sources of information used and draft of the Roadmap	<ul style="list-style-type: none"> <li>Draft Advocacy and Communication Strategy in Romanian and in English submitted to UNICEF and Chisinau Municipality</li> </ul>	10 days
6	Develop comprehensive Advocacy and Communication Strategy for Chisinau Municipality for the period 2020-2024 and consult it with key stakeholders	<ul style="list-style-type: none"> <li>Draft Strategy in Romanian and English with UNICEF, and partners' comments addressed.</li> </ul>	4 days

		<ul style="list-style-type: none"> <li>• Draft slideshow presentation in English and Romanian (PowerPoint, or any other Apps formats)</li> </ul>	
7	Present the findings and recommendations to UNICEF and partners during a validation workshop, incorporate received feedback and finalize the Strategy	<ul style="list-style-type: none"> <li>- Final study report in English and Romanian languages.</li> </ul> Final PowerPoint presentation in both Romanian and English.	1 day
8	Finalize Communication and Advocacy Strategy, based on comments and recommendations received through the consultation	Final Strategy in Romanian and English;  Summary of key findings (up to 5 pages) in Romanian and in English	3 days
			35 days

\*Exact dates will be agreed upon signature of the contract

## 2. Qualifications and expertise related to the Communication and Advocacy Specialist

### Specific requirements:

- Master's Degree in Journalism, PR and communication, preferably with a focus on advocacy, behaviour change and changing social norms.
- Minimum of 10 years of work experience in advocacy and communication with a focus on developing strategies, planning and analysing existing communication and behaviour change interventions.
- Sound knowledge of international and regional developments and best practices in advocacy and behavior change communication.
- Strong analytical skills, including advocacy, communication and behavior change analysis;
- Excellent report writing skills;
- Experience in developing communication strategies for LPAs is desirable.
- A doctoral degree (PhD) is a strong asset.
- Experience in developing advocacy and communication strategies in other ECA countries is a strong asset.

### General requirements:

- Excellent command of English, both oral and written.
- Working command of Romanian is a strong asset.
- Experience in working with UNICEF and/or other UN Agencies will be an asset.
- Demonstrated experience in the field of the ECA region including Moldova is a strong asset.