

## Summary

<b>Title</b>	<b>Development of a nation-wide Child Friendly Cities Initiative (CFCI) performance indicator framework</b>
<b>Purpose</b>	To develop a nation-wide Child Friendly Cities Initiative performance indicator framework including a list of CFCI index for monitoring and evaluation, as well as instruction on data collection.
<b>Location</b>	Viet Nam
<b>Duration</b>	November 2022- 30 May 2023
<b>Start Date</b>	November 2022
<b>Reporting to</b>	Chief, Social Policy and Governance Programme
<b>Type of consultancy</b>	Two individual consultants including one international consultant as the lead and one national consultant as the research member
<b>Project and activity codes</b>	WBS 5200/A0/06/884/003

## Background and rationale

The Child Friendly Cities Initiative (CFCI) is a UNICEF-led initiative that supports municipal governments in realizing the rights of children at the local level, using the UN Convention on the Rights of the Child as its foundation.

The Initiative was launched in 1996 by UNICEF and UN-Habitat to act on the resolution passed during the second United Nations Conference on Human Settlements (Habitat II) to make cities livable places for all. Since 1996, UNICEF's CFCI has helped cities in all parts of the world fulfil the rights of children, using the UN Convention on the Rights of the Child as its foundation. The network of Child Friendly Cities around the world connects stakeholders who are committed to making their cities and communities child-friendly. It enables these stakeholders to build safer, cleaner, more resilient cities and communities.

The decentralization reforms in Viet Nam are rooted in national Đổi mới (economic) reforms in the 1980s, devolving responsibilities to the private sector and to the provinces. With 55% of the State's general expenditures and 75% of capital expenditures done at the sub-national level, Vietnam could be seen as a highly decentralized country by international standards<sup>1</sup>. The local governments therefore, play important role in ensuring the delivery of results for children.

Da Nang is the third largest city of the country, located in the central region of Viet Nam, with an adolescent and youth population of approximately 253,000 people, accounting for 26 per cent of the total population<sup>2</sup>. The city has been experiencing rapid urbanization and stable economic growth and among few cities/provinces which have achieved fiscal balance. Da Nang City has many positive aspects, including a Strategy for Smart City Development that aims to improve citizens' access to services. It ranked first in the Viet Nam Provincial Governance and Public Performance Index (PAPI) 2022<sup>3</sup> index on public service delivery and e-governance and is also among the top 10

<sup>1</sup> World Bank, 2014

<sup>2</sup> Central Population and Housing Census Steering Committee (2019). Results of the Viet Nam Population and Housing Census of 00:00 hours on 1 April 2019, Statistical Publishing House.

<sup>3</sup> PAPI is a flagship governance program initiated by the United Nations Development Programs in Viet Nam since 2009. PAPI measures and benchmarks citizens' experiences and perception on the performance and quality of policy implementation and services delivery of all 63 provincial governments in Vietnam to advocate for effective and responsive governance.

cities/provinces in Ministry of Labors, Invalids and Social Affairs (MOLISA)’s bi-annual index on implementation of children’s rights<sup>4</sup>. Many policies and social assistance programs have been implemented by the city to support children from poor households, children with disabilities and homeless children.

At the same time, Da Nang still faces development challenges. According to the Situation analysis on children and adolescents in Da Nang, major issues children in Da Nang are facing related to the lack of quality health and nutrition services in schools; water, sanitation and hygiene (WASH) in school and community; education (safe learning environment); social-emotional skills, mental health and psychosocial support; lack of adequate services to protect children from abuse, violence and exploitation, limited child participation and increased environmental pollution. In addition, Da Nang’s rapid urbanization is putting pressure on public infrastructure, services and spaces, threatening the environment, children’s safety and their access to essential social services. Climate change, natural disasters, environmental pollution and disease outbreaks have all had an adverse effect on children and adolescents. In particular, the COVID-19 pandemic has severely undermined the city’s service-based economy, putting pressure on all families and children, particularly poor and near poor households in the medium- and long-term due to loss of jobs or reduced income.

Da Nang has expressed its interests in participating in the UNICEF Child Friendly Cities Initiative in 2019. With the strong leadership and commitment from the city leaders, and support from UNICEF, Da Nang is on track to become Viet Nam’s second Child-Friendly City in the country, after Ho Chi Minh City. Since 2020, Da Nang has achieved significant results advancing the realization of children’s rights in the city. These include securing high level support and commitment from local government; successful advocacy to ensure that priorities related to adolescents’ health and wellbeing are reflected in local plans; the formation of strong partnerships with all related stakeholders including local authorities, private sector, NGOs and youth-led organizations; and the expansion of adolescent and youth participation in local decision making through innovative platforms, improving adolescents’ knowledge and skills and promoting knowledge exchange among medium sized cities.

The CFCI has been part of UNICEF’s programme of cooperation with the Government of Viet Nam since the period of 2017-2021, with the Ministry of Labors, Invalids and Social Affairs as the key implementing partner. In the Country Programme Cycle of 2022-2026, the CFCI is being continued under the bilateral cooperation framework between UNICEF and Da Nang City, contributing to achieving Output 4.3 of the Country Programme Document (2022-2026) on enhancing local capacity to formulate, budget and implement effective plans for children and establish innovative platforms to enable the participation of children and adolescents in decision-making. It is essential to develop a CFCI performance indicator framework as it will help guide the implementation of CFCI in Da Nang and the possibility to scale up the initiative to other cities nationwide.

### Justification

The development of CFCI performance indicators requires high-level expertise and in-depth knowledge about children’s rights, including child participation, child rights monitoring as well as governance structure. This exercise requires strategic insights in child sensitive planning, monitoring and evaluation which is in line with the global CFCI guidelines and practices, and national experience in data collection and good local networking. As this requirement goes beyond

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<sup>4</sup> Provincial Child Right Index, 2018. MOLISA

the routine management work UNICEF staff and that of Da Nang City, it is necessary to recruit a consultant team with qualified professional expertise, competencies and skills as required.

### **Purpose and Objectives**

The purpose of this assignment is to develop a nation-wide CFCI performance indicator framework which can be applied for Da Nang CFCI and be used for monitoring and evaluating its progresses and results for children towards the set target of qualifying a child-friendly city by 2030. The performance indicator framework will be used as effective tools for comprehensive and systematic assessment of Da Nang CFCI and subsequently of other provinces when it comes to nation-wide application.

Specifically, the assignment will focus on the following specific objectives:

- (i) to select CFCI performance indicators; and
- (ii) to develop metadata for each indicator, that includes calculation methods, data sources, frequency of collection, agency in charge, and data users.

### **Scope, methodology and technical approach**

#### **Scope**

The assignment's scope covers:

- Developing CFCI indicators and their metadata that measure all aspects of CFCI according to the global CFCI guidelines and standards.
- Setting a target, in consultation with UNICEF (at VCO and RO levels), MOLISA and Da Nang authorities, for each indicator by 2030 for Da Nang to become a child-friendly city as per the global CFCI standards.
- Collecting baseline values for the proposed CFCI performance indicators.

#### **Methodology and technical approach**

The selected consultants are expected to adopt the theory of change for CFCI and the child-rights based approach that was used for developing CFCI building blocks (see Annex VI on CFCI's theory of change and building blocks, UNICEF Child Friendly Cities and Communities handbook <https://s25924.pcdn.co/wp-content/uploads/2018/05/CFCI-handbook-NewDigital-May-2018.pdf>).

To carry out the work, it is expected that the consultants will use the following methods: (1) document review of the CFCI indicator framework from other cities in the CFCI network, international experience in the practical application of monitoring and assessment approaches and UNICEF's guidance and available documents related to CFCI, linked up with other initiatives on SDG & child indicators as well as existing M&E framework of Da Nang City's Action Plan (Programme of Action on Children 2021-2030), and possibly the MEL framework of Healthy cities for adolescents; and (2) consultation with UNICEF Regional office and UNICEF Viet Nam country office as well as MOLISA and relevant departments of Da Nang City.

### **Specific tasks**

The Consultants will perform the following tasks:

- 1. Produce a Work Plan** that outlines the approach, methodology, timeline and deliverables.
- 2. Produce a list of outcome and output indicators with targets (and baseline, if possible) and metadata:**
  - Review of existing indicator framework and good practices from global CFCI network
  - Consult with relevant stakeholders from UNICEF (RO and CO), MOLISA, Da Nang and relevant stakeholders to produce a list of outcome and output indicators.
  - This should include definition and proposal for measurable target for each outcome and output indicator and baseline value for each indicator, if available.
- 3. Organize presentation of draft proposal for CFCI Performance Indicator Framework**
  - Organize and make presentation of the draft Performance Indicator Framework to UNICEF, MOLISA, Da Nang and other relevant stakeholders
- 4. Produce a final Performance Indicator Framework**
  - Produce the final draft Monitoring and Evaluation Framework that incorporates all comments received.
- 5. Develop a manual for operationalizing the Performance Indicator Framework and conduct a training**
  - Propose method for data collection for each outcome and output indicator and for establishing a baseline.
  - Develop a manual for operationalizing the Monitoring and Evaluation Framework.
  - Conduct training on the usage of manual to related stakeholders.

#### Expected deliverables

Task summary	Deliverables	Time Frames (no of days) Tentative Dates International consultant	Time Frames (no of days) Tentative Dates National consultant
1. Develop an inception report including desk review, research plan and methodology	An inception report approved by UNICEF in English and Vietnamese	5 working days (20 December 2022)	2 working days (20 December 2022)
2. Conduct field mission for data collection and interviews/meetings with related stakeholders	Availability of draft Performance Indicator Framework and presentation delivered at validation workshop in English and Vietnamese	25 days (10 March 2023)	20 days (10 March 2023)

Task summary	Deliverables	Time Frames (no of days) Tentative Dates International consultant	Time Frames (no of days) Tentative Dates National consultant
3. Finalize the Performance Indicator Frameworks and collect baseline value for the proposed CFCI indicator framework in Da Nang	Availability of generic nation-wide Performance Indicator Framework Availability of the Da Nang CFCI framework with baseline values in English and Vietnamese	10 days (10 April 2023)	13 days (10 April 2023)
4. Develop a manual for operationalizing the Performance Indicator Framework and conduct training to related stakeholders	Availability of Manual for data collection in English and Vietnamese  Online training with related stakeholders	15 days (10 May 2023)	10 days (10 May 2023)
Total		55 days	45 days

**Duration:** The timeframe for this consultancy is 55 days, between 24 November 2022- 30 May 2023. All deliverables are expected to be developed in both Vietnamese and English, with the responsibility for translation belonging to the consultants.

### Travel

The consultants are expected to travel to Da Nang and Ha Noi (tentatively one trip for 10 working days). The consultant will need to organize own travel to and within the country, including ticketing and visa, and will be reimbursed on actual expenditures based on the most direct and economical route in economy class. UNICEF will pay the daily subsistence allowance as per UN-approved rate. The consultant must be fit to travel, be in a possession of the valid UN DSS Basic and Advanced Security certificates, obligatory inoculation(s) and have a valid own travel/medical insurance with hospitalisation and repatriation coverage. The dates for the travel will be determined in consultation with the Social Policy Officer and the Country Office.

### Management

The consultants be supervised by the Chief of the Social Policy and Governance Section (SPG) who will oversee the quality and technical soundness of all products. The consultant will work in close collaboration with the PME Unit, Social Policy and Governance Section and the experts from Da Nang DOLISA as well as UNICEF RO, other programme sections of UNICEF VCO and related departments of Da Nang City.

### Payment Schedule

The payment for the consultancy will be in three installments:

- The 1st payment upon the approval of the inception report (Deliverable 1) (15%)
- The 2nd payment upon the approval of draft performance indicator framework and validation workshop (Deliverable 2) (50%).
- The 3rd payment upon the approval of final deliverables (3&4) (35%).

### Performance indicators for evaluation

- Quality of deliverables meets the standards set by UNICEF and specifications outlined in the contract;
- Deliverables are submitted in a timely manner, as per the timeline in the contract;
- Technical assistance delivered in a contextualized and tactful manner, drawing on the inputs of the partners;

### Qualifications

In view of the purpose, scope, focus of the consultancy work, UNICEF is looking for a qualified individual consultant as a lead consultant for this exercise. This lead consultant is responsible for proposing one member consultant to support him/her throughout the exercise.

### Team Leader

- Master's degree in public policy, governance, development studies, economics, statistics and other relevant fields.
- A minimum of 15 years of relevant experience – urban planning, local governance, project planning and implementation, monitoring and evaluation. CFCI and children in urban setting experience is preferred.
- Strong knowledge and technical capacity in developing M&E indicator framework.
- Prior experience in the region is an asset.
- Proven ability to formulate clear output indicators, measurable target for each output indicator and baseline for each output indicator.
- Ability to formulate clear and concise guidance (measured by sample of relevance M& E Framework produced by consultant).
- Knowledge of Viet Nam's socio-economic context as well as local context in Da Nang would be an asset.
- Proven capacity to facilitate multi stakeholder consultations and communications.
- Good listening skills as well as written and communication skills in English.
- Excellent team work skills particularly with local researchers.

### Team Members:

- Master's degree in public policy, governance, development studies, economics, statistics and other relevant fields.
- Minimum 5 years of experience urban planning, local governance, socio-economic planning, implementing and evaluation.
- Proven experience and skills on research, especially in facilitating key informant interviews and focused groups discussions with various groups of stakeholders; data collection and processing, data analysis.
- Demonstrated familiarity with the local social, economic and political contexts as well as good understanding and networking of Da Nang.
- Language: Excellent knowledge of written and spoken English and Vietnamese

### Assessment criteria

For evaluation and selection method, the Cumulative Analysis Method (weight combined score method) shall be used for this recruitment:

Technical Qualification (max. 100 points) weight 70 %

Financial Proposal (max. 100 points) weight 30 %

Technical Evaluation (70%)	100 points
An advanced background degree or equivalent in public policy, governance, development studies, economics, statistics and other relevant fields	30
At least 15 years of relevant experience – urban planning, local governance, project planning and implementation, monitoring and evaluation. CFCI and children in urban setting experience is preferred.	30
Strong knowledge and technical capacity in developing M&E indicator framework.	20
Excellent research, analytical, writing, and communication skills;	20
<b>Financial evaluation (30%)</b>	<b>100</b>

The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum 70 points score in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

The Contract shall be awarded to candidate obtaining the highest combined technical and financial scores, subject to the satisfactory result of the verification interview if needed.

### Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

☐ YES ☐ NO If YES, check all that apply:

**Direct contact role** ☐ YES ☐ NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

**Child data role** ☐ YES ☐ NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

### The Paid Time Off (PTO)

The Paid Time Off (PTO) benefits apply to individual contractor and consultants who work on time-based contracts on an ongoing and full-time basis with a minimum contract duration of one calendar month (hereafter the "individual Contract").

Entitlement: The individual contractor will receive PTO credit at the rate of one-and half days (1.5 days) for each full month of service, to be credited on the last calendar day of the month, and up to 17 days for a maximum of 11.5 months contract.

Utilization: PTO may be taken in units of days and half days. In calculating the PTO to be charged, any absence of more than two hours but less than four hours (excluding lunch hour) is counted as half days; similarly, any absence of more than four hours (excluding lunch hour) is counted as one day.

Unused Paid Time Off: PTO is a benefit that must be used during the time of the contract. Any unused PTO cannot be carried to future contract and any accumulated PTO will be forfeited at the end of the contract.

#### **Nature of 'Penalty Clause' to be Stipulated in Contract**

- Unsatisfactory performance: In case of unsatisfactory performance the contract will be terminated by notification letter sent five (5) business days prior to the termination date in the case of contracts for a total period of less than two (2) months, and ten (10) business days prior to the termination date in the case of contracts for a longer period
- Performance indicators: Consultants' performance will be evaluated against the following criteria: timeliness, quality, and relevance/feasibility of recommendations for UNICEF Viet Nam.

#### **Policy both parties should be aware of:**

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Under the consultancy agreements, a month is defined as 22 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.
- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
- No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.
- For international consultants outside the duty station, signed contracts must be sent by fax or email.
- Consultants will not have supervisory responsibilities or authority on UNICEF budget.
- Consultant will be required to sign (1) the health statement, (2) Certificate of Good Standing for Consultants/Individual Contractor and to submit the Covid-19 vaccination if the Consultants/Individual Contractors are required to work on UNICEF premises, travel on behalf

of UNICEF and access to programme delivery locations, prior to taking up the assignment, and a copy of appropriate health insurance, including Medical Evacuation.

- The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant.

### Submission of applications

Interested candidates are kindly requested to apply in [\[link\]](#) and upload the following documents:

- Letter of Interest (cover letter)
- CV or Resume
- Performance evaluation reports or references of similar consultancy assignments (if available)
- Financial proposal: All-inclusive lump-sum cost including:
  - Consultancy daily fee
  - International travel to/from Vietnam (if applicable). The travel cost shall be based on the most direct and economy fare
  - In-country travel for xx days, per-diem to cover lodging, meals and any other cost associated to take over the full assignment
  - Medical insurance (health and accidental death, medical evacuation) for the entire duration of the contract.