



TERMS OF REFERENCE

Assessing the efficiency and effectiveness of the Chisinau Municipal Directorate for Child Rights Protection of the Republic of Moldova

Type: individual consultancy (national)

Duration: September - December 2018

Location: Chisinau municipality, including min. three suburbs

1. BACKGROUND

The Municipal Directorate for Child Rights Protection (DMPDC) is the authority subordinated to the Chisinau Municipal Council, and exercises the functions of territorial guardianship authority in the Chisinau municipality. DMPDC mission is to provide assistance and protection to children at risk and their families, and to children separated from parents. In fulfilling its mandate, DMPDC is responsible, *inter alia*, for: 1) receiving, registering and referring petitions on violation of children's rights; 2) providing support to local authorities in the process of identifying, evaluating and assisting children at risk and children separated from their parents; 3) taking the necessary actions to prevent the separation of the child from the family environment or his (re) integration into the family; 4) ensuring the placement of children separated from parents; 5) deciding on the establishment / withdrawal of the status of children temporarily without parental care or left without parental care; 6) establishing the status of adopted child; 7) keeping records of the children who are temporarily without parental care and of the children without parental care who are in placement, receives / systematizes the data regarding the children registered by the local guardianship authorities; 8) determining the training needs of specialists involved in child protection.

The support offered by DMPDC affects 1/3 of Moldova population with the most complex issues (abandonment, addiction, violence, children in street situations, children left behind, etc.). More than 4,000 children from all over the country enter the municipal child protection system on annual basis and are assisted and/or referred to the available services, such as placement centres, small-group homes, etc. The network of institutions and services for vulnerable children is very complex and sophisticated, and there are different and diversified models for financing these services. Yet, the civil society organizations signal several challenges that affect the functionality of the DMPDC.



The regulatory framework is not fully in line with national legislation and international standards, while the decision-making process is constantly delayed due to excessive bureaucracy. It is considered that a greater focus is put on records, files (for instance in foster care) than on improving recruitment, support provided to foster carers and placing the most disadvantaged children. This resulted in losing 11 foster families in 2017 only. Also, the lack of leadership and vision leads to focus on material and external details (renovations, donations of goods, participation in events etc.) rather on the implementation of policies. The high turnover rate (close to 40%) in the DMPDC severely impacts the capacity of the staff, and its efficiency. Thus, a structure of over 550 people is “looking after” more than 4,000 children.

At the beginning of 2018, the Chisinau City Hall (Mayor’s office) has expressed its interest and willingness to strengthen the municipal child protection system, and asked the support of the Alliance of NGOs active in the field of Child and Family Social Protection (APSCF)¹ and UNICEF in conducting a comprehensive assessment of the efficiency and effectiveness of the Municipal Directorate for Child Rights Protection. Through its Decision no. 5/10 from 24 July 2018, the Chisinau Municipal Council approved the initiative to sign the Memorandum of Understanding with APSCF and UNICEF for assessing the efficiency and effectiveness of the Municipal Directorate for Child Rights Protection. It is clearly mentioned that access will be granted to all relevant documents (plans, regulations, budgets, narrative and financial reports) to facilitate the assessment process. Also, the Municipal Council committed to publicly present and approve the results of the assessment and the accompanying Roadmap for further action.

2. PURPOSE OF THE CONSULTANCY

The purpose of this consultancy is to support International Consultant in conducting, by end December 2018, a comprehensive assessment of the efficiency and effectiveness of the Municipal Directorate for Child Rights Protection (DMPDC).

3. OBJECTIVES OF THE CONSULTANCY

The selected Consultant (hereinafter the Consultant) under the guidance of International Consultant and in close coordination with APSCF will assess the financial reports of DMPDC, provide a cost-efficiency analysis of the budget, have an insight into the budget planning process and tools used to the planning purposes, etc., offer other needed support.

¹ Public Association the Alliance of NGOs active in the field of Child and Family Social Protection (APSCF) is a network of more than 60 public associations throughout the Republic of Moldova founded on March 5, 2002. The network acts to create a coherent and functional framework and for the development of actors, implementation mechanisms and practices that ensure the true respect and protection of the child and the family. More details available here <http://www.aliantacf.md/>

In order to achieve the proposed objectives, the Consultant will:

- Participate to the development of a detailed assessment methodology and work plan (draft to be submitted to Chisinau City Hall, APSCF and UNICEF for approval, including data collection instruments such as questionnaires and/ or guides for interviews and other related documents);
- Participate at briefing and de-briefing meetings with APSCF, UNICEF Moldova, Chisinau City Hall, DMPDC administration and other partners;
- Perform a desk review of relevant documents and reports;
- Conduct field visits in Chisinau and meet with selected partners and stakeholders;
- Participate in drafting clear, accessible and usable report on the findings of the assessment, including key findings, lessons learned and recommendations for way forward, and in drafting the Roadmap for strengthening the child protection system in Chisinau municipality;
- Hold consultations with Interim General Mayor of Chisinau, DMPDC administration, APSCF, UNICEF and other partners on the draft assessment, and integrate their feedback into the report and Roadmap;
- Participate to the preparation the final version of the report with all key findings and recommendations (including prioritization of key strategic recommendations²), and the final draft of the Roadmap;
- Participate to presentation and validation of 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.

The results and recommendations of the assessment will be an important source of information in (re)designing the child protection policies and system in Chisinau. The key findings of the planned assessment will contribute to the formulation of the future work plans with specific activities and needed resources related to child protection in Chisinau. In this regard, the Roadmap should reflect the priority and emergency of activities.

4. DETAILS OF HOW THE WORK SHOULD BE DELIVERED

The consultancy is expected to be carried out within a 4 months period, starting from September 2018 and ending in December 2018.

While conducting the assessment, the Consultant will look into the system's response to the needs of: children temporary left without parental care, children separated from their parents, children victims of violence,

²Prioritization 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.



neglect, exploitation and trafficking, children in street situations, children left behind by migrant parents, children in conflict with law and other categories of vulnerable children.

The scope and focus of the assessment of the efficiency and effectiveness of the DMPDC should take into consideration the following indicative questions pertaining exclusively to the child protection field in Chisinau municipality:

To what extent the mandate of DMPDC is aligned to national and municipal child protection policies and responds to real needs of vulnerable children?

- What are the ways, quality and the frequency of collecting data and assessing needs in Chisinau municipality?
- Are the DMPDC set objectives and indicators achievable, realistic and time-bound?
- Are the anticipated results achieved? What is the success rate (%) against the originally planned objectives?
- What is the regulatory framework mechanism in place for DMPDC to respond to new situations and emerging children needs (e.g. children in street situations)?
- How flexible the DMPDC is in adapting to the new environments and external factors? How does it 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 DMPDC and other municipal structures in planning and pursuing common objectives/interventions?

To what extent are the existing human resources adequate to perform the DMPDC mandate?

- Does the current number of staff satisfy the needs of DMPDC and its deconcentrated structures? What is the occupancy rate?
- How relevant and updated are key staff Job description and roles? Are the staffs aware of their responsibilities?
- What is the workload of child protection specialists from DMPDC and its deconcentrated structures?
- Is the current staff adequately qualified to perform their duties?
- What is level of staffing in the municipal child protection services (e.g. foster families, small-group homes, placement centres)?
- What are the means and frequency of assessing the training needs of child protection professionals in Chisinau municipality?
- What is the role and level of DMPDC's involvement in developing the capacities of child protection professionals in the municipal child protection system? Are the DMPDC 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 DMPDC is ensured?

- Does the Municipal Council have a clear view and understanding about the future strengthening of the DMPDC and the whole municipal child protection system? What is the envisaged way forward?

- What are the existing alternative and/ or complementary mechanisms at municipal level for addressing child rights related issues?
- How well have the activities implemented by DMPDC been managed? To what extent are activities implemented as scheduled, how flexible is the management of the DMPDC and its subordinated structures in adapting to changing needs? What are the evaluation mechanisms in place?
- Did the management of DMPDC ensure proper co-ordination within and among involved stakeholders to promote synergy and avoid overlaps in the child protection area? How?
- What is the annual budget of DMPDC, including its 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 in different services?
- What are the means for financial management and ensuring financial efficiency of services? How is the financial accountability ensured and measured? Is the DMPDC budget made public?
- Does the DMPDC have a robust budget planning process based on evidences?

To what extent did DMPDC succeed in improving the situation of children in Chisinau municipality?

- What are the vulnerable groups of children reached through DMPDC interventions? Does the DMPDC take decisions with due consideration to 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 DMPDC and its deconcentrated structures about placing a child in a particular service (e.g. placing children in alternative care, identifying the right form of protection for children victims and street children)? Is it a needs-based or an availability driven process?

Stakeholders' involvement

During the assessment, a series of stakeholders should be consulted through interviews and/ or focus groups discussions, including but not limited to the parents and caregivers, child protection professionals, Directorate of Education, Directorate for Social Assistance and Health, General Inspectorate of Police, the Prosecutor Office, municipal councillors, Ombudsperson for Children's Rights, and involved CSOs, such as National Centre for Child Abuse Prevention, CIDDC, AVE Copiii, CCF/ HHC Moldova, Lumos Foundation, Terre des hommes etc. The identification of relevant representatives from above mentioned stakeholders will be done in consultation with Chisinau City Hall, DMPDC, APSCF and UNICEF Moldova Country Office.

The **field work** should take place in the five sectors of Chisinau municipality and in at least three suburbs, including also social services. 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, urban/ rural areas, vulnerability, types of services for children and families, etc.

The final report will not exceed 70 pages (A4, TNR 14, spacing 1) including Annexes, and shall include an Executive Summary of findings and recommendations. The Roadmap will not exceed 10 pages (A4, TNR 14, spacing 1).

5. DELIVERABLES AND TIME FRAME

Major tasks to be accomplished and indicative workload:

Nr.	Activity	Deliverables	Tentative deadlines*
1.	Participation to the development of 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.)	Insights from National Consultant incorporated in the Detailed Methodology and Work plan, as well as Roadmap template proposed by International Consultant	1 day
2.	Desk review of available sources: administrative statistics, assessments, evaluations, reports, records from relevant ministries, Municipal Directorates and agencies, etc.	Desk review results incorporated into Inception report provided by International Consultant	4 days
3.	Develop data collection instruments based on approved methodology and desk review	Inception report, incorporating desk review results, Methodology, and data collection tools and annotated outline of final report in Romanian	1 day
4.	Data collection, including interviews, field visits and focus group discussions, meeting with selected partners, stakeholders and beneficiaries, and interim validation of the findings	Field work report recording methodology, processes for selecting respondents and summarizing data collected. Questions and comments from APSCF, UNICEF and Chisinau City Hall addressed in a timely manner	7 days
5.	Data analysis and participation to development of the first draft assessment report with key findings, recommendations and lessons learned based on all sources of information used and participation in drafting of the Roadmap	Draft assessment report and Roadmap in Romanian and in English submitted by International Consultant (incorporating data analysis provided by National Consultant) to APSCF, UNICEF and Chisinau City Hall, with gender sensitivity, human rights and equity based approach	4 days

6.	Participation to de-briefing meeting with Chisinau City Hall, UNICEF, APSCF and other partners	Meeting notes (elaborated by International and National Consultants) indicating the received comments/ suggestions to the Assessment Report and to the Roadmap	1 day
7.	Participation to development of the second draft of the assessment report. Participation to the development of the Final draft (ready for public consultations) of the Roadmap, based on initial comments received	Revised assessment report in Romanian and in English with insights from National Consultant submitted to APSCF and UNICEF for approval. Final draft (ready for public consultations) of the Roadmap in Romanian and English with insights from National Consultant submitted to APSCF and Chisinau City Hall	2 days
8.	Participation to the elaboration of 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) with insights from National Consultant	1 day
9.	Participation to the finalization of report, based on comments and recommendations received through the consultation	Final report in Romanian and English with insights from National Consultant; Summary of key findings (up to 5 pages) in Romanian and in English with insights from National Consultant	1 day
10.	Participation to the finalization of 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) with insights from National Consultant	1 day
	TOTAL:		23 days, not later than 20 December 2018

*Exact deadlines will be mutually agreed upon contract signature.

6. REPORTING REQUIRMENTS

The assessment should be carried out under the supervision of the APSCF General Secretary in close and regular consultations with the Interim General Mayor of Chisinau. The Consultant shall also consult with relevant civil society organizations and national experts.



All activities and deliverables undertaken by the Consultant shall be discussed and planned in coordination with International Consultant, Secretary General of APSCF, UNICEF Child Protection Specialist and Interim General Mayor of Chisinau.

Consultant is expected to deliver each component of the work plan electronically (in Word format) in the languages specified above. At each stage, the deliverable shall be sent to the APSCF Secretary General by email, with International Consultant, the UNICEF Child Protection Specialist and Interim General Mayor of Chisinau in copy.

APSCF will regularly communicate with the Consultant and provide formats for reports, feedback and guidance on performance and all other necessary support so as to achieve objectives of the assignment, as well as remain aware of any upcoming issues related to Consultants performance and quality of work.

7. 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 (consideration of international human rights standards, precision, comprehensiveness, accuracy);
- Demonstration of high standards of work with Chisinau City Hall, DMPDC, APSCF and UNICEF.

8. QUALIFICATIONS AND EXPERIENCE

- Master's Degree or equivalent (5-year university education) in economics, finance or other relevant;
- Proven technical expertise in public finances and budgeting;
- At least (5) five years of proven professional experience as a researcher/ evaluator of policies/ structures efficiency;
- Demonstrated extensive knowledge of international human rights law, in particular as concerns children's rights;
- Fluency in English and Romanian;
- Experience in working with NGOs and international organizations.

9. BID CONTENT

The candidate is expected to submit:

a) Technical proposal reflecting:



- Relevant experience with similar type of assignments (max 300 words);
- Proposed approach and methodology (max 1,500 words), including:
 - Timeline and milestones;
 - Risk and mitigation measures;
 - Ethical considerations and how the Consultant will address them;
 - Sample questionnaire: 2-3 interview questions per type of stakeholder;
- Annex: Short Sample or links to related work previously conducted by the Consultant.

Detailed Curriculum Vitae with relevant information will be attached to the Technical proposal.

Technical evaluation will be performed through a desk review of applications, and if necessary, may be supplemented by an interview.

b) Financial proposal which shall indicate total budget estimated in MDL, as well as a detailed breakdown of budget items as follows:

- Daily, all-inclusive consultancy fee, multiplied with working days as provided by the deliverables table;
- Any other applicable costs, fees, expenditures.

If not provided by ToR, APSCF will not reimburse costs not directly related to the assignment outcome. The contract does not allow payment of off-hours.

The final selection will be based on the principle of “best value for money” among the technically qualified candidates.

The payment will be done based on the following deliverables:

- 20% upon submission of the Inception report;
- 40% upon submission of the Draft report and draft Roadmap;
- 40% upon submission of the Final report and Final Roadmap.

10.SUPPORT PROVIDED BY APSCF

To achieve the above-mentioned objectives, APSCF will facilitate the contact with Chisinau City Hall, DMPDC and other relevant stakeholders, and will provide timely feedback to all deliverable to be presented by National Consultant.

APSCF and Chisinau City Hall will provide with relevant data, documents and available researches; contacts and lists of relevant technical people to work with.

APSCF will provide a work place for the Consultant in one of the NGOs members of the APSCF. The Consultant will use his/ her own computer to perform the tasks specified in the contract.



11. ETHICAL CONSIDERATIONS

During the assignment, semi-structured interviews and/ or focus group discussions are envisaged. Thus, the Consultant will ensure that the process is in line with the United Nations Evaluation Group (UNEG) Ethical Guidelines.³

The Consultant should be sensitive to beliefs, manners and customs and act with integrity and honesty while interacting with stakeholders and beneficiaries. Furthermore, the Consultant should protect the anonymity and confidentiality of individual information. The Consultant may not share findings with media in the Republic of Moldova or abroad concerning individual children, their families, alleged and sentenced adult offenders or institutions.

All participants should be informed about the context and purpose of the assignment, as well as about the confidentiality of the information shared.

The Consultant is allowed to use documents and information provided only for the tasks related to these ToR.

12. DEADLINES AND OTHER CONDITIONS FOR SUBMISSIONS

Deadline for submitting bids - 13.09.2018.

The bids will be sent by e-mail to office@aliantacf.md with the topic of the message "Offer evaluation of DMPDC: national consultant".

Incomplete bids will not be considered for evaluation.

APSCF reserves the right to request or reject proposals without giving explanations to bidders.

³ UNEG Guidelines <http://www.uneval.org/document/detail/102>