

TERMS OF REFERENCE
for the Institutional Contract

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For capacity development of foster parents associations
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Fee: *will be negotiated based on received financial offer*

Duration: November 15, 2017 until July 15, 2018 (8 months, with possible time extension)

1. Background

In accordance to the joint plan of programme activities for the period 2017 – 2021, UNICEF Office for Croatia is supporting Croatian Government in activities related to the promotion of foster care for children and quality improvements of the foster care system. This also includes cooperation with foster parents associations.

The role of foster parents, who are active through their local civil society organizations, is extremely important in activities related to the promotion of foster care and mobilising individuals and communities for active engagement and support. Depending on the available capacities, individual foster parents associations are initiating and organizing various activities in their local communities, such as various promotional actions aimed at attracting new foster parents, sensitizing existing foster parents to foster specific groups of children (e.g. children with disabilities), organizing various workshops for children in foster families, providing support to children and families through the work of mobile support teams, providing support for young people leaving the foster care system (e.g. organised housing) etc.

However, the members of foster parents associations are foster parents themselves, with the primary role and capacities to provide care for fostered children and they mostly have no prior experience or knowledge of CSO (Civil Society Organisation) management, preparation and management of projects, funding opportunities, etc. Often their activities are reduced to limited scope and duration, with a large amount of voluntary engagement and a continuing lack of financial resources for realizing projects and activities. This often leads to a fallout in their motivation and enthusiasm, which is why they often abandon the implementation of some local initiatives or even decide not to do anything.

Therefore, additional support to foster parents associations is essential in order to strengthen their capacities, to increase their knowledge and skills and to provide empowerment to their efforts in conducting activities at the local levels for the benefit of foster parents and children, but also the local community as a whole.

In this regard, UNICEF decided to provide support in capacity development to a number of foster parents associations gathered within the Forum for Quality Foster Care for Children (hereafter: Forum), a network organisation of foster parents associations from all over Croatia. In cooperation with Forum, the initial needs assessment has been conducted and information collected from all 13 foster parents associations, members of the Forum. Ten organisations (Forum being also one of them), expressed the need for additional capacity building, either through the strategic planning exercise or through the specific trainings.

2. Objective of the Contract

The objective is to help strengthen the capacities and provide support to foster parents' organizations towards stronger promotion of foster care at local levels and for their active involvement in organizing activities and services for foster parents and children.

3. Activities and Tasks

- **Conceptualize and conduct the individual strategic planning process with eight foster parents associations.** The task should also include:
 - o Preliminary discussion and information exchange with Forum representatives, as well as with each association president (or other relevant member) to determine basic strategic planning priorities and needs, to present the proposed methodological approach and to agree on key association documents to be shared with the service provider.
 - o Desk review of each association's basic documents (internal structure, scope of work, organizational priorities and goals, potential previous strategic plan or its elements etc.)
 - o Drafting basic strategic planning concept note (one page) for each association, based on the previously identified priorities and needs.
 - o Conducting the strategic planning with each foster parents association separately at eight locations (in Đurđevac, Ivanec, Varaždin, Zagreb, Čakovec, Vukovar, Split and Ogulin).
 - o Delivering written strategic plan for each foster parents association.

- **Conceptualize and conduct the training workshop on project preparation and funding opportunities,** including also:
 - o Preliminary discussion and information exchange with the UNICEF and Forum representatives to identify priorities, present the proposed approach and to agree on the final concept of the training
 - o Drafting the final training concept note (1-2 pages). The training should include both content presentations and practical exercises.
 - o Conducting two day workshop with representatives of 10 foster parents associations (estimated 25 people)

- **Conceptualize and conduct the training workshop on CSO management and Volunteer management,** including also:
 - o Preliminary discussion and information exchange with the UNICEF and Forum representatives to identify priorities, present the proposed approach and to agree on the final concept of the training
 - o Drafting the final training concept note (1-2 pages).
 - o Conducting one day workshop with representatives of 10 foster parents associations (estimated 25 people)

- **Prepare written report on each conducted workshop/strategic planning session** (1-2 pages, listing main activities conducted, with short comments on the process, potential challenges, positive aspects and recommendations), including also:
 - o Drafting, in consultation with the UNICEF office, the short questionnaire to obtain participants' feedback on each activity and their self-assessments on the changes in the level of own knowledge and skills gained through the particular activity. Filled questionnaires to be submitted to the UNICEF Office.
 - o Participants list for each activity, with participants' signatures.

4. Key Deliverables and Timeframe:

The Consultancy is expected to produce the following key deliverables with the following tentative deadlines:

Deliverables:	Location	Tentative deadlines:
1. Written timeline for strategic planning with 8 NGO's and 2 thematic workshops delivered to the UNICEF Office.	N/a	November 30, 2017
2. Strategic planning with 8 CSOs conducted	CSOs' premises (Đurđevac, Ivanec, Varaždin, Zagreb, Čakovec, Vukovar, Split, Ogulin).	June 15, 2018
3. Written Strategic plan for each CSO delivered	N/a	10 working days upon each conducted strategic planning
4. Workshop on Project preparation and funding opportunities conducted	Zagreb	By June 15, 2018
5. Workshop on CSO management and Volunteer management conducted	Zagreb	By June 15, 2018
6. Written reports, lists of participants and participants' feedback submitted to the UNICEF Office	N/a	5 working days upon each conducted activity

5. Management and Organisation

The Contractor will be supervised by the UNICEF Child Protection Officer. The potential contractor will be responsible for transport and accommodation arrangements for conducting the on-site strategic planning sessions, while UNICEF Office will organise/provide logistics (venue, equipment, refreshments etc.) for two workshops in Zagreb. Also, UNICEF will cover travel and accommodation costs for participants travelling to those two workshops to Zagreb.

6. Minimum requirements :

- Proven track record on at least 5 years of relevant professional work experience in providing services to civil society organisations (CSOs).
- Strong experience in conducting strategic planning for civil society organisations and in conducting workshops on preparation and implementation of projects, CSO management and volunteer management,
- Minimum 3 years of experience, relevant knowledge, and competencies of key involved staff, including good facilitating skills.
- Capacity to manage complex tasks involving coordination of multiple partners
- Experience with the UN programming environment is desirable although not mandatory. Work experience with UNICEF will be considered an asset.
- Demonstrated adherence to the highest ethical standards, including the core UN values of integrity, professionalism and respect for diversity.

7. Estimated cost of the contract and funding source:

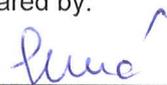
Total cost of the contract will be calculated upon received financial offer and negotiated fee.

8. UNICEF recourse in the case of unsatisfactory performance:

This contract may be terminated by either party before the expiry date of the contract by giving notice in writing to the other party. The period of notice shall be five days in the case of contracts for a total period of less than two months and fourteen days in the case of contracts for a longer period; provided however that in the event of termination on the grounds of misconduct by the consultant/consultant company, UNICEF shall be entitled to terminate the contract without notice. In the event of the contract being terminated prior to its due expiry date in this way, the incumbent shall be compensated on a pro rate basis for no more than the actual amount of work performed to the satisfaction of UNICEF. Additional costs incurred by the United Nations resulting from the termination of the contract by the incumbent may be withheld from any amount otherwise due to the consultant from UNICEF.

Zagreb, October 17, 2017

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