

UNICEF Georgia
Terms of Reference

Selection of the National Organization to Support Municipalities in Social Programming for Children and Their Families

Start date: September 2021

End Date: April 2023

BACKGROUND

According to the data of the Social Service Agency, approximately one fourth of total population (979,850 people including 368,233 children) are registered for targeted social assistance in Georgia. At the state level, financial and non-financial state support programs are developed by the Ministry of IDPs from the Occupied Territories, Labor, Health and Social Affairs (MoIDPOTLHSA) and implemented by its subordinate agencies. Social work and state support to vulnerable families is a responsibility of the Ministry and is delivered by its subordinated Agency of State Care and Protection of Victims of Human Trafficking (SCA) and Social Service Agency (SSA).

The role of local government in ensuring child protection and social welfare is increasingly recognized. Besides the state level, social programs are developed and carried out at municipal level as well. Despite the fact that social protection and support is not the direct and exclusive responsibility of local self-government, the Code of Local Self-Government empowers municipal authorities to initiate and implement activities/programs if it is not excluded from their competence nor assigned to another body and its performance is allowed by law. Based on this provision, currently Georgian municipalities develop, finance and implement municipal social programs, spending as much as approximately 15% of municipal budget on health and social support for local citizens¹.

In 2019, the Code on the Rights of the Child (the Code) was adopted by the Parliament. The Code is a legally binding document for all state agencies and local self-government, other administrative bodies, the Court, public and private organizations and persons in their work and decision-making processes on all matters directly or indirectly concerning children's rights. The Code introduces legal grounds, safeguards and guarantees for the realization of all the rights and freedoms of the child, with a main focus on ensuring the best interests of the child at all levels of decision-making.

The Code introduces the composition of the national system of child protection and support, where the powers and responsibilities are shared among the actors at the central and local level. According to the Code, Georgian municipalities are granted a significant role in child protection and support. This role is two-fold: on the one hand municipalities should be able to identify families and children in need and support them through social work and other services available in the community; on the other hand, municipalities will need to be able to identify social needs in the community and address them through social programs. To carry out these duties, new structural units have been established in a vast majority of municipalities. These new units, in cooperation with the municipal social departments will work on the development of relevant municipal social programs and provision of municipal services to children and their families to ensure that families are capable to take good care of their children and support their harmonious development.

¹ Social Assistance Description and Recommendations 2014-2016” page 7, paragraph 9;
<https://www.unicef.org/georgia/media/1216/file/Mapping.pdf>

Local self-government is the closest to the citizen, therefore the needs of the local community can be better identified and responded to at the local level. One of the main tools for providing support and care for vulnerable children and families is through municipal social programs. Local needs and priorities may differ across communities, particularly in contexts with high disparities and that is why local authorities need a proven methodology and a comprehensive tool for detecting those needs and reflecting them in municipal social programs. Considering the high number of children requiring some type of municipal social support (according to studies, this number significantly exceeds the number of children registered for targeted social assistance from SSA), and also taking into account the impressive share of municipal budget (approximately 15%) spent on municipal health and social programs annually, it becomes crucial that an efficient methodology and a tool for needs assessment is used for identification of local priorities and for needs-oriented program development.

UNICEF, in close cooperation with the Ministry of Regional Development and Infrastructure (MRDI) and the MoIDPOTLHSA, is supporting the Georgian municipalities in developing a tool for needs assessment, in implementing needs-based approach to municipal social programming, in capacity building and developing quality social programs based on the needs identified in local community.

Purpose and Scope

The main purpose of the assignment is to support Georgian municipalities to improve the quality of municipal social programs by implementing a needs-based and child-centered approach in social programming through development of relevant methodology and tools and strengthening capacity of municipal staff.

UNICEF Georgia is looking for an organization to provide support to the Georgian municipalities in developing a tool for needs assessment, in implementing a needs-based approach to municipal social programming, in capacity building and developing quality social programs based on the needs identified in local community.

Methodology and Activities

The selected organization/company will carry out the following activities:

- **Develop the methodology and the tool for social needs assessment at the local level.** Based on international and local experience, the selected organization will develop a methodology to assess social needs of local communities related to children and their families. It is expected that the methodology will detail the process of the need assessment (including who will be involved at what stage and how) as well as the content. The methodology documents will be developed based on the Georgian legislative, social and cultural context. The draft methodology should be developed in close cooperation with major stakeholders and be based on their approval.
- **Develop selection criteria for piloting of the designed assessment methodology and the tool for needs assessment.** 10 Georgian municipalities will be chosen to pilot the developed methodology and the tool. For this purpose, the selected organization taking into account the diversity of Georgian municipalities and the views of major stakeholders will develop the criteria for selection and will propose 10 pilot municipalities (based on specifications such as: highland settlements, self-governing cities and rural municipalities, multi-ethnic/multi-cultural communities, the geographical scope, etc.). The final selected pilot municipalities will be approved by UNICEF and MRDI; it is expected that the selected organization will ensure that selected municipalities become active supporters of the project objectives and support smooth operations on the ground.

- **Assist pilot municipalities in implementation of the needs assessment tool and in designing needs-responsive social programs.** The selected organization, with the support of UNICEF, will establish a communication platform for pilot municipalities and will provide assistance in forming and training a task-force/work group in every pilot municipality. With the provided support the task-force/work group will get acquainted with the needs assessment methodology and the tool and will conduct actual needs assessment; and, based on the experience gained during the assessment process, the implementing organization will revise the assessment tool and methodology. The assistance of the selected organization to pilot municipalities will cover the following phases: implementation of the tool on needs assessment and conducting needs assessment together with local actors in 10 selected municipalities; final revision of the tool.
- **Assist pilot municipalities in development of needs-based programs for children and families with children.** The selected organization will work closely with the municipalities (its respective structures) to translate the findings of the needs assessment into responsive social programs for children and families. The organization will provide support in costing of the new programs. The support will also be provided to help municipalities to develop a program monitoring system. In this regard, special monitoring tools and instruments will be developed together with the selected municipalities and proposed for their further use. The assistance of the selected organization to pilot municipalities will cover following phases: translating findings into the programs, methodology for program costing, methodology/tools for program monitoring and evaluation. The assistance also includes technical support in drafting municipal normative acts for implementation of the process of programming.
- **Final analysis and evaluation of the developed process of social programming.** The selected organization will monitor the process of program development in order to collect feedback for evidence-based fine-tuning and finalization of all the documents developed during the project, including methodologies, tools, draft normative acts, etc. The organization will make the final improvements to adapt the developed tools to Georgian legal, economic and cultural context. This adaptation will help to smooth the future (possible) institutionalization and replication of this mechanism in all Georgian municipalities.
- **Sharing experience to other municipalities, provision of trainings for relevant municipal staff.** Besides the pilot municipalities, the selected organization will support the rest of local self-government units to build capacity for implementing the proven methodology and tool in needs-oriented child-centered social programming. In this regard, the selected company will create a training module and package based on the pilot experience of 10 municipalities and will provide training to municipalities using an online training modality. The module will be designed to get municipal staff familiar with and capable for using the proposed methodology and tools, the process of needs-assessment, designing needs-responsive social programs, their costing monitoring and evaluation with the specifications and findings of the pilot process.

It is expected that selected organization will work in close cooperation with local municipalities, UNICEF, Ministry of Infrastructure and Regional Development, MoIDPOTLHSA and other important players in the community. Participation of children and youth in the needs assessment and program development is also highly encouraged as it is in line with the principles of the Convention on the Rights of the Child and the Code on the Rights of the Child.

Deliverables *The following deliverables are expected:*

1. Developed needs-assessment methodology and tool;
2. Criteria for the selection and proposed list of the 10 pilot municipalities;
3. ToR for the task-force/work group;
4. Developed methodology to transform assessed needs into social programs;
5. Developed methodology of program costing;
6. Training module and a training to build the capacity of selected 10 municipalities in the implementation of the methodology and tool, in designing programs, costing monitoring and evaluation;
7. Summary report for needs assessment process in 10 municipalities, with lessons learnt and revised methodology;
8. Developed methodology of program monitoring and evaluation by the municipalities;
9. Actual Needs Assessment reports for 10 municipalities;
10. Draft municipal acts;
11. Guidelines for municipalities on how to plan and implement social program for children and families with children;
12. Monitoring and analysis of the needs-based municipal social programming pilot and respective recommendations for improvement and for application by other municipalities;
13. Training module/package and online trainings of the respective units in the rest 54 municipalities in the need's assessment, program development, costing, monitoring and evaluation via sharing experience of pilot municipalities;
14. Final report, highlighting the conducted actions, challenges and lessons learnt. Recommendations for further actions.

Required Qualifications, Experience and Competencies

- At least 10 years of relevant experience in the areas of social protection, social programming, local self-government strengthening, capacity building and support. Experience on issues related to vulnerable children and families is an asset;
- Extensive experience (at least 10 years) in designing concepts, practical tools, manuals and materials for municipal structures and employees;
- Comprehensive knowledge of local self-government, child care and social protection systems;
- Experience in managing complex projects and navigating through various stakeholders;
- Proven partnership with municipalities, including ability to mobilize municipalities and ensure their active participation;
- Record of working relation/partnership with MRDI and MoIDPOTLHSA;
- Professionals in the area of local self-governance, social protection, child care and monitoring and evaluation;
- Partnership building and networking experience.

Timeframe and duration

The duration of the contract is 18 months. Actions should start immediately after the signing of agreement.

Supervision and Work Arrangement

The organization will work under the direct supervision and guidance of UNICEF Georgia's Social Policy & Economic Specialist. UNICEF will support the contractor in establishing contacts/working relations with necessary stakeholders when necessary.

Performance of the organization will be evaluated against the following criteria: timeliness, responsibility, initiative, teamwork and quality of the products delivered.

No Sub-Contracting is allowed or inclusion of the overhead (HQ) costs.

Payment Terms

The payments will be done based on the confirmed budget of the proposed project. The payment will be made upon submission and approval of relevant and good quality deliverables based on the following schedule:

- 1st instalment - 20% of total budget after delivering on the items 1-3 listed in the section “Deliverables and Timeline” of this TOR
- 2nd instalment – 20% of total budget after delivering on the items 4-6 listed in the section “Deliverables and Timeline” of this TOR
- 3rd Instalment - 15% of total budget after delivering on the items 7-8 listed in the section “Deliverables and Timeline” of this TOR
- 4th Instalment - 15% of total budget after delivering on the items 9-10 listed in the section “Deliverables and Timeline” of this TOR
- 5th Instalment - 15% of total budget after delivering on the items 11-12 listed in the section “Deliverables and Timeline” of this TOR
- 6th Instalment - 15% of total budget after delivering on the items 13-14 listed in the section “Deliverables and Timeline” of this TOR

Termination of Contract

Either party may terminate the contract before its expiry date by giving a 14 days’ notice in writing to the other party. However, in the event of termination on the ground of misconduct, UNICEF will be entitled to terminate the contract immediately, without earlier notice. In case of early termination of the contract, the Contractor will be compensated on a pro-rata basis for no more than the actual amount of work completed to the satisfaction of UNICEF.

Application Documents

Applications should include:

- Project proposal detailing all actions mentioned in the given TOR. the working methodology; project monitoring and risk management arrangements.
- Description of the proposed work plan and timeline;
- Detailed proposed budget with indication of all activities and the proposed fees;
- CVs of suggested experts and project management staff.

Selection and Evaluation Process

Evaluation Criteria: The evaluation of the application is based on the scores gained from evaluating the technical and financial proposal. Out of maximum score of 100, ration between technical and financial proposals is 70:30.

Technical Proposal: 70 points:

- Overall correspondence between ToR requirements and proposal (specific tasks, deliverables) – 10
- Quality of the technical proposal – proposal should be well structured, precise, indicating how well the applicant organization understands what actions and how should be undertaken - 30
- Experience of the organization: experience working with municipalities; government structures, other partners; experiences performing similar project (local self-governance

strengthening, municipal social programming, social needs assessment), ability to organize consultative processes, enhance capacity of local self-government bodies - 20

- Qualifications and expertise of proposed experts – 10 points.

Only proposals which receive a minimum of 70% (42 points) will be considered further.

Price Proposal: 30 points

The price proposals in GEL should include detailed breakdown of all listed tasks and deliverables.

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited bidders who obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:

Score for price proposal X = (Max. score for price proposal) * (Price of lowest priced proposal) / (Price of proposal X)

UNICEF will award the Institutional Contract to the entity, whose response is of high quality, clear and meets the project goals.

The final evaluation of the proposal shall have two components: the technical evaluation score and financial evaluation score. For the overall proposal evaluation, the sum of these two scores is used. The winner is an organization with maximum scores.

Submitted by: Ketevan Melikadze, Social Policy and Economic Specialist

Reviewed by: Elene Karseladze, OIC Operations Manager

Endorsed by: Amy Clancy, Deputy Representative

Approved by: Ghassan Khalil, Representative

August 20, 2021