

UNICEF Georgia Country Office
Terms of Reference
For a Local Organization

Technical Support to the Government to Strengthen the Quality of Foster Care in Georgia

1. RATIONALE

The Government of Georgia has been implementing a substantial childcare system reform since 2005. A key component of the reform was the end of institutional care for children. Even though the reform has brought positive changes in the lives of many children and their families, there are still challenges remaining in the process of deinstitutionalization¹: children with disabilities (CwD) benefitted less from the deinstitutionalization process than children without disabilities, hence many children with complex health needs and severe disabilities were left in large scale institutions.

In parallel, institutions managed by non-governmental organizations, local governments, as well as faith-based groups including the Georgian Orthodox Church and the Muslim Community continue to operate. Moreover, these institutions are admitting children without any assessment and decision of the statutory social services.

The deinstitutionalization process serves the best interest of a child and is a means for achieving a better quality of life for a child. First and foremost, UNICEF recognizes that the key aspects of successful deinstitutionalization entails strengthening family support programmes to prevent family separation, replacement of large-scale institutions with the family and community-based care (i.e., kinship care, foster care, independent care arrangements, etc) and the development of the proper quality standards of alternative care². Moreover, this requires a strong social work system at central and municipal levels.

Currently, around 1,700 children reside in foster care and 335 live in small group homes, managed by professional non-governmental organizations. However increasingly, the reports of the Public Defender's Office³ and other studies indicate that quality of alternative care and

¹ Evaluation of results achieved through childcare system reform 2005-2012 in Georgia, *EVALUATION REPORT*, The United Nations Children's Fund (UNICEF) Country Office Georgia

² The UN guideline on Alternative care defines the alternative care as a situation where "the child's own family is unable, even with appropriate support, to provide adequate care for the child, or abandons or relinquishes the child, the State is responsible for protecting the rights of the child and ensuring appropriate alternative care, with or through competent local authorities and duly authorized civil society organizations. It is the role of the State, through its competent authorities, to ensure the supervision of the safety, well-being and development of any child placed in alternative care and the regular review of the appropriateness of the care arrangement provided

³ Monitoring of Child Care System – Effectiveness of Alternative Care Special report; Public Defender's Office, 2019 (<http://www.ombudsman.ge/res/docs/2019051418581765162.pdf>)

residential services deteriorated; social work cannot perform gatekeeping functions properly⁴; and there is an increased risk as well as multiple facts proving that children living outside their families need more support, better care, and supervision for their harmonious development.

The Code on the Rights of the Child mandates the Government to carry out all necessary legislative and administrative measures which involve the gradual replacement of residential care of children, including children with disabilities, by foster care and other family-based and community-based services (Article 32). Therefore, UNICEF is committed to work with Government, specifically the Ministry of Internally Displaced Persons from Occupied Territories, Labour, Health, and Social Affairs (MoIDPOTLHSA) and State Care Agency (SCA) and its service providers to enhance the quality of foster care and address the issues identified by the Public Defender in their report from 2019⁵.

UNICEF's support to strengthen the foster care programme in Georgia started with a situational analysis of foster care in Georgia. The situational analysis reviewed the whole foster care process from provision of information to applicants, through training and assessment, matching, post-placement monitoring and support. One of the key findings of the situational analysis was the need for substantial change in the administration of the foster care programme and in the provision of the foster care.

Based on the situational analysis and its results, UNICEF is providing further technical assistance for strengthening the foster care programme and its components, including amending regulations and standards, development of outreach and recruitment strategies, formulating unified training programmes (based on existing experience and identified needs), setting up proper monitoring and support mechanisms and development of an enhanced model for management of all aspects of the foster care programme, including services which may be outsourced. While addressing these issues, particular attention is paid to expanding specialized foster care for children below 3 years of age and children with disabilities. This will reduce further demand for residential and institutional care.

UNICEF is seeking to involve a local organization to provide technical assistance to MoIDPOTLHSA and SCA to strengthen the quality of the foster care programme in Georgia.

2. OVERALL OBJECTIVE OF THE ASSIGNMENT

UNICEF seeks to contract a local organization to provide the technical support to MoIDPOTLHSA and SCA to (1) conceptualize a new model of foster care programme provision and administration including programme components which may be outsourced; (2) develop manuals, guidelines, standards, instruments, and training programmes for each component of the foster care programme in Georgia; (3) cost the new model of foster care

⁴ RECOMMENDATIONS FOR IMPROVEMENT OF THE QUALITY OF SSA SOCIAL WORK; Nelli Petrova-Dimitrova, report of the UNICEF Georgia consultant, December 2018

⁵ <http://www.ombudsman.ge/eng/spetsialuri-angarishebi/bavshvze-zrunvis-sistemis-monitoringi-alternatiuli-zrunvis-efektianoba-spetsialuri-angarishi>.

programme provision; and (4) develop the draft legal amendments to the secondary legislation/bylaws on foster care to reflect the changes in the foster care programme in Georgia.

The project will be implemented in close cooperation with MoDPOTLHSA and SCA therefore the selected organization is required to work closely with UNICEF and key Government counterparts. **While addressing these issues, particular attention should be paid towards expanding the specialized foster care for children below 3 years of age and children with disabilities. This will reduce further demand for residential and institutional care.**

Every deliverable and document should be rigorously discussed with all stakeholders and particularly with the organizations and experts working in the field of alternative care. UNICEF will periodically convene multistakeholder meetings and support the selected organization to connect and work closely with all parties.

3. SCOPE AND SPECIFIC OBJECTIVES OF THE ASSIGNMENT

3.1 Conceptualize a new model of foster care programme provision and administration including programme components which may be outsourced. More specifically, this includes:

- Develop a new scheme of the foster care programme, including any recommended programme components for outsourcing;
- Formulate relevant supporting documents to ensure outsourced programme components are feasible, realistic and in line with the international and local standards;
- Conceptualize the division of roles between the State and NGOs if certain components of the foster care programme are outsourced;
- Developing relevant standard operating procedures (SOPs) to support outsourcing of the certain foster care programme components;
- Develop a plan for capacity building of services providers including a list of selection criteria and support mechanisms for the NGOs.

3.2 Develop manuals, guidelines, standards, instruments, and training programmes for each component of the Foster Care Programme. More specifically, this includes:

- Formulating an Outreach Strategy and practices for reaching out to the potential foster parents;
- Revision and improvement of assessment instruments, subsequent guidelines, and training programmes professionals to further improve the assessment of potential foster parents;
- Revision of the existing training programme for potential foster parents, developing a universal training programme (for every kind of foster parents),

formulating pre and post questionnaires to measure participants progress, formulating comprehensive guidelines for trainers of training for foster parents, so forth;

- Revision of the registration and approval procedures, with clear processes if programme components are outsourced and recommended division of roles between NGOs and the State.
- Development of relevant training programmes for State social workers who are responsible for the child placement and monitoring;
- Formulation of ongoing supervision modalities for foster parents. This includes the costing of the supervision modalities and formulating the mechanism to identify the support needs of foster parents on a regular basis;
- Develop monitoring methodologies, indicators and instruments for MoIDPOTLHSA and SCA along with a training programme for respective monitors.

3.3 Cost the new model of foster care/strengthening the foster care programme in Georgia:

- Conceptualize relevant cost categories for the strengthening of the foster care programme based on the recommendations of the situational analysis;
- Develop costing of the programme components that can be potentially outsourced;
- Support MoIDPOTLHSA and SCA to come up with overall costing and various funding modalities to support the strengthening of the foster care programme in Georgia.

3.4 Develop draft legal amendments to the secondary legislation/bylaws on foster care. This includes translating technical and expert work into legal documents. The selected organization should work closely with MoIDPOTLHSA and SCA to prepare the draft legal changes.

4. DELIVARABLES

- A report detailing the new scheme/model of foster care programme provision and administration, including any programme components which are recommended for outsourcing. The report should include a description of the new model/scheme and all supporting documents described in the previous section 3.1;
- Manuals, guidelines, standards, instruments, and training programmes for each component of the Foster Care Programme as relevant: outreach, assessment, training, registration/approval, child placement, support and monitoring;
- Costing for the strengthening of the foster care programme including for any programme components which are recommended for outsourcing;
- Draft legal changes to the secondary legislation on foster care;
- Final analytical report and presentation of results to relevant stakeholders.

5. PAYMENT MODALITY

Payments to the contracted organization will be made in accordance with a pre-determined schedule developed before signing the contract in proportion to the work to be performed. Each payment will be based on a submission of a deliverable for the work already completed.

6. QUALIFICATIONS

- At least 5 years of experience in the field of child welfare, deinstitutionalization, family support services, alternative care. The experience working with children and/or persons with disabilities is an advantage;
- Substantial experience in technical work and developing manuals, guidelines, standards, instruments and training programmes for children, children with disabilities, caregivers and social service workforce;
- Proven knowledge of the child protection and child welfare system in Georgia;
- Experience in developing comprehensive policy and analytical documents and communicating with relevant stakeholders;
- Previous work experience with the UN will be considered an asset

7. SUPERVISION

The organization will work under the direct supervision of the Social Services Officer. Overall supervision will be provided by the Child Protection Specialist.

8. CONTRACT ARRANGEMENTS

- The work will be conducted over a period of 8 months;
- UNICEF will support the contractor in establishing contact with necessary stakeholders and arrange meetings with all relevant parties;
- No sub-contracting is allowed or inclusion of overhead (HQ) costs.

9. TIMEFRAME

The assignment is expected to be carried within 8 months from 1 September 2022 to 1 May 2023.

10. SELECTION AND EVALUATION PROCESS

Evaluation Criteria: The Evaluation ratio between the technical and financial proposal is 70:30.

Technical Proposal: 70

- Overall correspondence between ToR requirements and proposal (specific tasks, deliverables) – 20
- Experience of the entity in similar assignments (Experience in the field of DI and alternative care, proven ability of preparing policy and analytical documents including manuals, guidelines, standards, instruments and training programmes, knowledge of the child protection and child welfare system in Georgia, and professional experience in the field of child welfare, deinstitutionalization, family support services and disability;) – 30
- Qualifications and expertise of proposed experts – 20 points.

Total - 70

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

further.

Price Proposal: 30

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)
- Total Technical and Price 100 Pts

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A handwritten signature in blue ink, appearing to be 'GK', with several horizontal strokes above it.

Date: 03.08.2022