

**UNITED NATIONS CHILDREN'S FUND  
REQUIRES**

**International Consultancy**

**for the provision of technical assistance to the Working Group in the development of the Operational Plan of Transformation of the institution for children without parental care "Mladost", Bijela (IPA 2010 Social Inclusion Project - the Child Care System Reform Component)**

**Minimum Requirements:**

- An advanced university degree preferably in social sciences;
- At least 10 years of experience and expertise in the area of social and child care system reform including experience in transforming similar child care institutions;
- Familiarity with the local context in Montenegro in particular with respect to the social protection and child care reform;
- Knowledge of the UN *Convention on the Rights of the Child* and relevant international standards in the area of social and child protection;
- Previous work experience with UNICEF will be considered as an advantage;
- Excellent command of English language, whilst fluency in the local language is desirable (both spoken and written);
- Strong advocacy, facilitation and communication skills;
- Excellent writing skills.
- Ability to work in a team.

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**Terms of Reference for the position and P11 form can be found on the website [www.unicef.org/montenegro](http://www.unicef.org/montenegro) or picked up at UNICEF Montenegro office.**

If you are a dynamic person who would like to contribute to delivering of long-lasting, positive changes for Montenegro's children, **please apply with a CV, P11 form, financial offer and cover letter by email, mail or fax quoting the position "Technical assistance to the Working Group in the development of the Operational Plan of Transformation of the "Mladost" institution (IPA 2010)" to the following address:**

UNICEF, Vladike Danila 28, 81 000 Podgorica  
Fax: +382 20 224 278  
Email: podgorica@unicef.org

**Closing date for applications is April 17, 2013 by c.o.b. (16:30).  
Only short listed candidates will be contacted for interview.**

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## **Provision of technical assistance to the Working Group in the development of the Operational Plan of Transformation of the institution for children without parental care “Mladost”, Bijela**

### **Background and Context**

Observance of human and child rights represents an essential value of the European Union and an important part of the enlargement policy for Montenegro and the Western Balkan countries. Montenegro recognized the need to undertake relevant measures to implement institutional, legislative and administrative reforms in the social welfare system, in order to make sure that the rights and needs of each individual child are observed and protected in accordance with the *UN Convention on the Rights of the Child* and the *EU Charter of Fundamental Rights*.

According to the *Strategy for the development of the social and child protection system in Montenegro (2008 – 2012)*, the key processes in the reform of the social welfare and child protection system are defined as poverty reduction and provision of better quality protection of vulnerable groups of children, the disabled, the elderly and the marginalized groups of citizens. Strategic directions of development, according to the Strategy, include, *inter alia*, decentralization of the system, participation of citizens and beneficiaries, more efficient financial allocations and provision of quality service.

The efforts of the Government of Montenegro intensified since 2011 through the implementation of a comprehensive project entitled “Social Welfare and Child Care System Reform: Enhancing Social Inclusion” in partnership with UNDP and UNICEF Montenegro and financial assistance from the European Union (within IPA 2010). The objective of the “Child Care System Reform” component of the project, coordinated by the Ministry of Labour and Social Welfare and supported by UNICEF, is to enhance access to comprehensive, inclusive and sustainable family and community-based services as an alternative to institutionalization of vulnerable children.

The “Child Care System Reform” initiative follows a systematic approach to child protection, targeting all levels of the system and covering the areas of law reform, development of child protection standards and monitoring mechanisms, awareness raising, capacity building of professionals in the child protection system, deinstitutionalization and development of prevention mechanisms and family and community based alternatives for children in need.

The transformation of residential institutions for children and deinstitutionalization of children is in the heart of the reform process and seen as one of the crucial steps in building a modern system of child protection in line with international standards. Over the past sixty years, research across Europe has demonstrated the harm caused by institutionalisation. Replacing residential institutions with a range of family and community based services will result in a higher quality of care for a greater number of children, improving developmental outcomes for children and reducing the long-term burden on the State. The UN Committee on the Rights of the Child in its *Concluding Observations for Montenegro (2010)* has called for immediate transformation of child care institutions and removal of children, and their subsequent placement in a family or family substitute and community based alternative services.

In late 2012, a high level delegation from Montenegro attended the inter-ministerial conference on eradicating placement of children under three years of age in institutions, which was hosted by the President of Bulgaria and organized by UNICEF and OHCHR Offices as part of the campaign *Ending placing children under three years in institutions: A Call to Action*. On this occasion, governments from CEE-CIS region including Montenegro publicly affirmed a commitment to deinstitutionalization prioritizing children under 3.

In Montenegro, virtually all children aged 0-3 who are institutionalized are placed in the Children's home "Mladost" in Bijela. "Mladost" is the largest residential institution for children in Montenegro; the number of children seems to have been gradually decreasing in the last few years but it is still considered high (on average 140 children per year in the period 2008-2012). Further, the number of admissions per year has not decreased significantly (on average 26 children per year between 2008-2012). More importantly, the number of children aged 0-3 has been stable and there is no considerable decrease in the number of admissions to the institution (in the period 2008-2012 on average 23 children aged 0-3 have been admitted to "Mladost").

As part of the on-going reform of the child care system, the Ministry of Labour and Social Welfare has established an official working group for the development of the Operational Plan of Transformation of the "Mladost" institution. In view of the above, a high level international expert is to be engaged to provide technical assistance to the Working Group in preparing the Plan.

### **Purpose and Objective**

The purpose of this activity is to ensure that the transformation of the Institution "Mladost" in Bijela is conducted in line with relevant international standards, notably the *United Nations Convention on the Rights of the Child* (UNCRC) and the *UN Guidelines for the Alternative Care of Children*, and in the best interest of each child placed in the institution.

The objective of this assignment is to provide technical assistance to the working group (WG) established by the Ministry of Labour and Social Welfare in the process of development of the Operational Plan of Transformation of the "Mladost" institution.

### **Methodology and Technical Approach**

The Consultant will actively work with the MoLSW's WG and provide guidelines and recommendations to the MoLSW's WG and other experts involved in the process of development of the Plan of Transformation and fully support the process of finalization of the Plan.

The methodology will include desk review; written inputs and reports; facilitation and active participation in the working group sessions and expert working meetings; consultations with the Ministry of Labour and Social Welfare, "Mladost" management and personnel and other relevant stakeholders; presentation of the results and findings, etc.

The Consultant is expected to work both in the field and from home. Further details are outlined in the section below "Activities and Tasks".

### **Activities and Tasks**

The activities of the assignment will be conducted in close cooperation with the WG established by MoLSW, with the Deputy Minister of Labour and Social Welfare and UNICEF's Child Protection Team. The Consultant is expected:

- To review and make reference to the following documents: UNCRC, *Guidelines for the Alternative Care of Children*, *End placing children under three years in institutions: A call to action*, UN Secretary General's *Study on Violence against Children*, *UN Convention on the Rights of People with Disabilities*, *Concluding Observations for Montenegro* issued by the Committee on the Rights of the Child, the *Commission Opinion on Montenegro's application for membership of the European Union* along with the accompanying *Analytical Report*, the *Council of Europe Convention on the Exercise of Children's Rights*, *The Report of the Ad Hoc Group of Experts on the Transition from Institutional to Community Based Care* and other relevant documents;

- To review, within the preparatory phase, the Proposal of the *Law on Child and Social Protection* (expected to be adopted by the end of April 2013), the *Family Law* (2006), the *Strategy on the Development of the Social and Child Protection System* (2008-2012, the new Strategy is expected to be developed in 2013), the *Strategy on the Development of Fostering in Montenegro (2012-2016)*, the *Strategy for Poverty Reduction and Social Inclusion* (2007), the *Strategy for the Integration of Persons with Disability in Montenegro* (2008-2016), the forthcoming *Protocol for Increased Intersectoral Cooperation for the Prevention of Institutionalization*, and the reports prepared by UNICEF consultants since 2007 on the situation of children in “Mladost” institution and on prevention mechanisms;
- To review and use the findings of the forthcoming *Analysis of the Mapping of Child Protection Services in Montenegro* as well as the draft *Master Plan of Transformation of Child Protection Services*;
- To on a regular basis communicate with UNICEF and respective officials from the Ministry of Labour and Social Welfare in order to receive in-depth guidance;
- To conduct field visits to “Mladost” institution;
- To provide guidelines to MoLSW’s WG and to facilitate and work directly with the WG and respective counterparts from all concerned sectors on development of the Operational Plan of Transformation of the “Mladost” institution (henceforth: the Plan) preferably in an interactive workshop-style format. The Plan should outline the activities, responsible actors, timeline, indicators of progress and financial resources required for its implementation. The Plan should take into account the initial draft prepared by the “Mladost” institution in late 2012;
- To support the work of the WG in the finalization of the Plan through provision of relevant feedback, comments and recommendations to the WG (as many as required);
- To support the presentation of the Plan to the public;
- To prepare a final consultancy report for UNICEF and the Ministry of Labour and Social Welfare on the process of development of the Plan and including recommendations for its implementation
- To provide other related assistance as required.

### **Key Deliverables and Timeframe**

The Consultant will be engaged for 22 days over a period of approximately 3 months.

The Consultant is expected to produce the following key deliverables by the following tentative deadlines:

1. Brief methodology of the planned activities, by 26 April 2013;
2. Final Draft of the Operational Plan of Transformation of the “Mladost” institution, by 7 June 2013;
3. Presentation of the Plan to stakeholders, by 21 June 2013;
4. Final consultancy report, by 7 July 2013.

### **Management and Organisation**

Management: The Consultant will be supervised by the UNICEF Child Protection Officer. The Deputy Minister of Labour and Social Welfare will be consulted on a regular basis for the feedback regarding the consultant's work performance.

Organization: International Consultancy, individual at P4 level or institutional, with extensive experience in the area of social and child protection is required for this assignment.

**The candidates are requested to submit their financial offer consisting of fee for the services to be provided, travel and subsistence costs, as applicable.**

The consultant's fee may be reduced if the assignments/deliverables are not fulfilled to the required standard. In a case of serious dissatisfaction with the consultant's performance the contract may be terminated in line with UNICEF procedure in such matters and as spelled out in SSA.

Schedule: This assignment will commence on 22 April 2013.