

TERMS OF REFERENCE

Governance Manual

‘United Voices for Children’ Project

March 2015

World Vision Germany
AgroInvest Foundation Serbia
ChildPact & its members in
Albania (BKTF), Armenia ([CPN](#)), BiH ([SVC](#)), Georgia ([GCCYW](#)),
Kosovo* ([KOMF](#)), Moldova ([APSCF](#)), Serbia ([MODS](#))

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i. Glossary

AIF	AgroInvest Foundation Serbia
BMZ	German Federal Ministry for Economic Cooperation and Development
LEAP	Learning through Evaluation with Accountability & Planning
MODS	Network of Civil Society Organizations for Children (Serbia)
TOR	Terms of Reference
WV	World Vision
WVG	World Vision Germany

ii. Introduction

In October 2013, WV Germany and AgroInvest Foundation Serbia developed a project concept in response to the German Federal Ministry for Economic Cooperation and Development (BMZ) call under its Sozialstrukturträger pilot programme. Under this pilot programme, BMZ is seeking to strengthen civil society, which includes capacity building for civil society networks and coalitions with an emphasis on advocacy. BMZ accepted the concept note developed by WVG and AIF entitled 'United Voices for Children'.

The project partners are 7 ChildPact members from the Western Balkans, Eastern Europe and South Caucasus: Albania, Armenia, Bosnia and Herzegovina, Georgia, Kosovo, Moldova, and Serbia. ChildPact with all its 10 members (the 7 mentioned above and Azerbaijan, Romania and Bulgaria) is a beneficiary.

The project aims to contribute to child well-being, protection and rights through strengthening civil society. There are three major expected results: **1.** Increased visibility and operational & financial sustainability of the child protection networks; **2.** Better policy monitoring by implementing a Child Protection Index; **3.** Increased capacity to influence child protection reforms through policy recommendations and advocacy initiatives.

The project will be implemented through 12 main activities:

1. Create a **Governance Manual** for ChildPact and its members, composed of operational and funding standards and other elements that can help ChildPact and its members to improve their governance and guide coalitions through a self-reflection process on operational and funding standards.
2. Create **training and coaching programs** for the implementation of the Governance Manual. Four coalitions that demonstrate willingness and potential for growth will benefit from consultancy time with a coach to provide a timeline and an implementation plan for standard adoption.
3. Create strategies to obtain **localized funding** for the coalitions. This project is built on the fact that fundraising for advocacy groups is more demanding than fundraising for service-oriented groups who work directly with vulnerable children. Innovative and advocacy-tailored philanthropy and fundraising models will be developed, tested and implemented based on national contexts, needs and organizational goals.
4. Develop skills and tools for **media outreach**. Media outreach is the foundation for visibility and branding. The project will create trainings to ensure understanding of media engagement, media coaching programs, media roundtables and field trips for journalists so as build relationships for long-term collaboration.
5. Offer support for creating **visibility materials and social media content**. An ICT professional will work with coalitions to develop habit-forming social media engagement as a means to support coalitions' visibility.
6. Assistance to develop **celebrity and business partnerships**. Celebrity and business partnerships can expand a coalition's visibility and credibility, yet management of these partnerships requires specific skills and knowledge of potential hurdles. This project will create and implement tailored strategies for business and celebrity engagement.
7. Develop a **Child Protection Index** in each country to measure progress and gaps in child protection reforms. Each national coalition will select a team of child protection experts to collect data for a series of 400+ child protection indicators. Once data population has occurred, the results will be collated within a database and published in a user-friendly format.
8. Create a **regional snapshot and national comparisons**. National coalitions will analyse index results, build policy recommendations and devise advocacy strategies that name, shame, compare, applaud, and direct and re-direct political attention and funding to ideas and issues.
9. **Launch the Child Protection Indexes** to open spaces for public policy debates. The project will seek index visibility sponsors and create events to highlight the policy recommendations gathered in response to the results.
10. Ensure ChildPact's **political and diplomatic representation** to increase and maintain engagement with external stakeholders.
11. Facilitate **member dialogue and policy contributions**. The ChildPact secretariat will organize learning events and mutual mentoring and support sessions for impact and success.
12. Organize **capacity exchanges** so that member can take advantage of regional synergies and similar contexts.

This TOR is referred to activities **1** and **2**, as it seeks to identify a consultant, a group of consultants or (preferably) an NGO partner specialized in civil society development that can deliver a series of intellectual products, workshops and training activities that can help ChildPact and its members develop their governance structures and habits.

WVG, AIF and ChildPact will identify at least 4 offers (commensurate experience, time and price) and choose one consultant, group of consultants or (preferably) an NGO partner to lead the implementation of activities **1** and **2**.

I. Executive Summary

Project Title:	United Voices for Children
Project Phase:	Implementation (starting March 1 st)
Activities that are object to this ToR:	<ol style="list-style-type: none"> 1. Create a Governance Manual for ChildPact and its members, composed of operational and funding standards and other elements that can help ChildPact and its members to improve their governance and guide coalitions through a self-reflection process on operational and funding standards. 2. Create training and coaching programs for the implementation of the Governance Manual. Four coalitions that demonstrate willingness and potential for growth will benefit from consultancy time with a coach to provide a timeline and an implementation plan for standard adoption.
Activities start and end dates:	May 2015 – April 2016
Budget	Costs for developing the Governance Manual, travelling budget for 2 consultations needed for agreeing the structure and content of the Governance Manual, travelling budget for consultants to organize 4 national workshops, consultancy budget for online coaching.

II. Rationale: Background Information

In October 2011 World Vision convened a special panel at the Black Sea NGO Forum (sponsored by the Romanian Ministry of Foreign Affairs and the European Commission: see <http://www.blackseango.org/forum/>) to assess the progress in the field of child protection and discuss the role of national coalitions / networks of child-focused NGOs. One of the panel results was the decision to create of ChildPact, as an informal regional coalition for child protection. In September 2012, 8 national coalitions from 8 countries in the region signed a Memorandum of Understanding with each other to establish the regional coalition called ChildPact (See <http://www.childpact.org/>). ChildPact has since officially registered in Romania and expanded its membership to include 10 member. ChildPact is a network of networks. Through its members ChildPact represents cca. 600 NGOs which work with more than 500,000 vulnerable children.

With a mission to represent the most vulnerable children in policy dialogue at national, regional and international levels, ChildPact offers a way for local and national level civil society to participate in policy and dialogue discussions that affect the region's children but are often difficult spaces to enter, engage and influence as a singular NGO. ChildPact has four main objectives:

- 1.** Monitor and influence child-related policies at regional and European levels by documenting child protection concerns and advocating for better policies to protect vulnerable children.

2. Strengthen the capacity of its members by actively supporting their expertise development, visibility and credibility at regional and European levels.
3. Advocate for regional cooperation at inter-governmental and civil society level, in order to identify best practices and solutions to common threats to children's well-being.
4. Raise public awareness of child rights and protection issues at national, regional and European contexts.

III. Terms of reference

a) Introduction

In the last 20 years, governments in our region strived to reform their child welfare and protection systems, but reforms remain incomplete. The transition to democratic governance did not create systemic reforms to end violence against children and this is a shameful failure.

ChildPact believes that ending violence against children is not impossible, but it requires a radical shift in our approaches, along with levels of partnership and collaboration that have not yet been attempted. The challenges will entail coordinated efforts and the courage to take advocacy risks, safely share information about what works and what stopped working, and genuinely learn from the other stake-holders.

To meet these challenges, in every country child-focused NGOs have come together in child protection / child rights networks to advocate for better lives for children. Civil society networks are crucial for the global effort to end violence against children as they influence policy developments which lead to more effective programs. But civil society networks / coalitions lack adequate funding and technologies, which leads to gaps in efficiency and internal democracy. The internal democracy deficit needs to be strategically addressed (including by creating and implementing a Governance Manual), so that fundraising and advocacy prospects can be improved.

b) Purpose

Raise the impact of ChildPact and its members (national coalitions) by creating and implementing operational and funding standards.

c) Outcomes and Outputs

The following seven major activities are suggested in order to realize the following outcomes and outputs:

1. Create an extensive list of operational and funding standards (policies, principles, etc.) that should be observed by entities who want to call themselves 'NGO networks'. Organize this list in a 'Governance Manual' for NGO networks;
2. Discuss the structure and the content of the Governance Manual in 2 face-to-face consultations in occasion of regional and national meetings of the ChildPact members. Adjust the Manual to include the feed-back from the ChildPact members;
3. Develop a list of 'minimum' standards and facilitate the process by which the ChildPact members agree on the list of minimum standards;
4. Guide the creation of visual elements (ex. infographics, power-point / prezi presentations, etc.) for the intuitive explanation of the standards;
5. Offer support for the implementation of the standards by means of: **i.** national, face-to-face workshops in at least 4 countries; **ii.** tailored online coaching programs addressed to national networks coordinators, board members and interested members;

6. Support the creation of a ChildPact ‘transparency webpage’ that shows how ChildPact members improve their governance structures and habits;
7. Document the entire process in a ‘Lessons learned’ document to be disseminated in the CSO community regionally and globally.

d) Methodology and Action Plan

The following methods are suggested:

1. Legislation review to ensure that the proposed standards are aligned to minimum legal requirements;
2. Review of existing statutes, compendiums of internal rules, etc. that ChildPact & members already use;
3. Review of the history, achievements, objectives and leadership styles of ChildPact and members;
4. Interviews with civil society development experts and network leaders from the child protection field and beyond for a thorough documentation;
5. Consultations with the ChildPact members and external stake-holders (in particular donors, partners and supporters) to make sure that their expectations are met;
6. Reliance on interactive methods for consultations, workshops and coaching programs;

The following documents may be relevant:

- ✓ ChildPact website: www.childpact.org
- ✓ ChildPact members’ websites: <http://www.childpact.org/about-us/our-members/>
- ✓ ChildPact Manifesto for Investing in Child Protection Networks: <http://www.childpact.org/2014/03/28/childpact-manifesto-for-investing-in-child-protection-networks/>
- ✓ Why Networks Encourage Innovation and Why Donors Should Invest in Them: <http://www.childpact.org/2014/03/26/why-networks-encourage-innovation-and-why-donors-should-invest-in-them/>.
- ✓ Technical Assistance for Civil Society Organisations: www.tacso.org
- ✓ Reprint on CSO Networks in the IPA Region: http://tacso.org/doc/doc20121010_cso_networks_updated.pdf

e) Limitations

We operate in a changing context. Operational and funding standards constantly evolve. The Governance Manual will collect the most relevant ideas and we cannot assume that we will be able to collect all of them.

f) Authority and Responsibility

The NGO partner / consultant / group of consultants will hold the ultimate responsibility for the success of the activities **1** and **2** of this project. In this role, they will:

- 1) Manage the logistics necessary to gather essential information, review the information and make analysis and recommendations accordingly. Support will be offered by the project team in identifying the most important contacts, but consultants are expected to take responsibility beyond these initial contacts.
- 2) Write and edit the Governance Manual and the other deliverables within the given time period (draft version must be submitted, then after receiving comments and making edits, a final version must be submitted), in clear English. The project staff will offer feed-back but will

not edit the deliverables. Consultants are responsible for doing this themselves or work with a professional editor within the existing budget (no additional budget is available for editing services).

The project staff (ChildPact, AIF and World Vision) and partners will be responsible for the following tasks:

- 1) Provide a clear ToR
- 2) Introduce the Consultant(s) to relevant internal and external stakeholders
- 3) Provide information on existing documents upon request
- 4) Be available for interviews, clarifications, etc.
- 5) Review drafts of required deliverables and suggest necessary changes.
- 6) Approve final versions of deliverables and make payments accordingly.

g) Consultancy Requirements

Consultants will be chosen with the following criteria in mind:

- 1) Fluency in English (writing and speaking) and an inquisitive mind
- 2) Experience in similar consultancies, with a focus on networks & civil society development
- 3) Excellent research and academic writing skills
- 4) Excellent coaching and training skills
- 5) Translating complex ideas and subject matters into practical and simple terms
- 6) Knowledge of the ChildPact region (Western Balkans, South Caucasus, Eastern Europe), of child protection reforms and child rights networks in the region
- 7) Comfortable interacting with a broad range of people and in different cultures
- 8) Flexibility with regards to research products: multiple drafts might be needed before final release
- 9) Strategic thinking: additional projects might need to be created for the future. An NGO partner (instead of individual consultants) is preferred for this reason.

h) Time frame

The indicative time frame is provided in the table below. This time frame can be modified according to project needs.

	ACTIVITY	Implementation months (April – Dec 2015 & Jan – March 2016)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	Selection of NGO partner / consultants	x											
2	Develop MoU / contract		x										
3	Develop table of content for Gov Man		x										
4	Manual Development			x	x	x							
5	Manual 1 st review					x							
6	Payment of 1 st tranche					x							
7	1 st regional consultation (Bucharest)						x						
8	2 nd face-to-face consultation								x				
9	Manual 2 nd review							x	x	x			
10	Final revisions & payment of 2 nd tranche									x			
11	4 coaching national workshops									x	x	x	x
12	Online coaching programs									x	x	x	x
13	Visuals & webpage development								x	x	x	x	
14	Lessons learned document										x	x	x

