

TERMS OF REFERENCE

Celebrity and business partnerships

‘United Voices for Children’ Project

April 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](#))

TABLE OF CONTENTS

i. Glossary

iii. Introduction

I. Executive Summary

II. Rationale: Background Information

III. Terms of Reference

- | | |
|--|--|
| a. Introduction | h. Logistics |
| b. Purpose | i. Product Deliverables |
| c. Outcomes and Outputs | j. Application and Budget |
| d. Methodology | k. Intellectual Property Rights |
| e. Authority and Responsibility | l. Contact Person |
| f. Consultancy Requirements | m. Appendices |
| g. Timeframe | |
-

i. Glossary

AIF	AgroInvest Foundation Serbia
BMZ	German Federal Ministry for Economic Cooperation and Development
ICT	Information and Communications Technology
MKT	Marketing
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 long-term operational and financial sustainability advocacy. BMZ accepted the application 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 **activity 6**, 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 business and celebrity contacts / engagement.

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 activity 6.

I. Executive Summary

Project Title:	United Voices for Children
Project Phase:	Implementation (starting March 1 st)
Activities that are object to this ToR:	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.
Activities start and end dates:	May 2015 – April 2016
Budget	The budget is based on consultancy bids. Travelling costs are covered for outside of the consultancy bid.

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 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 members. ChildPact is a network of networks. Through its members ChildPact represents approx. 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 and children remain the most vulnerable members of our society. The transition to democratic governance did not create systemic reforms to end violence against children and this is a shameful failure. To address this failure, 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 and implementation which lead to more effective programs. But civil society networks / coalitions and many of their members lack adequate funding and support, which leads to gaps in efficiency and to unacceptable delays.

ChildPact believes that ending violence against children is not impossible, but it requires a radical shift in our approaches, along with levels of philanthropic engagement that have not yet been attempted. Philanthropic movements are embryonic in the ChildPact countries, but people who want to help do exist. Similarly, celebrities are occasionally involved with social causes, but many started to systematically and strategically use their influence to raise awareness about what society needs.

b) Purpose

Raise the impact of ChildPact and its members (national coalitions) by creating and implementing strategies that encourage celebrity and business partnerships. Our consultant / group of consultants / NGO partner will help us create a philanthropic trend and a philanthropic internal and external attitude that will be directly beneficial to the children that are served by ChildPact, its members and members of members (individual NGOs). In so doing the consultant / group of consultants / NGO partner will not act alone, but with the support of: marketing consultants (to be hired locally), the ChildPact Secretary General & her entire team (which includes an ICT consultant, a designer and a Brussels-based project officer) and the ChildPact support structures (the board and a number of World Vision entities and professionals who support this project).

c) Outcomes and Outputs

The following major activities are required to realize the ensuing outcomes and outputs:

1. Develop an assessment instrument to assess the capacity & prospects for celebrity & business partnerships in each of the seven project partner countries (Albania, Armenia, Bosnia and Herzegovina, Georgia, Kosovo*, Moldova, Serbia);
2. Contribute to the selection of a national marketing consultant¹ in each project country (develop Job Descriptions, help distribute the job announcements, interview candidates). Orient, coach and train the national marketing consultants according to individual needs.
3. Support and supervise the collection of the data for the assessment of the capacity & prospects for celebrity & business partnerships at national level;
4. Develop a consolidated / regional assessment report regarding the capacity & prospects of ChildPact and members to develop celebrity & business partnerships.
5. Guide the development and the implementation of a regional and of national strategies in celebrity & business engagement.
6. Support the creation of marketing materials (ex. infographics, videos, presentations, etc.) within an existing budget of approx. 2000 EUR / country;

¹ The national marketing consultants will implement the celebrity and business strategy in each national context.

7. Document the entire process in a 'Lessons learned' document to be disseminated in the CSO community regionally and globally.

To implement these activities travelling in the project countries will be required.

d) Methodology

The following methods are suggested:

1. Review of existing efforts (and results obtained) by child-focused NGOs to liaise with celebrities and businesses in our region and beyond. Develop a set of indicators that are crucial to successful engagement and build them into the assessment tool.
2. Assist local consultants in reviewing the legislation regarding the fiscal and non-fiscal incentives that businesses have when engaging in philanthropic activities in our region;
3. Interviews with civil society development experts and network leaders from the child protection field and beyond for inspiration and documentation;
4. Consultations with the ChildPact members and external stake-holders (in particular donors, partners and supporters) to gain a deep understanding of challenges, opportunities and levels of aspiration in each country;
5. Reliance on interactive methods for consultations, workshops and coaching programs;

The following resources 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

e) Authority and Responsibility

The NGO partner / consultant / group of consultants will hold the ultimate responsibility for the success of the activity no. 6 of this project. In this role, they will:

- 1) Manage the logistics necessary to collect and review the necessary information, organise interviews and coach / train sessions, guide the development of the marketing materials, etc. Support will be offered by the project team, but consultants are expected to take full responsibility.
- 2) Develop the deliverables within the given time period 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.

f) 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 or individual consultants with strong organizational affiliations is / are preferred for this reason.

g) 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	x										
2	Develop MoU / contract		x										
3	Develop assessment tool		x	x	x								
4	Assessment tool reviewed and approved					x							
5	Select national marketing consultants				x	x							
6	National marketing consultants hired						x						
7	Training / coaching of national consultants						x	x	x	x	x	x	x
8	Data collection (for the assessment)						x	x	X				
9	National assessment reports developed								X				
10	Consolidated report developed								x	x			
11	Strategy guidelines & insights developed								x	x			
12	Strategy reviewed and approved									x			
13	Implementation of strategies ²										x	x	x
14	Concepts for MKT materials developed							x	x	x			
15	Lessons learned document developed											x	X

h) Logistics

Consultants will work with their own equipment (ex. laptop, mobile phones, skype equipment, etc.). Travelling arrangements are the responsibility of the consultants. Travelling costs will be reimbursed or covered through the project travelling agency.

i) Product Deliverables

² To be continued throughout 2016.

The expected final products are the following:

1. The assessment instrument to assess the capacity & prospects for celebrity & business partnerships in each of the seven project partner countries;
2. National level assessment reports for each project country;
3. A consolidated / regional assessment report;
4. Strategies for celebrity and business partnerships for ChildPact and its members in the project countries;
5. On-line and face-to-face coaching & training programs: tailored coaching & training plans and reports;
6. Concepts for marketing materials for each project country (videos, photos, prints etc. within a budget of 2000 EUR / country);
7. A 'Lessons Learned' document.

j) Application and Budget

The budget is based on consultancy bids. To apply for this consultancy / partnership, please send the following documents to Cristina Negoiescu (cristina.negoiescu@childpact.org), **before May 5, 2015**:

- CV(s) of the consultant(s) proposed for the task, with a focus on similar assignments
- A letter of intent that includes information about methodology and implementation approaches
- At least two samples of similar work (assessment instruments and reports, fundraising / marketing reports, fundraising / marketing strategies and strategy implementation reports, marketing materials developed, evaluations, etc.)
- A detailed financial proposal which includes hourly fees for coaching sessions.

k) Intellectual Property Rights

The final outputs are the joint property of World Vision Germany, AIF Serbia, ChildPact & its members. However, in case a partnership is developed with a civil society development entity, the final outputs can form the basis for joint future project proposals to develop this strand of work.

l) Contact Person

The contact person³ for this ToR is: Mirela Oprea, ChildPact Secretary General & Senior Liaison Manager at World Vision Middle East and Eastern Europe Regional Office, mirela_oprea@wvi.org, mirella.oprea (skype ID).

m) Appendices

Project summary available [here](#)⁴.

³ Inquiries only. Please send your proposal to Cristina Negoiescu (cristina.negoiescu@childpact.org).

⁴ <http://www.childpact.org/2015/03/19/three-things-child-protection-networks-need-new-childpact-project-to-address-them/>