

TERMS OF REFERENCE

Development of the ChildPact Strategy

‘United Voices for Children’ Project

May 2015

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

TABLE OF CONTENTS

I. Background information

II. Executive Summary

III. Terms of Reference

- | | |
|---------------------------------|---------------------------------|
| a. Purpose | g. Consultancy Requirements |
| b. Methodology | h. Time Frame |
| c. Outcomes and Outputs | i. Logistics |
| d. Resources | j. Application and Budget |
| e. Authority and Responsibility | k. Intellectual Property Rights |
| f. Duration of the Role | l. Contact Person |
-

I. BACKGROUND INFORMATION

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 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.

In October 2011 [World Vision Middle East and Eastern Europe](#)¹ convened a special panel at the [Black Sea NGO Forum](#) (sponsored by the Romanian Ministry of Foreign Affairs and the European Commission)² 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 an informal regional coalition for child protection.

As a next step, 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 - The Regional Coalition for Child Protection'. [ChildPact](#)³ has since officially registered in Romania and expanded its membership to include [10 members](#)⁴. ChildPact is a network of networks. Through its members ChildPact represents approx. 600 NGOs, which work with more than 500,000 vulnerable children.

Since its informal establishment ChildPact has worked on strategic directions, decided upon by consensus. These strategic directions included 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.

¹ More information about World Vision Middle East and Eastern Europe is available here: <http://www.wvi.org/meero>

² More information about this Forum is available here: <http://www.blackseango.org>.

³ More information about ChildPact is available here: www.childpact.org

⁴ More information about the ChildPact members is available here: <http://www.childpact.org/about-us/our-members/>.

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.

The ChildPact members now feel that it is time to re-think these strategic directions and include them in a fully-fledged strategy. The need to develop an organizational strategy is based on the following developments:

1. ChildPact has been officially registered as an independent civil society entity, a network of networks that plans to achieve systemic change in the countries where its members are active;
2. ChildPact is meant to grow. We have received expressions of interest from networks in other countries in the region which appreciate ChildPact’s focus on building the capacity of its members;
3. ChildPact has been endowed by important donors (the Romanian Ministry of Foreign Affairs, the European Commission, the German Federal Ministry for Economic Cooperation and Development, the Oak Foundation) with various projects that are meant to grow its capacity and latitude;
4. ChildPact enjoys strong and dedicated leadership, constant support from international organizations (such as World Vision) and a ‘capital of trust’ and professional alliance among members and stake-holders that is considered to be one of the biggest assets of the organization.

This activity is supported by the project ‘United Voices for Children’, funded by the German Federal Ministry for Economic Cooperation and Development. More information about this project is available [here](#)⁵.

II. EXECUTIVE SUMMARY

Purpose of the role	Develop ChildPact’s strategic plan.
Activities start and end dates	June 19 – Mid-September
Duration of the role	12-16 working days (96-128 hours)
Budget	The budget is based on consultancy bids
Profile	Excellent strategist with excellent reputation
Application	Cristina Negoiescu, negoiescu@childpact.org, before June 15, 2015 .

III. TERMS OF REFERENCE

a) Purpose

ChildPact and World Vision are commissioning a consultant to:

1. (Re-)define the future directions of ChildPact (including the vision, mission, values and objectives) so as to develop a clear strategy leading to greater efficiency and effectiveness
2. Develop instruments for measuring the progress achieved based on the new strategy

⁵ <http://www.childpact.org/2015/03/19/three-things-child-protection-networks-need-new-childpact-project-to-address-them/>

b) Methodology

1. Undertake a SWOT analysis and a stakeholder mapping & analysis
2. Identify key issues, strengths and concerns within the organisation as well as its environment
3. Review ChildPact's existing vision, mission and objectives against recent developments in the child rights field, in the donor landscape and members' dreams for the organization
4. Answering 'where we want to be' in the medium and longer term future
5. Conduct a consultative process and apply an appropriate tool of analysis to identify focus areas, develop strategic objectives, key results and instruments for measuring the key results
6. Facilitate a strategic planning workshop to be organized in July (22-23) in Belgrade, Serbia
7. Utilize other methods, according to need, proposed by the consultant.

c) Outcomes and Outputs

1. SWOT analysis and stakeholder mapping and analysis document
2. A summary of key issues, strengths and concerns
3. A summary of 'where we want to be'
4. Strategic planning workshop agenda (detailed)
5. Strategic plan with measuring instruments for results to be achieved
6. "Lessons learned" document (in a form that can be published on ChildPact's website and other outlets)
7. Other outputs, according to need, proposed by the consultant.

d) Resources

The following resources may be relevant for the consultant:

1. ChildPact website: www.childpact.org
2. ChildPact members' websites: <http://www.childpact.org/about-us/our-members/>
3. ChildPact's publications: <http://www.childpact.org/category/our-publications>. In particular:
 - 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/>.

e) Authority and Responsibility

The consultant will hold the ultimate responsibility for the success of the activity. Payment can be withheld for failing to take responsibility alone. In this role, he / she will:

- 1) Manage the logistics necessary to collect and review the necessary information (ex. organise skype meetings and interviews). Full support will be offered by the ChildPact [secretariat](#)⁶, but the consultant is expected to take full responsibility in exchange.
- 2) Develop the deliverables in clear English. The ChildPact secretariat and [leadership](#)⁷ will offer feed-back but will not edit the deliverables. The consultant is responsible for doing this themselves or work with a professional editor within the existing budget (no additional budget is available for editing services).

The ChildPact staff and members will be responsible for the following tasks:

⁶ More information about the ChildPact team is available here: <http://www.childpact.org/about-us/our-team/>.

⁷ More information about the ChildPact leadership is available here: <http://www.childpact.org/about-us/steering-committee/>.

- 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) Duration of the Role

Depending on the methodology proposed, the duration of the consultancy can be between 12-16 days.

g) Consultancy Requirements

Consultants will be chosen with the following criteria in mind:

- 1) Experience in similar consultancies, with a focus on networks & civil society development
- 2) Excellent English (writing and speaking) and an inquisitive mind
- 3) Excellent research and academic writing skills and excellent workshop facilitation skills
- 4) Ability to translate complex ideas into practical and simple terms
- 5) Knowledge of the ChildPact region (Western Balkans, South Caucasus, Eastern Europe), of child protection reforms, trends and networks in the region
- 6) Knowledge of national, regional, EU and global frameworks that relate to children and of the engagement of state and non-state actors in the implementation of these frameworks
- 7) Comfortable interacting with a broad range of people from different cultures
- 8) Flexibility with regards to deliverables: multiple drafts might be needed before final approval
- 9) Demonstrated high level of professionalism and an ability to work independently with tight deadlines.

h) Time Frame

The indicative time frame is provided in the table below.

	MAIN ACTIVITY	June 17	June 22 – July 20	July 23-24	Mid September
1	Selection of consultant	x			
2	Prepare the strategy development workshop (start working on outcome and outputs)		x		
3	Facilitate the strategy development workshop			x	
4	Finalize outcomes and outputs				x

i) Logistics

Consultants will work with their own equipment (ex. laptop, mobile phones, skype equipment, etc.). Travelling costs will be reimbursed or covered.

j) Application and Budget

The budget is based on consultancy bids. To apply for this consultancy, please send the following documents to Cristina Negoiescu (negoiescu@childpact.org), **before June 15, 2015**:

- A **CV** detailing relevant skills in similar assignments with 2 contactable referees (please note that the reputation of the consultant might be checked by contacting the referees and other persons, as deemed appropriate by the selection commission)
- A **letter of intent** introducing the consultant and how the skills and competencies are met, with concrete examples as appropriate and with information about the implementation approaches
- At least **two samples** of similar work prepared by the consultant
- A detailed and reasonable **financial proposal** and cost considerations

k) Intellectual Property Rights

The final outputs are the joint property of World Vision, ChildPact & its members.

l) Contact Person

The contact person⁸ 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).

⁸ INQUIRIES ONLY! Please send your application to Cristina Negoiescu (negoiescu@childpact.org).