

**TERMS OF REFERENCE FOR EVALUATION OF UNICEF’S SUPPORT TO CHILD PROTECTION
REFORM IN AZERBAIJAN**

- (i) Evaluation of the “Child Welfare Reform in Azerbaijan: Capacity Building and Awareness Raising” project implemented jointly by UNICEF and European Commission**
- (ii) Identifying the strategy priorities for UNICEF Azerbaijan’s Child Protection for 2008-2009**

I. Background

Child protection reform is one of the priority areas for UNICEF’s Country Program in Azerbaijan, as indicated in the Country Program Action Plan 2005-2009 and the UNDAF for Azerbaijan (United Nations Development Assistance Framework). Additionally, UNICEF Azerbaijan signs with the Ministry of Education, Ministry of Labor and Social Policy and the State Committee on Family Woman and Children Issues, Ministry of Interior and Ombudsman Office annual work plans/MoUs in which all parties agreed to work jointly towards the implementation of the Child Welfare Reform.

In March 2006 the President of the Azerbaijani Republic endorsed the State Program on De-Institutionalization and Alternative Care for 2006-2015 aimed at reintegration of children residing currently in various state institutions (de-institutionalization) with biological or foster families and at creation of alternative care services to support the de-institutionalization process¹. During 2004-2005 UNICEF Azerbaijan was the main agency supporting the Azerbaijani Government in drafting of the Program and advocating for its adoption. The eventual adoption of the State Program was a very decisive step in the child welfare reform process and its effective and smooth implementation is a key to the success of the entire reform.

The major focus of the Program is to reduce the number of children placed in the residential care institutions and to establish a sustainable system of alternative child care and family support. The desirable aim is to gradually phase out the institutional care and to move to more family oriented community services. Currently, the state institutions are the only place where the children from vulnerable families are placed. At the community level, there is no proper mechanism of “gate-keeping” and there are no any adequate procedures to prevent the widespread “institutionalization” of children. Additionally, there is a lack of procedures and knowledge among the social service on the case management and there is no governmental body providing social work support to vulnerable families.

To support the Program implementation, UNICEF Azerbaijan and the European Commission launched a two-year joint project for 2006-2007 on enhancing the Child Welfare Reform in Azerbaijan as a part of a wide Child Protection System Reform (detail project description attached). The overall objective of the project is the development of the reform of the child welfare system in Azerbaijan so that it is based on the principle of the child's right to be brought up in a family-like

¹ “The goal of the program is to provide the establishment and efficient operation of the mechanisms for children’s de-institutionalization and for organization of alternative care, taking into account the necessity of children’s growing up in family environment, in the atmosphere of happiness, love and understanding, for the complete and harmonious development of a child personality as envisaged in the Convention on the Child Rights”, State Program on Fosterage of Children from State Institutions (De-Institutionalization) and Alternative Care in the Republic of Azerbaijan (2006-20015) – unofficial translation.

environment and in which institutionalisation is used as a measure of last resort. The specific objective is the reduction in the institutionalisation of children through the implementation of the State Programme on De-institutionalisation.

To contribute to a reduction in the institutionalisation of children, the project supported the implementation of the State Programme on De-Institutionalisation and Alternative Care in the following way:

1. Revision of the legal and policy framework for family-based alternative care
 - 1.1 Support to finalization and presentation of the State Program on De-institutionalization and Alternative Care
 - 1.2 Development of legislation and policies for family-oriented alternative care
 - 1.3 Development of child protection policies and guidelines for Ministries of Education and Health
 - 1.4 Assessment and documentation of the existing community-based models
2. Work on establishment of social services mechanism
 - 2.1 Organization of a study visit abroad
 - 2.2 Development of standards, guidelines and protocols for social services
 - 2.3 Workshops on community based services, case management and networking methodology
 - 2.4 Development of a monitoring and supervision system
3. Improvement on the public awareness on the right of every child to be brought up in a family-like environment
 - 3.1 Implementation of awareness-raising campaign
 - 3.2 Organization of a national conference on child welfare reforms

At the end of 2007 the project will be finalized and it is a subject to evaluation in order to assess its effectiveness and to draft future UNICEF's interventions in related fields. As per agreement between EC and UNICEF, an external evaluation is to be conducted by a competitively selected international consultant. The evaluation will be conducted in line with UNICEF Evaluation Report Standards (attached), which draw from and are complementary to a broad range of widely accepted references on evaluation design and process, including OECD/DAC principles for evaluation. At the same time, special attention should be paid to participatory monitoring and evaluation techniques, which will on the one hand provide the most accurate information on the project's progress, and on the other hand build up the knowledge of partners and beneficiaries in monitoring and evaluation.

The project evaluation is envisaged as a part of the project implementation and it is aimed to seek the lesson learnt from the project to assess its effectiveness and to help design the future strategies of UNICEF's support to the Government in the Child Welfare Reform of the Country. The evaluation will be presented to the UNICEF Regional Office and the European Commission, as a co-partner, and would be an important base for designing the future UNICEF/EC interventions in supporting the child protection system reform in Azerbaijan.

Child Protection Reform is a long-term process in all developing countries including Azerbaijan. Therefore, UNICEF wants to also review all activities carried-out in the country for last two years in Child Protection in order to identify gaps, strengths, lessons learned allowing developing the strategies of main UNICEF Child Protection intervention in next two year. The main areas of current UNICEF Child Protection interventions are:

- Establishment/straightening the country Child Rights monitoring, coordination and implementation mechanism
- Child Welfare Reform
- Juvenile Justice Reform

II. Objectives of the consultancy

To support UNICEF Country Office in evaluation the “Child Welfare Reform in Azerbaijan: Capacity Building and Awareness Raising” project and to develop a strategy paper for UNICEF Azerbaijan Child Protection scope of work for 2008-2009.

In particular, to examine the actual achievements of the “Child Welfare Reform” project, in relation to the objectives stated in the project proposal, with a view to document the progress, experiences and lessons learnt and identify issues and challenges for the project.

The evaluation specifically aims to:

- Assess the relevance, effectiveness, efficiency of the Project and its practical implementation;
- Identify lessons learnt and recommend future development and adjustment from a strategic, structural and implementation point of view;
- Evaluate the sustainability of the Project.

Methodology

Evaluation should be conducted through applying triangulation method of data collection. Desk research of policy, legal and other relevant documents should be conducted. In addition to that evaluator is expected to meet with key stakeholders, general public and final beneficiaries. Data from those target groups will be collected through open interviews and focus group discussion.

Overall the evaluation is expected to be participatory in approach and must involve project implementers and target beneficiaries in all key evaluation tasks. In particular, the evaluation will have to give specific attention and space to child participation and gender.

Scope of the assignment

The evaluation will be required to collate information and prepare a comprehensive report that specifically covers findings against the Project’s logical framework describing objectively verifiable indicators and achievements (see attached), in particular the following aspects:

Impact

Evaluate the outputs of the project and its impact on beneficiaries in terms of:

- Number of beneficiaries: Children deprived of parental care and children in institutions or facing a risk of institutionalization are the ultimate beneficiaries of the project, members of district branches of the Commission on Minors, managers and staff of targeted child institutions, policy-makers, media.

Technical / operational

Evaluate the technical aspects of the Project and particularly:

- Approach and methodology.
- Tools developed and the training provided to the various social actors involved
- Project management and monitoring processes
- Technical assistance provided by UNICEF to its counterpart.

Structural

- Effectiveness of the Project, including cost effectiveness and working mechanisms
- Relevance, effectiveness and efficiency of the different actors within the CWR - appropriateness of their roles and responsibilities

- Current and potential role of other ministers, administration, local authorities and other government bodies
- Possible duplications between CWR or its components and other development projects or social structures (networks, committees, working groups etc.) at local or central level.

Strategic

- Relevance and feasibility of expanding the current Project
- Sustainability of the project and the need / possibility / chances for UNICEF scaling up.
- Local partnerships between the different actors: government, development agencies, communities, NGOs, UNICEF.

III. Tasks/Work assignment

1. Desk review of activities carried out by UNICEF during the period January 2005 – November 2007. Study the available data and information on UNICEF/Government activities regarding the project – with special focus on the activities related to the implementation of the “Child Welfare Reform in Azerbaijan: Capacity Building and Awareness Raising”.
2. Meet the key stakeholders, mainly with Parliament, Cabinet of Ministers, State Committee of Family, Women and Children Issues, Ministry of Education, Ministry of Labor and Social Protection, Ministry of Health, Ministry of Interior, Ombudsman and other governmental and non-governmental organizations involved in the child welfare reform.
3. Filed trips to the selected regions targeted by “Child Welfare Reform in Azerbaijan: Capacity Building and Awareness Raising” project and visiting the UNICEF Child Protection project sites
4. Develop a final evaluation report for the “Child Welfare Reform in Azerbaijan: Capacity Building and Awareness Raising” project in line with UNICEF evaluation standards

During the evaluation following questions should be assessed:

- quality of project design
 - efficiency of implementation
 - effectiveness
 - impact
 - coordination
 - application of human rights-based approach and result based management strategies
 - gender mainstreaming and child protection
 - potential for sustainability
5. Develop a strategy paper for UNICEF Azerbaijan Child Protection scope of work for 2008-2009. The strategy should include recommendations of kind and extend of UNICEF’s support to be provided to both the Government and civil society in brining the National Child Protection System in line with the CRC and other relevant international standards.
 6. Present the evaluation and strategy to UNICEF. The presentation should be supported by the power point presentation.

IV. Deliverables

1. Comprehensive evaluation report of the “Child Welfare Reform in Azerbaijan: Capacity Building and Awareness Raising” project in line with UNICEF Evaluation Report Standards (attached). The evaluation report should include the executive summary prepared in line with UNICEF guidelines (attached)

The final report should comprise the description of evaluation methodology, including a discussion of the limitations. Also used for the evaluation data collection questionnaires or survey should be attached to the final report.

2. A strategy paper for UNICEF Azerbaijan Child Protection scope of work for 2008-2009.
All submissions should be made in an electronic Word format.

V. Qualifications

- Advanced university degree and/or academic background in a social field;
- Minimum 10 years work experience in strategy planning and evaluation of social projects (preferably in child rights area) filed;
- Proven very good knowledge on child rights and current political and social trends and social reform processes in EEC and/or CIS countries;
- Previous experience in evaluation of UNICEF implemented project would be an asset
- Proven very good communication skills with government and community members;
- High analytical and conceptual skills and ability;
- Fluency in English (written and spoken), knowledge of Azerbaijani or Russian an asset;
- Good knowledge of computer applications;
- Proven ability to negotiate/interact with senior level government;
- Ability to work within the international and multicultural environment.

VI. Reporting procedure/Supervision

The consultant will be supervised and report to the UNICEF Child Protection Manager with regular de-briefing with the UNICEF Representative and UNICEF Deputy Representative about the progress of the project. The consultant will work on daily basis with UNICEF Child Protection Team. The Child Protection Team will interact with the chosen candidate in negotiation and communicating through e-mail correspondence while outside of Azerbaijan as well as support the consultant in the country. The consultant will be based in Baku Office. Field trips outside of Baku (districts) will be required as per the work plan. The consultant should be equipped with necessary equipment, including the laptops, to be able to work with minimum UNICEF's logistical support while conducting the activities in Azerbaijan.

VII. Duration

The exact duration of the consultancy will be decided upon the proposals included in the selected project. It is estimated that the consultant should complete its work within 1 month (November 2007). The schedule of the activities will be agreed with the consultant based on the interactive communication between UNICEF and consultant. The initial deadline for submission of deliverables to UNICEF is 9 December 2007.

VIII. Remuneration

Consultancy fee: 30 working days x 300 USD per day= 9,000 USD

UNICEF does not provide or arrange health insurance coverage for consultants. UNICEF will cover the international travel costs and DSA for the period spent in the country. Whenever the Consultant will be required to travel within Azerbaijan a travel authorization (TA) will be issued to the Consultant and travel expenses provided on the basis of UNICEF standards.



Gillian Wilcox
Deputy Representative, UNICEF Azerbaijan CO



Consultant

22 October 2007.