

TERMS OF REFERENCE UNICEF LACRO

Finalization of UNICEF's Theory of Change and Development of the Strategy to End Violence Against Children in Latin America and the Caribbean

BACKGROUND:

The UNICEF Strategic Plan 2018-2021 details UNICEF's future direction and strategic priorities over the coming four years. It provides a vehicle to support the 2030 Agenda for Sustainable Development and responds to its call to 'leave no one behind'. Both the Strategic Plan, UNICEF's Gender Action Plan and its Child Protection Strategy include measures around violence, and a commitment to addressing the gendered causes and forms of violence. UNICEF's new Strategic Plan (2022-2026) continues this commitment to programming to contribute towards the achievement of Goal Area3 outcome, 'Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices'. This is also reflected in the Regional Office Management Plan that maintains the End of Violence against Children (EVAC) as a priority, a priority also reflected with the country office plans.

The protection of children from all forms of violence is a fundamental right enshrined in the UN Convention on the Rights of the Child. The inclusion of a specific target (SDG 16.2) in the 2030 Agenda for Sustainable Development to end all forms of violence against children gives renewed impetus towards the realization of the right of every child to live free from fear, neglect, abuse and exploitation. Several other SDG targets address specific, and gendered, forms of violence and harm towards girls and boys including, violence against women and girls including sexual exploitation (5.2). It is also recognised that children in different situations such as child marriage (target 5.3) and child labour (target 8.7) as well as in places separated from their families such as when migrating (SDG 10.7) or in care outside of the family (e.g., 16.3) may be more at risk of violence.

Latin America and the Caribbean is the most violent region and unequal in the world; violence, gender and ethnic inequalities are normalized. Violence is seen in the communities and also, in spaces considered to be 'safe' such as the home, schools and childcare services. A few figures can illustrate this:

- LAC is the only region that has seen an increase in homicide rates among adolescents aged 10 to 19 since 2007. Slightly less than 10% of the world's adolescents live in the region, but nearly half of all homicides among adolescents in 2015 occurred here.¹
- 14 of the 25 countries with the highest femicide rates are in Latin America.² 2 out of 3 children between ages 2-4 regularly experience some kind of violent discipline at home.³
- In school, 2 in 5 6th grade students were victims of some form of bullying.⁴

¹ UNICEF (2017), *A Familiar Face*.

https://www.unicef.org/publications/files/Violence_in_the_lives_of_children_and_adolescents.pdf

² <https://www.economista.com.mx/politica/14-de-los-25-paises-con-mas-femicidios-se-ubican-en-América-Latina--20181120-0048.html>

³ UNICEF (2017) *Violence in early childhood. Regional framework for UNICEF in Latin America and the Caribbean*. <https://www.unicef.org/lac/media/691/file/PDF%20Violence%20in%20early%20childhood.pdf>

⁴ UNICEF (2020) Draft document pending publication: *School related violence in Latin America and the Caribbean: Building an evidence base for stronger schools*.

- It is estimated that between 230,000 and 375,000 children live in institutions in the region and are likely to suffer all forms of violence and neglect.⁵
- 1.1 million adolescent girls (15-17 years old) report having been victims at least once of sexual abuse and 4 out of 10 report intimate partner violence in their lifetime. We know that boys are also suffering sexual violence, but data on this is scarce.⁶

Violence changes as children grow: For infants and younger children, violence mainly takes the form of maltreatment at the hands of parents, caregivers and other authority figures. As children grow older, peer and intimate partner violence – bullying, fighting, sexual violence, and assault, often with weapons such as guns and knives – also become common.⁷ Violence also changes with access to different places such as the access to on-line portals. Violence against children is a complex, multi-faceted and multi-causal phenomenon. Inequality is intimately linked to violence in LAC, the most unequal region in the world⁸. Violence at home, family breakdown, gender norms and values and a predominant “macho” culture or toxic masculinity are also behind VAC. *Gender norms are a key society-level factor that make children and adolescents vulnerable to violence; they can reinforce the low status of girls and women in society and increase the likelihood that boys and men perpetrate violence*⁹. Authoritarian social norms, weak governance systems, corruption, organized crime, narco-economies, urban marginalization, history of conflict, presence of small arms... also fuel violence against children in many parts of the region.

As the numbers show, violence against children is one of the top issues affecting children in LAC. It compromises their present and their future wellbeing with results such as: early pregnancies, low school performance/attendance/completion, health issues (STIs, mental health disorders, brain development, physical injuries), social exclusion, etc. VAC is a reality in all countries in the region.

The UNICEF Latin America and Caribbean Regional Office is based in Panama, operating in 36 territories, including 24 country offices. The UNICEF offices in the region have prioritised the ending of violence against children, recognising this as critical for the fulfilment of all child rights. The types of violence that is of specific focus is ending armed violence, corporal punishment, and sexual violence.

PURPOSE, OBJECTIVES & SCOPE OF WORK:

Under the overall guidance of the Regional Advisor of Child Protection, in collaboration with the Regional Gender Advisor, the purpose of this assignment is to finalize the Theory of Change (ToC) to End Violence against Children (EVAC) for UNICEF in Latin America and the Caribbean and to develop a regional, 4-year

⁵ LUMOS (2020), *En nombre del cuidado y la protección de los niños, niñas y adolescentes: La institucionalización en América Latina y el Caribe*.

⁶ UNICEF (2017) El camino al empoderamiento de las niñas en América Latina y el Caribe: 5 Derechos <https://www.unicef.org/lac/en/reports/path-girls-empowerment-latin-america-and-caribbean-5-rights>

⁷ WHO (2016), *INSPIRE*, Executive Summary. <http://apps.who.int/iris/bitstream/handle/10665/246212/WHO-NMH-NVI-16.7-eng.pdf?sequence=1>

⁸ CEPAL (2018), *Panorama Social* https://repositorio.cepal.org/bitstream/handle/11362/44395/5/S1801084_es.pdf

⁹WHO (2016), *INSPIRE*, Executive Summary

EVAC strategy. Three types of violence will have a particular focus: corporal punishment, sexual violence, and armed violence.

The Theory of Change will be developed based on the working version of a ToC prepared based on the multi-country evaluation on VAC and the workshop with COs in February 2020. Other contributing documents from the RO will be provided for the development of the Strategy, which should be based on UNICEF’s normative principles around equity, gender and inclusion and provide a clear linkage to the SDG declaration and the Leave No One Behind principle.

The assignment will include:

- 1 – Develop a consolidate methodology for the assignment. This should include participation of the relevant stakeholders, especially UNICEF COs, at relevant points.
- 2 – Advance the draft EVAC ToC for Latin America and the Caribbean. This will be fully referenced and developed with regional and country offices staff and benefit from review and comments from partners such as the Issue Based Coalition (IBC) on Crime and Violence and other reference groups.
- 3 – Finalise the EVAC TOC based on all inputs. The document will be validated by the regional EVAC Task Force and final EVAC ToC produced.
- 4– Draft a UNICEF EVAC strategy for Latin America and the Caribbean, inclusive of a M&E framework. This will be fully referenced and developed with regional and country office staff and also, with the IBC on crime and violence.
- 5 – Finalise the UNICEF EVAC strategy for Latin America and the Caribbean based on all inputs. The document will be validated by the regional EVAC Task Force.
- 6– Executive summary of the EVAC Strategy (max. 10 pages) and PPT in Spanish and English
- 7 – Webinar to share the results

DELIVERABLES

Deliverable	Estimated number of person days required	Estimated Completion Date
Methodology	3 days	6 August 2021
Draft EVAC ToC	20 days	8 October 2021
Draft EVAC Strategy	20 days	8 October 2021
Final EVAC ToC and Strategy	10 days	26 November 2021
Executive summary, PPT and Webinar	5 days	21 January 2022

PROPOSED PAYMENT SCHEDULE

Deliverable	% payable	Due date
Methodology	5%	13 August 2021
Draft EVAC ToC and Strategy	35%	22 October 2021
Final EVAC ToC and Strategy	50%	10 December 2021
Executive summary, PPT and Webinar	10%	4 February 2022

KEY SKILLS, TECHNICAL BACKGROUND, AND EXPERIENCE REQUIRED

Across the team that applicate there should be individuals covering the following:

- Advanced university degree in social sciences
- A minimum of fifteen years working in the social sectors of international development
- Experience developing consultation processes to inform ToCs and strategies
- Knowledge of Latin America and the Caribbean region
- At least 5 years of demonstrable experience working on gender inequality, gender norms
- At least 12 years demonstrable experience working on violence against children, including GBV.
- Expertise on Violence Against Children. And specially in at least one of the three forms of violence prioritized: corporal punishment, sexual violence or armed violence.
- Proven experience in developing Theories of Change and strategies/strategic plans and informed by multiple stakeholders
- Gender planning and GBV expertise required.
- Fluency in Spanish and English is required. Knowledge of French or Portuguese will be considered an asset.
- Experience in monitoring desired.
- Demonstrated excellent skills in verbal and written communication
- Demonstrated ability to work virtually and establish virtual working relationships with many partners
- Able to work effectively in a multicultural environment
- Ability to clearly define objectives and plan activities
- Previous work with UNICEF will be considered an asset.
- Fluency with ICT tools such as email, Teams, Skype, Zoom

DURATION:

The assignment is 58 days between July 2021 and December 2021

SUPERVISION AND CORDINATION:

This assignment will be supervised by the Regional Advisor on Child Protection in collaboration with the Regional Advisor Gender for UNICEF Latin America and Caribbean. The EVAC TF will provide guidance in its development.

A reference group will be established for this assignment. The reference group will be given 2 weeks to review the ToC draft, final ToC and final strategy and 3 weeks to review the draft strategy. The consultant would then revise the documents accordingly and use the inputs on the draft report to finalize the different documents (ToC and strategy).

EVALUATION OF THE PROPOSAL:

In making the final decision, UNICEF considers both technical and financial aspects. The Evaluation Team first reviews the technical aspect of the offer followed by the review of the financial offer of the technically compliant vendors.

The proposals will be evaluated against the following two elements:

a. Technical Proposal:

The technical proposal should address all aspects and criteria outlined in this Request for Proposal. The technical proposal should include cover letter referring to the required qualifications, timeline, workplan, proposed methodology, and 3 contact references from previous work experience.

Technical Evaluation

Technical Criteria	Technical Sub-criteria	Maximum points
Overall Response	Includes completeness of response and overall concordance between RFPS requirements and proposal	10
Maximum Points		10
Institution and Key Personnel	Range and depth of experience with similar projects, especially related to program reviews and development of strategies	15
	Key personnel: relevant experience and qualifications of principal research team.	20
Maximum Points		35

Proposed Project Methodology and Approach	Quality of the proposal, including technical relevance and comprehensiveness	25
Maximum Points		25
Total Maximum obtained for Technical Criteria	(Note: the total maximum score must be equivalent to the weight assigned to the technical score)	70
Minimum score for technical compliance		50

b. Price Proposal

The price should be broken down for each component of the proposed work, based on an estimate of time taken which needs to be stated. Please note that **price proposal and technical proposal must come in separate documents** or your proposal will be invalidated.

Financial Evaluation

The total amount of points allocated for the price component is **30**. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:

Max. Score for price proposal * Price of lowest priced proposal

Score for price proposal X = -----

Price of proposal X

Example

The Price Proposal must be organised in such a manner that it reflects the inputs shown in the technical proposal and distinguishes between Fixed Costs and estimate Reimbursable Costs against approved expenses. The following level of detail is requested:

A) *Fixed Costs.*
Provide details and subtotals for each of the following headings:

- *Professional fees - Course Development. Give number of people, person days and rate.*
- *Professional fees - Course Delivery. Give number of people, person days and rate for all courses.*
- *Professional Fees - Final report and course resource pack. Give number of people, person days and rate.*
- *Others*

B) Reimbursable costs
Provide well defined and itemized details for all estimate costs that the Bidders consider being reimbursable.
Add grand sub-total for above reimbursable estimate cost items.

C) Savings.
Provide details of any offers and savings relating to, but not necessarily limited to, the following:

- *Earlier payment savings as detailed in section 1.16 of this RFP (also as included on the Proposal Bid Summary Sheet).*

- *Please note, for travel to countries - it will be decided based on need and mutual agreements with UNICEF country offices.*
- *For the capacity building and the regional workshops – please only include estimated cost for consultant, workshop materials and travel. The cost for the participants and venue will be covered by UNICEF regional/country offices.*
- *The selected organization will be responsible for all travel costs - flights, daily subsistence allowance etc. Any travel involved should be budgeted according to UN Travel Standards as a ceiling.*

Price Proposal: It should include complete cost breakdown based on number of days and professional level of services provided, stipulating the amount of fees to be charged and any travel involved, observing as ceilings the UN standard of accommodation for travel.

The Price Proposal shall include a cost breakdown for the work phases as per the ToR, detailing the types of roles proposed and man days required, travel assumptions and related expenses and any other cost elements deemed relevant.
The proposal shall include a payment schedule linked to clearly defined milestones.
All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization.

The format shown below is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples. Travel and per diems will not be noted, as this will later be determined and finalized by UNICEF and the chosen bidder.

Component #	Proposed Person (Job title/function)	All-inclusive rate (Personnel)	No. of days proposed	Total Cost in US\$
1. Item 1:				
1.1 Personnel				
1.2 Other				
Subtotal Expenses:				

2. Item 2:				
2.1 Personnel				
2.2 Other				
Subtotal Expenses:				
2.3 Reimbursable Travel Cost*				
2.3. Other				
Subtotal Expenses				
3. Item 3:				
3.1 Personnel				
3.2 Editorial				
Subtotal Expenses:				
3.3 Reimbursable Travel Cost*				
Subtotal Expenses:				
Subtotal fixed cost:				
Subtotal reimbursable cost				
Grand Total**				

***Travel**

Please note, for travel to countries, the contractor will be responsible in administering its own travel and the cost therein should be included in the financial proposal.

Travel expenses shall be calculated based on economy class travel, regardless of the length of travel and ii) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, [as promulgated by the International Civil Service Commission \(ICSC\)](#)

Number of travellers, duration and dates of travel and travel locations will be agreed with UNICEF and the contractor prior to being arranged, undertaken and expensed.

****Payment Provisions**

UNICEF's policy is to pay for the performance of contractual services rendered or to effect payment upon the achievement of specific milestones described in the contract. UNICEF's policy is not to grant advance payments except in unusual situations where the potential contractor, whether a private firm, NGO or a government or other entity, specifies in the bid that there are special circumstances warranting an advance payment. UNICEF will normally require a bank guarantee or other suitable security arrangement.

Any request for an advance payment is to be justified and documented and must be submitted with the financial bid. The justification shall explain the need for the advance payment, itemize the amount requested and provide a time schedule for utilization of said amount. Information about your financial status must be submitted, such as audited financial statements at 31 December of the previous year and include this documentation with your financial bid. Further information may be requested by UNICEF at the time of finalizing contract negotiations with the awarded bidder.



K. Gregson, CP Regional Advisor
18 June 2021

