

Capabilities Statement

Maestral International

Maestral International is a team of leading global experts supporting the development, strengthening and coordination of child protection and social welfare systems that meet the needs of children in adversity. We improve community-based and national systems for preventing and responding to harm and supporting children at risk. We do this in partnership with governments, civil society, multilateral and bilateral agencies, private companies and — most importantly — children and their families. Maestral's consultants have well over a century of combined professional experience in every region in the world.

Core Competencies

Maestral's team of experts has a successful track record in delivering a wide range of products, and their competencies include the ability to:

- **Map and assess child welfare and protection systems**
- **Support the design, advocacy, costing and implementation of programs**
- **Develop strategic approaches**
- **Support national social service workforce systems**
- **Monitor and evaluate national and multilateral programs**
- **Conduct research on key child welfare and protection issues**
- **Support collaborative initiatives**
- **Plan and mobilize support for global conferences and seminars**

The Maestral Difference

Maestral International's target population is children experiencing, or at risk of, abandonment, abuse, neglect and exploitation. Maestral works to facilitate crosscutting, comprehensive approaches to child protection and social services that are locally owned, sustainable and well-monitored and accountable.

Maestral's team of experts has personal experience in working with governments and other stakeholders to develop systems that promote child well-being and support effective and well-targeted services. They understand that resources to address child protection and welfare are limited relative to the pressing needs of a significant number of children in lower and middle-income countries. They work with stakeholders to identify key priorities, to establish realistic implementation plans, to leverage national and community assets, and to seize opportunities and entry points.

Maestral also seeks to advance understanding of what works through effective monitoring and evaluation, dissemination of lessons learned, and strengthening of the evidence base for child protection and welfare programming.



Company Data

Tax ID Number	26-3527151
DUNS Number	005271628
NAICS Code	541690
NIGP Code	91858
Classification	Small Business
Number Employees	17
Corporate Type	Limited Liability
Date Incorporation	September 18, 2008
State Incorporation	Delaware
Address	150 S. 5 th Street Suite 3250 Minneapolis, MN 55402
Contact	Nicole Williams
Phone	+1 (612) 354-3042
E-mail	info@maestral.org
Website	www.maestral.org

Maestral Team

Philip Goldman is Founder and President of Maestral International, a team of leading global experts supporting the development, strengthening and coordination of child welfare and protection systems that meet the needs of children in adversity. A passionate advocate for children, Philip has decades of experience in designing, negotiating and implementing comprehensive human development programs for the World Bank, UNICEF and global foundations, and covering the social and child welfare, health and education sectors. He frequently speaks on these issues at global, regional and national conferences and before government agencies. Philip was a member of the Publications Committee for the U.S. Evidence Summit on Children Outside of Family Care, and in 2013 he facilitated the preparation of a Joint Interagency Statement on Child Protection Systems Strengthening in Sub-Saharan Africa that was endorsed by a wide range of multilateral and non-governmental organizations. Philip managed development and completion of a comprehensive global toolkit for mapping and assessing child protection systems, and has been supporting related programming in many countries of sub-Saharan Africa and Asia. He most recently assisted the Government of Myanmar and its development partners to prepare the country's first national Social Protection Strategy. Philip has extensive current and past board and philanthropic experience, including the Global Alliance for Children, the Opus College of Business at the University of St. Thomas, the Better Way Foundation, Court Appointed Special Advocates (D.C.), the Global Social Service Workforce Alliance, the Advisory Board of the Congressional Coalition on Adoption Institute, Progress Valley, the Sieben Foundation, and the International Leadership Institute. Mr. Goldman received Masters Degrees from Harvard University (Regional Studies: Soviet Union Program) and the University of California at Berkeley (Political Science) and a B.A. from the University of Washington in Seattle.

Rosemary McCreery – Senior Partner

Rosemary began her career in international development with UNICEF in Togo in 1979. In Togo, and subsequently in Madagascar and Indonesia, she worked with governments to develop UNICEF-supported programs of cooperation intended to improve the health and well-being of women and children. In 1990, Rosemary established in Romania UNICEF's first office in Eastern Europe since the mid-1950s. The program focused on policy development and service delivery for child protection, especially the issues of children in institutions, adoption and fostering, children in conflict with the law and children affected by HIV/AIDS. Rosemary served as Director of the Cambodia Office of the UN High Commissioner for Human Rights from 1998-2000, working on the promotion of civil and political rights. In 2000, she returned to UNICEF to head the office for Russia, Ukraine and Belarus until 2003. Programs in these countries included young people's health, development and HIV/AIDS prevention as well as child protection. During her career, Rosemary also held senior management posts in UNICEF headquarters and in the UN Secretariat. Rosemary is fluent in French and conversant in Italian, and has some facility in Romanian and Russian.

David Tobis – Senior Partner

David was the Executive Director of the Fund for Social Change, which administered collaborations between governments, service providers, communities and foundations. For the past three decades, he has worked to reform child welfare in the United States and internationally. Beginning in 1991, he worked as a consultant to UNICEF to conduct the first assessment of the child protection system in Romania and with the World Bank to prevent children, the disabled and the elderly from being placed in long-term residential institutions in Eastern Europe and the former Soviet Union. His monograph published by the World Bank, *Moving from Residential Institutions to Community-Based Services in Eastern Europe and the Former Soviet Union* became the basis for the World Bank's deinstitutionalization strategy in the region. More recently he has worked with UNICEF, state governments and various foundations to strengthen child protection systems in Africa, Asia, and Latin America. David was one of the national leaders of the Family Preservation movement in the United States to prevent unnecessary out-of-home placement in the child welfare and juvenile justice fields. He was previously Director of Human Services for New York City Council President Carol Bellamy and led that office's successful efforts to reform New York's foster care system. His recent book, *From Pariahs to Partners* (Oxford Press, 2013) documents how parents and their allies improved New York City's child welfare system. He was a Fulbright

scholar to Guatemala and co-edited a book, *Guatemala: And So Victory is Born, Even in the Bitterest Hour*. David graduated from Williams College and received a Ph.D. in Sociology from Yale University. David is fluent in Spanish.

Cassie Landers – Senior Partner

Cassie has over twenty years of field level experience providing policy and program support to over 60 UNICEF country offices in Southern Africa, South Asia, East Asia, Middle East and North Africa, Central Asia and Eastern Europe. She has contributed to the development of UNICEF's early child development strategies since 1985, and has extensive experience in the design, implementation, and training of practitioners at all levels, developing global interventions ranging from parenting education to developmental pediatrics. Cassie has participated in rapid assessment missions in areas of conflict including Iraq, Afghanistan, Romania and Kosovo, and has designed interventions for children in conflict and post conflict situations as a consultant to EMOPs/UNICEF HQ.

Kelley McCreery Bunkers - Senior Partner

Kelley is an international child protection and social welfare consultant with twenty years of experience working in Eastern Europe, Latin America and East Africa. Her work with non-governmental organizations, private foundations, government ministries and UNICEF has focused on systems development including the social welfare workforce, child rights policy, de-institutionalization strategies, and alternative care programming for children outside of parental care. She has significant experience in developing and leading training programs, establishing professional networks, and program evaluation. Her most recent work has been in Ethiopia and Kenya where she has worked with UNICEF country offices and civil society organizations to strengthen the child-focused social welfare system and expand family and community-based care options for children. She has a BA in Psychology from the University of Oregon and a Master's in Advanced Studies in Children's Rights (Switzerland). Kelley is a regular contributor to peer-reviewed articles and books covering intercountry adoption and child protection systems development. She is an advisor for the Better Care Network and Global Health Promise. She is fluent in Spanish and Romanian.

Siân Long – Senior Associate

Siân is a consultant working on issues concerning vulnerable children, HIV, child protection and child rights. She has over twenty years' experience of policy and programming experience in HIV, based in Mozambique and South Africa for 13 years. Her consultancy work includes policy and programming support on issues of children affected by HIV, child protection systems strengthening and community-based responses to vulnerable children. Siân's recent work has included support for mapping and assessing child protection systems and development of child protection strategies in Southern Africa, a range of policy and technical briefs on child protection for HIV-affected children and families and the links between HIV and children in alternative care. She has worked with national governments and national and regional civil society countries, especially in sub-Saharan Africa.

Isabel de Bruin Cardoso - Senior Associate

Isabel de Bruin Cardoso is a human rights advocate with over ten years' experience working on child protection, care and support for children and families in the context of HIV, and systems strengthening for vulnerable children. A creative and pragmatic thinker, she has led the development of results based strategic and operational plans, facilitated the design and implementation of evidence-based policies and programs, and influenced the design of national and program monitoring frameworks. She is an experienced and dynamic team player with solid communication skills, having worked alongside government, international organisations, donors, private foundations, faith-based groups, civil society, networks, academia and beneficiaries in different countries and cultures in Africa and Latin America. Her recent work has focused on violence against children and alternative care for children outside of parental care, including conducting research on violence and different care settings in Africa; leading the development of a multi-year program to combat violence against

children in Catholic sponsored schools and communities in Kenya; providing quality assurance and capacity building support to a government regulated and Catholic run temporary rescue home for survivors of sexual abuse in Kenya; and identifying promising practices on referral mechanisms for vulnerable children and youth in Mozambique. Isabel has a Master's in International Affairs from the School of International and Public Affairs, Columbia University and a Bachelor's Degree in International Relations from Universiteit Utrecht. A Dutch national, she can communicate fluently in English and Portuguese, and has a working knowledge of French. She currently resides in Nairobi, Kenya.

Shar Kurtishi - Senior Associate

Shar is a public finance specialist with 15 years' experience in the design, administration and management of PFM systems and within last three years' direct involvement in social protection and child protection strategies, policies and programs. Shar's core expertise is in the analysis of human development and the interface with public financial management, budget preparation and medium term expenditure planning, and fiscal and administrative decentralization. He has worked extensively in Kosovo, Slovenia, Albania, Nigeria, Gambia, Liberia, Sierra Leone, Guinea and Rwanda. It is worthwhile mentioning that Shar has worked on complex Child Protection mapping for 6 states simultaneously in Nigeria (2013-2014) covering public finances and costing of strategies and action plans, costing of Ebola Recovery plans for the three affected states (2015), Child Protection Strategy costing and development of MTEF for DSW in the Gambia (2015), Two assignments for UNICEF in Social Protection and Child Protection in Kosovo (2012 & 2014). He is currently involved in two PFM assignments in Child Protection Costing of Magomero College Social Work Diploma and Certificate Curriculum in Malawi (2015) as well as developing the costing model for the building blocks of the Global Partnership on Violence against Children (2015-16). Shar holds a Master's degree on Business Management from IEDC Bled School of Management and undergraduate degree in Economics. He is native Albanian speaker and is fluent in English, Serbo-Croat and German.

N. Beth Bradford - Senior Associate

Beth is an international child welfare consultant with over twenty years of experience working in Eastern Europe and Sub-Saharan Africa. Her work with non-governmental organizations, community-based organizations and government ministries has focused on systems development including deinstitutionalization, transformation of residential institutions, and development of alternative care for children outside of parental care and prevention / family strengthening programs. Bradford has significant experience in developing and leading training programs utilizing participatory approaches, qualitative research and evaluation, and program/project design. She is a proficient technical writer. Examples of her most recent work has included supporting UNICEF Azerbaijan in a program review of the national child care reform program, working with the Maestral team on development of Guidelines for Alternative Care in Liberia, and program evaluation and technical assistance to EveryChild Moldova on the country's deinstitutionalization strategy and systems strengthening program. Past work has included child protection work in the CEE/CIS Region (Romania, Kosovo, Ukraine and Albania) and Sub-Saharan Africa (Zambia, South Africa and Rwanda). Bradford is also employed by a small American community-based organization where she serves as the family support program director. She brings this practical experience to her consultancies. In addition, she is a faculty advisor in the global social work program of Boston College. She has a graduate degree in Sustainable Development / Management from SIT and an undergraduate degree in child development. Bradford is a native English speaker and is fluent in Romanian.

Anna Nordenmark Severinsson - Senior Associate

Anna has international professional experience from Central and Eastern Europe and Central Asia, Africa and South Asia, out of which 15 years in project and programme management positions. The focus of her work is on reforms of welfare and social protection sectors towards better fulfilment of child rights and improved child protection. She is currently the team leader for an EU technical assistance project to the government of Mauritius where she has undertaken a situation analysis on child protection, carried out a functional audit of the country's child protection authority and developed a national child protection strategy and action plan. She

is also currently the team leader for a USAID/DCOF child care reform evaluation. Prior to joining Maestral, Anna was working 13 years with UNICEF in various child protection- and social policy positions. Anna has significant experience from consultations, mapping exercises, operational research and analysis on children's rights. During her career she has provided technical assistance to a number of countries in the development of child protection legislation, policies, system reform strategies and action plans. She has also regularly been mapping, assessing relevance of programme interventions and carried out consultations and interviews with government officials, civil society, parents and children. A Swedish national, Anna has working proficiency in French and English.

Francesca Stuer - Senior Associate

Francesca has sixteen years of international social and health development work providing a depth of experience, reaching across global, regional and country level policy, strategy and program development. Her specialist experience and expertise includes social welfare, child protection and alternative childcare. Other areas of expertise include vulnerability assessment and resilience building, women and girls empowerment, household economic strengthening, HIV/AIDS and Sexual Reproductive Health and Rights with a particular focus on adolescents, and strategic behavioral communication. Francesca has worked at a senior level to support and build capacity of host governments, non-government organizations (NGOs) and community-based organizations (CBOs). Skilled in strategic analysis and planning, monitoring and evaluation, and capacity building, she always uses the best evidence available to inform her work. Across these areas, she brings her valuable strengths in leadership, coordination, partnership building and influencing to bring people together to address shared issues. An accomplished manager, she has led large multi-cultural teams to implement diversified programs with annual budgets of up to USD 13 million.

Gillian Huebner – Senior Associate

Gillian has spent more than 20 years working in international affairs in the fields of children's rights, child development and protection, humanitarian assistance and conflict management. Most recently, she helped to establish the U.S. office of J.K. Rowling's international child rights organization, Lumos. Prior to working with Lumos, Gillian served as the Senior Child Development and Protection Technical Advisor with USAID's Center for Children in Adversity, where she worked with a team responsible for coordinating all forms of U.S. Government assistance to highly vulnerable children in developing countries. While at USAID, Gillian coordinated an international evidence summit on protecting children outside of family care and facilitated the development of the U.S. Government Action Plan on Children in Adversity, the first-ever whole-of-government strategic guidance for assistance to children. Gillian's previous experience includes work with the United Nations as well as with NGOs and academic institutions in six countries in Africa, the former Soviet Union, Western Europe and the United States. Most importantly, she is the mother of her two most favorite people in the world, whom she has raised in Angola, Sudan, Belgium, and the United States.

Tessa Boudrie – Senior Associate

Tessa, a Dutch national currently residing in Yangon, Myanmar, is a qualified social worker with a specialty in child protection policies and systems. She has over 20 years of experience with 14 in Asia. Tessa was retained as the lead advisor on a UNICEF Myanmar alternative care project in 2013 and 2014, and was involved in developing the country's first case management system (with a focus on child protection). As the International Social Work Advisor for Friends International, Tessa developed child protection policies and social work training manuals. She has trained local governments and NGOs on case management and social work in Thailand, Cambodia, Laos, Indonesia and Myanmar. She has also developed case management systems, led social work trainings and facilitated the strengthening of child protection policies, and has managed and implemented several child protection projects in Nepal, India, Vietnam, Cambodia, Laos and Indonesia. Recently Tessa established the first medical social work department at Angkor Hospital for Children in Cambodia, which now employs 15 social workers and functions as a national training institute. She has worked for UNICEF, OXFAM, Terre des Hommes and Friends International, as well as many others.

Aside of her work in child protection, Tessa runs a philanthropic advisory company, advising family foundations, companies and schools on their giving. She speaks English, Dutch, German and French.

Atieno Odenyo – Senior Associate

Atieno has extensive experience in international development both at country and regional levels. She has worked with direct service delivery focusing on gender-based violence against women and children, people with disabilities, the elderly, refugee rights and integration; as well as provided technical assistance to strategic planning for national and sub-national level ministries on issues around HIV, care and support for children in the context of HIV, sexual and reproductive health and rights, child protection, human rights and sports and development. She has experience in results based strategic and operational planning, human rights based approaches, partnership development, organizational strengthening, programme and project design and management, and resource mobilization. She has worked with a range of partners, managed strategic partnerships, facilitated capacity development and technical assistance for and with UN agencies, multilateral and bilateral development partners, regional and country level civil society organizations, regional economic communities and parliamentary bodies. As a creative, she also strives to support to creative industry in East Africa. Atieno is currently based in Nairobi and speaks English, Swedish, Portuguese and has good working knowledge of Spanish and French. Atieno has a MSc in Social policy and planning in developing countries, with a focus on gender and on urban planning, from London School of Economics.

Addishiwot Arega - Associate

Addishiwot has over 13 years of experience in child protection, policy and programing, program evaluation and strategy development. As an independent consultant, Addishiwot has been engaged in research, advocacy, health communication and education work. Her work with non-governmental development and civil society organizations focuses on promoting child rights and the welfare of children and the under privileged. She managed the implementation of several HIV, OVC, education and health programs at Save the Children, Right to Play and Handicap International. Addishiwot also has experience working with communities for the social welfare of vulnerable children. She has experience building the capacities of civil society organizations in program implementation and management. In her recent work, Addishiwot supported the mapping and assessment of child protection systems and the development of child protection strategies and strengthening of community capacities in response to psychosocial support needs of the most vulnerable children in Nigeria. She has lived and worked in Ethiopia, Rwanda and Nigeria and is fluent in Amharic. Addishiwot has a Master's Degree in Public Health from National University of Rwanda and a B.A. in Sociology and Social Administration from Addis Ababa University. Addishiwot currently lives in Nairobi, Kenya.

Past Performance

The following examples of our past performance typify our successful record, commitment to quality, diversity of skills and experience, and global perspective.



Coordinating Comprehensive Care for Children (4Children)

Client: USAID-funded; Subcontracted by Catholic Relief Services



Maestral International is a member of a consortium led by CRS for the Coordinating Comprehensive Care for Children (4Children) project. 4Children is a five-year, USAID-funded project addressing the need for improved health and wellbeing outcomes for orphans and vulnerable children (OVC) affected by HIV/AIDS and other adversities. 4Children aims to identify and promote appropriate, effective practices in child welfare and protection. The project is designed to provide capacity building and system strengthening support for national and local governments and civil society organizations to foster country ownership. Other members include IntraHealth, Pact, Plan and Westat with collaborating partners African Child Policy Forum, Parenting Africa Network (PAN), and the Regional Psychosocial Support Initiative (REPSSI).

Contract Dates
Contact

September 2014 - Present
Thomas Fenn, 4C Project Director
Catholic Relief Services
Baltimore, MD USA
Thomas.fenn@crs.org



Performance Evaluation of the Child Care Reform Project in Uganda

Client: Advancing Partners and Communities, JSI Research and Training Institute, Inc.



JSI Research & Training Institute, Inc.

Support JSI and APC to conduct an independent performance evaluation of a child care reform project that will be implemented in Uganda. The performance evaluation will be designed to measure the performance and sustainability of the project activities and will identify broader lessons related to preventing unnecessary separation of children from families and facilitating family reintegration.

Contract Dates
Contact

January 2015 - Present
Olga Cojocari, Grants Officer
Advancing Partners and Communities
Olga_cojocari@jsi.com



Support for the Next Phase of the Better Volunteering, Better Care Initiative

Client: Better Care Network

Maestral, in coordination with the BVBC co-chairs and global working group members, supported the development of a comprehensive strategic plan and proposal for the next phase of the BVBC initiative. The consultancy included the evaluation of the current strategy and activities to develop a concept note outlining a clear strategic direction toward global behavior

change aiming to shift the story around orphanages and volunteering. With the ultimate goal to end current practice and promote ethical volunteering alternatives that protect children.

Contract Dates
Contact

May – July 2016
Florence Martin, Director
Better Care Network
Florence.martin@bettercarenetwork.org



Legislative Review

Client: The Global Social Service Workforce Alliance, a project of the Tides Center

Maestral's consultant provided an in-depth analysis of the social service workforce-supportive policies and legislation in order to promote the importance of this type of legislation, provide specific examples that feature the workforce and profile strategies implemented by countries that have effectively prepared and enacted legislation. The availability of (or gaps in) policies and legislation that provide a mandate for and definition of the social service workforce has a profound impact on the development and sustainability of social services in a particular country. The prepared report provides a glimpse into the momentum that is building around policy development in support of the workforce.

Contract Dates
Contact

May – July 2016
Amy Bess, Coordinator
Global Social Service Workforce Alliance
abess@socialserviceworkforce.org



Social Service Workforce Strengthening Evidence Review

Client: The Global Social Service Workforce Alliance, a project of the Tides Center

This project, building on the work of the Building Evidence for Social Service Workforce Strengthening Interest Group (BEIG), assessed gaps in research and recommended a future research agenda and structure to inform workforce strengthening strategies. The Maestral consultant took the lead in analyzing gaps and enhancing the current evidence matrix. The final report consolidated information and provided recommendations for addressing any gaps in research.

Contract Dates
Contact

March – July 2016
Amy Bess, Coordinator
Global Social Service Workforce Alliance
abess@socialserviceworkforce.org



The Mapping and Formative Evaluation of the Child Protection System of the Union of Comoros

Client: UNICEF

Maestral International conducted a mapping and formative evaluation of the protection system of Comoros. This mapping and assessment is to contribute to the development of a national policy and action plan for protection of children in the Comoros. Through a formative and advisory approach, the team aimed to strengthen national capacities and ensure that the findings

and recommendations of the mapping and assessment are appropriate by the Government of the Union of the Comoros and its stakeholders. The development process was conducted with multi-sectoral consensus on an action plan to strengthen the child protection system.

Contract Dates
Contact

January – July 2016
Alain Joseph Tokam Mambou, Operations Manager
UNICEF Comoros
atokammambou@unicef.org



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

End Phase Review of the Safeguard Young People Programme

Client: Swiss Agency for Development and Cooperation

Maestral conducted an end of phase review that assessed the extent to which SYP is achieving progress, relevance, effectiveness, efficiency and sustainability towards reaching its mandated strategic objectives. The Safeguard Young People Programme aims to empower adolescents and young people aged 10-24, with a special focus on adolescent girls, to protect themselves from STIs including HIV, unwanted pregnancies, unsafe abortions, early marriages, harmful cultural practices, gender based violence and to promote equitable gender norms in eight Southern African countries: Botswana, Lesotho, Malawi, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

Contract Dates
Contact

March – July 2016
Lawrence Musa Lewis, Regional Program Officer HIV/AIDS
Swiss Agency for Development and Cooperation
Lawrence.lewis@eda.admin.ch



Reviewing and Developing Magomero College Social Work Diploma and Certificate Curriculum and Costed Delivery System

Client: UNICEF

Maestral and Rutger's University are working to review and develop a two-year social work diploma program and a one-year social work certificate program in Malawi, in partnership with the Ministry of Gender, Children, and Social Welfare and Magomero College. The overall goal of this consultancy is to improve the quality of the workforce through an established competency-based social work education curriculum – integrating knowledge (theory), values, and practice skills through academic instruction and a structured field practicum or internship. In order to adequately prepare students and those already employed, it is important that educational competencies and outcomes are culturally relevant and closely linked with policies and requisite job functions for respective professional and paraprofessional positions to ensure implementation of the National Child Protection System at the district and community level.

Contract Dates
Contact

September 2015 – September 2016
Alexander Mwale, Child Protection Officer
UNICEF Malawi
amwale@unicef.org

Discussion Paper on Violence Against Children and Care in Africa

Client: Better Care Network

Maestral is developing a discussion paper on violence against children in all care settings in the context of Sub-Saharan Africa, including an analysis of the links between violence against children and placement in alternative care, as well as violence against children in the alternative care settings, a review of findings from the literature, case studies of promising practices in the region, and key recommendations for the regional consultation.

Contract Dates
Contact

November 2015 – Present
Florence Martin, Director
Better Care Network
Florence.martin@bettercarenetwork.org

Consultancy for Strengthening Case Management Systems in Eastern and Southern Africa

Client: UNICEF

The overall goal of this project is to assist ESAR countries in establishing and/or improving and rolling out national frameworks for integrated case management systems. More specifically, to develop a readiness toolkit to support country-level diagnosis of existing system components and overall capability. The team will develop a case management business model that country offices can adapt based on the results of their own situational and needs analyses. Technical support will be provided for the participatory development of national strategies for the implementation and adaptation of four countries' chosen model as well virtual learning with other countries in the region.

Contract Dates
Contact

May 2015 – July 2016
Jonna Carlsson, Child Protection Specialist
UNICEF ESARO
jkarlsson@unicef.org



Map and Assess Child Protection Systems in Tabasco, Mexico

Client: State of Tabasco, Mexico

Maestral International with Grupo de Economistas y Asociados (GEA) conducted a rapid assessment of the social assistance system in Tabasco, Mexico between June and December 2014. The findings of the rapid assessment were presented to the government of Tabasco in January 2015. The rapid assessment contains a framework and recommendations to strengthen the existing social assistance system in Tabasco. The Government of Tabasco has approved the recommendations for implementation. Maestral, in collaboration with the government of the State of Tabasco, will implement the recommendations of the rapid assessment that are identified as priorities by the Government.

Contract Dates
Contact

June 2014 – July 2016
David Gustavo Rodriguez Rosario
Villahermosa Tabasco, Mexico
davidgustavorr@yahoo.com



Consultancy for the Development of Transition Toolkit

Client: Faith to Action Initiative

Maestral is developing and producing content for a toolkit that will serve as a resource for faith-based organizations seeking to transition from models of institutional/orphanage care to family and community-based care.

Contract Dates
Contact

July 2015 – May 2016
Kerry Olson, Founder and President Emeritus
Firelight Foundation
kolson@firelightfoundation.org



Design and Support Implementation of a District Child Protection Systems Model in Malawi

Client: Overseas Development Institute (ODI)

In collaboration with ODI, Maestral is supporting the design of an operation National Child Protection System in Malawi that protects children from violence, abuse, exploitation and neglect while mitigating the impact of HIV on them. The research project will support the development of a comprehensive Child Protection model (including prevention and response services, human resources, multi-sector coordination, infrastructure, data management and financing) to be tested at district level and scaled nationally.

Contract Dates
Contact

March 2015 – June 2016
David Walker, Research Fellow
Overseas Development Institute
d.walker@odi.org.uk



Building the Capacity of the Human Rights Commissioner (Ombudsman) of Azerbaijan on Independent Child Rights Monitoring

Client: UNICEF

Maestral is providing capacity building support and technical assistance to the National Preventive Group on Ill-treatment and Torture of the Human Rights Commissioner (Ombudsman) of Azerbaijan to better monitor and report on violations of children in justice, social care and special education systems in order to: improve independent child rights monitoring capacity; prevent or reduce cases of child rights violations in closed facilities; and improve coordination, response mechanisms, and reporting on child rights monitoring.

Contract Dates
Contact

May 2015 – February 2016
Ramiz Behbudov, Child Protection Manager
UNICEF Azerbaijan
rbehbudov@unicef.org



Consultancy to Support the Life Cycle Approach Situation Analysis of Women and Children in The Gambia

Client: UNICEF

Maestral is conducting an analysis to strengthen government capacity to collect, analyze, and use data to inform policy and decision makers and conduct evaluations on policies and programs by 2016. The consultancy is expected to result in a clear and concise Situation Analysis of Women and Children in The Gambia that provides UNICEF Gambia with a high quality report using evidence-based analysis. It is expected to both inform the development of the next UNICEF country program, as well as the UNDAF.

Contract Dates
Contact

August – November 2015
Hayrullo Malikov, Social Policy Specialist
UNICEF Gambia
hmalikov@unicef.org



Analysis of the National Child Protection Systems, in the wider context of Social Protection System in Albania

Client: UNICEF

Maestral conducted a mapping and analysis of the child protection systems in Albania to identify major CP issues and functioning structures of the system. The exercise analyzed groups of children most affected and how all structure elements interact for the protection of children and their families. A comprehensive situation analysis produced recommendations to strengthen systems and form a basis for a national strategy on child protection as well as the development of a plan of action.

Contract Dates
Contact

December 2014 – November 2015
Floriana Hima, Child Protection Officer
Tirana, Albania
fhima@unicef.org



Assessment of Adolescents and Youth Development in Malawi

Client: UNICEF

Maestral is conducting an in-depth analysis of adolescent and youth development programming in Malawi. The research is expected to result in a comprehensive report of existing services that support the needs and rights of adolescents and youth aged 10-24, with a clear articulation of gender-specific issues for both adolescent males and females and young men and women. The analysis will explore the gender-specific needs of especially vulnerable groups, such as adolescents without parental care, the disabled, adolescents and young people living with HIV, those in conflict with the law, out-of-school youth, teenage parents and street-involved youth.

Contract Dates
Contact

March – September 2015
Kimanzi Muthengi, Education Specialist
UNICEF
Lilongwe, Malawi
kmuthengi@unicef.org



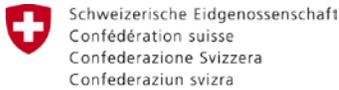
Development of Training Curriculum for the Department of Social Welfare Case Managers and mentoring and coaching package for newly-assigned Case Managers in Myanmar

Client: UNICEF

Maestral worked with UNICEF, the Department of Social Welfare and other Government and non-Government stakeholders to revise relevant training curriculum and materials, assisting the DSW in developing a human resource plan and assisting the DSW in establishing a work plan.

Contract Dates
Contact

September 2014 - June 2015
Aaron Greenberg, Chief Child Protection
Bahan Township, Yangon, Myanmar
agreenberg@unicef.org



Swiss Agency for Development and Cooperation SDC

End of Phase Review of the Regional Psychosocial Support Initiative (REPSSI)

Client: Swiss Agency for Development and Cooperation

The Maestral team conducted an external end of phase review of REPSSI's 2011-2015 strategy. The review assessed program achievements and identified challenges to inform the future orientation of the REPSSI program. Recommendations were provided on the future outlook of the program's next phase.

Contract Dates
Contact

April – June 2015
Nomfundo Mbuli, Regional Program Manager
Swiss Agency for Development and Cooperation
Pretoria, South Africa
+27 (0) 12 366 9400
Nomfundo.mbuli@eda.admin.ch



Strategy Development Literature Review

Client: REPSSI

Maestral conducted a literature review focusing on the psychosocial care and support landscape in Africa to inform the development of the REPSSI strategy for the period 2016-2020. The literature review included an extensive search of published materials and mapping existing initiatives addressing the needs of OVCY to identify key areas in PSS programming for REPSSI to consider in its strategy development.

Contract Dates
Contact

February – March 2015
Noreen Huni, Chief Executive Officer
Ferndale, Johannesburg, South Africa
Noreen.huni@repssi.org



Develop Costing Model for Child Protection Component of Ebola Recovery Plans

Client: UNICEF

Maestral assisted UNICEF WCARO Child Protection and Social Policy team to develop a costing model in excel for the child protection component of the Ebola Recovery plans. Activities included rapid assessment of relevant reports and policy documents related to the three affected countries of Guinea, Sierra Leone, and Liberia and develop model that could be used by all country teams.

Contract Dates
Contact

January – February 2015
Miranda Armstrong, Child Protection Specialist/Systems
UNICEF Regional Office Dakar
mearmstrong@unicef.org



Develop a National Child Protection Strategy and Action Plan

Client: Governance and Home Affairs EuropeAid

Having partnered with ARS Progetti, Maestral provided qualified technical assistance to the Government of Mauritius, specifically the Ministry of Gender, Child Development and Family Welfare. A functional audit of the Child Development Unit was performed in view of strengthening the gatekeeping of the child protection system as well as a Situation Analysis on Child Protection. Based on a consultative process, the National Strategy on Child Protection and its accompanying Action Plan were prepared.

Contract Dates
Contact

2014 - 2015
Sonya Jetcheva, Project Officer
Brussels, Belgium
s.jetcheva@arsprogetti.com



Map the Child Protection System and Develop a National Child Protection Strategy and Plan of Action for the Republic of The Gambia

Client: UNICEF

Maestral supported the Government of The Gambia in assessing, designing and implementing a comprehensive Child Protection System, including assessing and strengthening the capacity of the Department of Social Welfare to effectively lead its implementation, coordination and monitoring and evaluation. The second phase of the project included building on the mapping and assessment to facilitate a consultative and participatory process to deliver a comprehensive strategy and costed plan of action.

Contract Dates
Contact

2013 - 2015
Salifu Jarsey, Child Protection Specialist
sjarsey@unicef.org



Mapping and Assessment of the Child Protection System and Development of a Child Protection System Strengthening Orientation Paper for Burkina Faso

Client: UNICEF

Maestral supported the Government of Burkina Faso and its partners in carrying out a mapping and assessment of the current child protection system which should lead to the development of a strategic plan for strengthening the system at national and sub-national levels. A call to action from the report included immediate follow-up on the exercise and intensive efforts to disseminate the mapping results to ensure that child protection problems become widely known and understood at national and regional levels.

Contract Dates
Contact

2013-2014
Barbara Jamar, Chief Child Protection
bjamar@unicef.org



Technical Assistance for the Development of Alternative Care System for Children without Appropriate Care (CWAC) in Liberia

Client: Save the Children

Maestral clarified the Department of Social Welfare's legally-mandated roles and responsibilities regarding the identification, placement and care of Children Without Appropriate Care, developed a framework through which the DSW intakes, processes and provides solutions and monitoring for Children Without Appropriate Care under its jurisdiction, develop the institutional capacities of the Ministry of Health and Social Welfare/Department of Social Welfare to execute the framework.

Contract Dates
Contact

2013-2014
Laila Khondkar, Child Protection Technical Manager
Laila.khondkar@savethechildren.org



Support the Development of a National Social Protection Strategy in Myanmar

Client: UNICEF

Maestral's president provided qualified technical assistance to the Ministry of Social Welfare in leading the process of developing a multi-sectoral national Social Protection Strategy, in accordance with the request of the Department of Social Welfare to UNICEF. This included technical expertise and guidance for the overall process involving the contribution of a critical mass of stakeholders at national and sub-national level. In late 2014, Myanmar's President approved and launched the Social Protection Strategy. The first ever of its kind, it signifies a major milestone for the country.

Contract Dates
Contact

2013-2014
Cristina Roccella, Chief Social Policy and Monitoring and Evaluation
crocella@unicef.org



RIATT-ESA Midterm Review

Client: REPSSI

Maestral conducted a midterm review for Regional Inter Agency Task team on Children and AIDS for Eastern and Southern Africa (RIATT-ESA). The main purpose of the review was to obtain insight on the outcomes and operations of RIATT in contributing towards a scaled up, coordinated and more effective response for children affected by AIDS in Eastern and Southern Africa. The recommendations aimed to ensure that RIATT- ESA remains a strategic regional platform for vulnerable children in the region.

Contract Dates

2013

Contact

Noreen Huni, Chief Executive Officer and RIATT-ESA Chairperson
noreen.huni@repssi.org



Strengthening Monitoring, Evaluation, Costing and Budgeting of Child Protection National Programs in UNICEF ESAR and WCAR Offices

Client: UNICEF

Maestral, with the Columbia Group for Children in Adversity, supported UNICEF's monitoring results for equity system agenda in sub-Saharan Africa. This work supported strategies towards developing practical, costed national action plans with focus on implementation, and contain monitoring systems to enable reporting on progress and to aggregate results. The overarching goal was to provide a systematic approach to make informed decisions on child protection.

Contract Dates

2013-2014

Contact

Susan Garland, Managing Director
sgarland2@optonline.net



Mapping and Assessment of Existing Child Protection System and Design of Strategy Plan of Action to Strengthen the System

Client: UNICEF

The Children's Protection and Welfare Act of 2011, prompted the Government of Lesotho to ensure that the new legislation is implemented effectively by all key players. A mapping and assessment of the child protection system was completed in 2013 and led to the development of a child protection strategy and plan of action for 2014-2017. The strategy is aligned to an expanded program of social protection for all, with a strong focus on vulnerable children and families.

Contract Dates

2013-2014

Contact

Farida Noureddine, Child Protection Specialist OVC
fnoureddine@unicef.org



Mapping and Assessing the Child Protection System in Six Selected States in Nigeria

Client: CapacityPlus

Maestral was engaged by CapacityPlus and USAID to conduct a comprehensive mapping, assessment and programming exercise on the child protection systems of six states of Nigeria. This was the first time so many mapping and assessments had been completed in one country.

Contract Dates
Contact

2013-2014
Dana Singleton, Program Manager
dsingleton@capacityplus.org



Capacity Development on Child Protection Systems Mapping and Assessment in South Asia

Client: UNICEF

In facilitation with Child Frontiers, Maestral facilitated a regional UNICEF workshop in South Asia on the child protection systems agenda in the region.

Contract Dates
Contact

July 2013
Ron Pouwels, Regional Advisor on Child Protection
Kathmandu, Nepal
rpouwels@unicef.org



Midterm Review

Client: REPSSI

Maestral worked on an independent assessment of the results of the REPSSI programme across the whole organization, with a focus on lessons learned and recommendations, including what has not worked, focusing on the results planned in the organization's results matrix and key identified strategies.

Contract Dates
Contact

2013
Terrie Takavarasha, Regional Monitoring and Evaluation Manager
Ferndale, Randburg, South Africa
terrie.takavarasha@repssi.org



Mapping and Assessment of the Child Protection System in Swaziland

Client: UNICEF Swaziland

Maestral assisted UNICEF Swaziland with the mapping, assessment and strengthening of their child protection systems, utilizing the above Toolkit. Maestral provided on the ground coordination, technical assistance and training support.

Contract Dates
Contact

2013
Matthew Dalling, Children and AIDS/OVC Specialist
mdalling@unicef.org



Joint Inter-Agency Statement on Child Protection Systems Strengthening in sub-Saharan Africa

Client: UNICEF Western and Central Africa Regional Office

In early 2013, Philip Goldman of Maestral facilitated the work of a variety of organizations (UNICEF, NGOs) working in sub-Saharan Africa to craft, formulate and ultimately endorse a joint statement and call to action to strengthen child protection systems in the region.

Contract Dates
Contact

2013
Miranda Armstrong
UNICEF Regional Office Dakar
mearmstrong@unicef.org



Map and Assess the Child and Adolescent Protection System in Cape Verde

Client: UNICEF Cape Verde

Maestral assisted UNICEF with the mapping, assessment and strengthening of their child protection systems, utilizing the Toolkit. The findings highlighted several gaps and weaknesses in the child protection system and provided recommendations to address the most critical concerns. Recommendations included a normative framework, coordination and collaboration, and human resources support for the social welfare workforce.

Contract Dates
Contact

2013
Nedila Rodrigues, Programme Specialist
nelida.rodrigues@cv.jo.un.org



Technical Note on Prevention and Response to Violence against Children in Early Childhood

Client: UNICEF

Maestral developed a comprehensive, synthesized and user-friendly technical note for country offices, regional offices and headquarters, to give background and context of the issue of violence, abuse and neglect in early childhood, nature and extent of the problem, different forms of violence in early childhood, the impact on children, families and communities, risks and protective factors. It also included key elements to effective programming in this area from a systems approach at the national and community levels and community-based initiatives, mechanisms and services to strengthen the protective role of families and communities and to promote positive social change.

Contract Dates
Contact

2012-2013
Clarice da Silva e Paula, Child Protection Specialist
UNICEF NY HQ, Child Protection Section
cdasilvaepaula@unicef.org



Introductory Training of Child Protection Systems Mapping and Assessment Toolkit

Client: UNICEF Maldives

Maestral assisted UNICEF Maldives with the mapping, assessment and strengthening of their child protection systems, utilizing the above Toolkit. Maestral provided on the ground coordination, technical assistance and training support as well as a help desk function for the key stakeholders engaged in strengthening, costing and implementing new child protection systems.

Contract Dates
Contact

2012-2013
Mohamed Naeem, Child Protection, Gender and Child Rights
monaeem@unicef.org



Impact Evaluation of the National Plan of Action for Orphans and Other Vulnerable Children

Client: UNICEF Malawi

Maestral assessed how the implementation of the Malawi National Plan of Action has led to positive outcomes for orphans and vulnerable children and the role of the Plan in coordinating and guiding Malawi's national response for orphans and vulnerable children.

Contract Dates
Contact

2012-2013
Asefa Tolessa Dano, Child Protection Specialist
atdano@unicef.org



Map and Assess the Child Protection System in Uganda

Client: UNICEF Uganda

Maestral assisted UNICEF Uganda with the mapping, assessment and strengthening of their child protection systems, utilizing the above Toolkit. Maestral provided on the ground coordination, technical assistance and training support as well as a help desk function for the key stakeholders engaged in strengthening, costing and implementing new child protection systems.

Contract Dates
Contact

2012-2013
Silvia Pasti, Chief Child Protection
spasti@unicef.org



HIV-Affected Children and Residential Care

Client: UNICEF

The phenomenon of residential care has been growing in recent years, and HIV is one of the factors considered to be a cause. UNICEF commissioned research by Maestral and EveryChild to find out the scope of this problem and recommend how to develop family and community-based options for HIV-affected children without parental care. In 2012, a desk review and four country case studies were conducted in Malawi, Uganda, Thailand and Kenya.

Contract Dates
Contact

2012-2014
Patricia Lim Ah Ken

New York, NY USA
plomahken@unicef.org



Technical Brief on Social Service Workforce

Client: IntraHealth/Capacity Plus

Maestral developed a technical brief describing and analyzing the different social work cadres involved in the social welfare workforce globally with particular emphasis on PEPFAR targeted countries. The brief included commonalities, differences, typologies, educational requirements, functions and responsibilities.

Contract Dates

2012

Contact

Jim McCaffery
Washington, DC USA
jmccaffery@capacityplus.org

Dana Singleton
Chapel Hill, NC USA
dsingleton@capacityplus.org



Rwanda De-institutionalization and Child Protection Program

Client: UNICEF

Maestral supported the Government of Rwanda and other in-country stakeholders to develop a program to strengthen its child protection system, building on a new Government policy, placing all children residing in institutions in families by end-2013. Key activities included development of a funding proposal to support a comprehensive system-wide reform, design of a rapid assessment of children being placed in families to ensure that their best interests are being met and to inform program design, and support in developing new and effective national coordination mechanisms for child protection.

Contract Dates

2012-2013

Contact

Noala Skinner, Representative
nskinner@unicef.org



Evaluation

Client: Give a Child a Family

Give a Child a Family (GCF) provides family support and alternative care to vulnerable and orphaned children in KwaZulu Natal, South Africa. Its model is being replicated in several countries in Africa. GCF contracted with Maestral to evaluate its foster care and training programs as well as other program components to ensure they meet international standards.

Contract Dates

2011

Contact

Elize Coetzee, Director Resource Development
KwaZulu Natal, South Africa
elize@gcf.org.za



Early Childhood Development: Developing Global Capacity

Client: UNICEF

In cooperation with MANNET, Maestral supported an assessment of UNICEF's capacity to carry out Early Childhood Development programs at the global and country level. The review included development of a strategic framework for UNICEF to move forward on ECD, whereby issues and gaps were identified and resolved, consensus reached on the framework, and initiatives developed and tested to address the identified challenges.

Contract Dates

2010-2011

Contact

Early Childhood Development Unit
New York, NY USA
+1 212 326 7358



Eastern and Southern Africa: Child Protection System Strengthening

Client: UNICEF Eastern and Southern Africa Region

Maestral assisted UNICEF to assist Angola, Burundi, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Somaliland, South Sudan, Swaziland, Uganda, Zambia and Zimbabwe with the mapping, assessment and development of their child protection systems, utilizing the above Toolkit. It provided on the ground coordination, technical assistance and training support as well as a help desk function for the key stakeholders engaged in developing, costing and implementing new child protection systems.

Contract Dates

2010 - 2012

Contact

Nankali Maksud, Regional Child Protection Specialist
Nairobi, Kenya
nmaksud@unicef.org



The Partnership for Children: A Donors' Collaborative

Client: Oak Foundation

In 2010, Maestral (in cooperation with the Fund for Social Change) worked with the Oak Foundation to assist with the design of The Partnership for Children, a donors' collaborative that will aim to prevent separation of children from their parents and to transform the lives of children who are living in residential institutions. Maestral prepared the initial concept paper for the collaborative, and supported related consultations with the Foundation and interested donors in May and June 2010.

Contract Dates

2010

Contact

Florence Bruce, Director, Child Abuse Programme
Cointrin, Geneva, Switzerland
florence.bruce@oakfnd.ch



Strategic and Programme Review

Client: UNICEF Ukraine

In 2010, Maestral's Senior Partners conducted an overall review of the development priorities and UNICEF's strategic positioning in Ukraine. The main objective was to re-identify the strategic direction of the Country Programme given the newly emerged environment and political context at that time. The review included three thematic areas of social policy, child care reform and early childhood development to ensure programs were effectively targeting system reform and fundamental changes for better protection of children's rights.

Contract Dates
Contact

2010
Yukie Khushvakhtova Mokuo, Representative
ymokuo@unicef.org



Global Toolkit to Map and Assess Child Protection Systems

Client: UNICEF Headquarters

In 2009 and 2010, Maestral developed a Toolkit to map and assess child protection systems, supporting the implementation of UNICEF's 2008 Child Protection Strategy and helping countries and communities to develop, prioritize, cost and implement programs to develop and strengthen systems. The Toolkit draws on best practices in child protection, is Excel based and fully customizable, and includes links to an extensive array of resources. It was field tested in Bangladesh, Cambodia, Democratic Republic of Congo, Guatemala, Kenya, Kyrgyzstan, and Tunisia. The process covers the country's risk profile, the global context, the legal and policy context, data for decision-making, system structures / functions / capacities, ministry mapping, children and justice, community structures, functions and capacities, civil society and public accountability, the continuum of care, the future strategy, and costing and resource mobilization.

Contract Dates
Contact

2009-2010
Kendra Gregson, Senior Advisor Social Welfare & Justice Systems
New York, NY USA
kgregson@unicef.org



Modernizing Social Security: A World Bank Project in Vietnam

Client: The World Bank

In 2009, Maestral's President was retained to assist the World Bank to prepare a Social Security Modernization Project on behalf of the Government of Vietnam. Support was provided to identify and confirm project objectives, components and activities, the system's investment plan, and a number of technical areas related to social security administration.

Contract Dates
Contact

2009
Xiaoqing Yu, Lead Social Protection Specialist
Washington, DC USA
xyu@worldbank.org
