

Scope of Work

Consultancy Title:	Collective Impact Consultant – Moldova start-up
Location:	Home-based (travel to MD likely after April 2021)
Duration:	October 1, 2020 to July 1, 2021
Number of days:	90 Days
Reports to:	TBD, Chief of Party, CTWWC Moldova Beth Bradford, CTWWC Technical Director

Overview:

*Changing the Way We Care*SM (CTWWC) is an initiative designed to promote safe, nurturing family care for children from institutions or children at risk of child-family separation. This includes strengthening families and reforming national systems of protection and care for children,¹ including family reunification and reintegration, development of alternative family-based care (reflective of the United Nations Guidelines for the Alternative Care of Children). Consortium members, Catholic Relief Services (CRS), Lumos, and Maestral International are working together to effect these changes through CTWWC's three main objectives: 1) governments promote family care through the improvement and implementation of policies, workforce investment, and national and community systems strengthening; 2) children stay in or return to families through family strengthening interventions that consider the wants and needs of children, the engagement of local community in reintegration and appropriate family-based care, and the transition or closure of institutions and other residential care; and 3) family care is prioritized by a global movement through global, regional and national influence and learning to advance practices and redirection of resources by countries, global and regional bodies, donors, faith-based and secular organizations and individuals.

Background to the consultancy

Sustainable care reform is a complex and long-term undertaking. CTWWC recognizes that this work cannot be done in isolation and must be considered within an ever-evolving context for children and families. In Moldova, CTWWC will draw upon the initiative's global partnerships and build in-country relationships to ensure a collective impact, co-creative approach with scope, spread, and depth of programming. Care reform in Moldova has often been siloed geographically and thematically, and led by a small, though highly capable group of organizations.

CTWWC will be starting up activities in Moldova in October 2020 under a significant new agreement with USAID. This program will launch with a 10-month bridge period that will begin in September intended to assess the impact of COVID-19 on the context and programmatic response, and to undertake registering CRS in the country.

Because of the impact of the COVID-19 pandemic, and the need to address the situation of children's care generally, CTWWC is making provision for interim activities during the bridge period leading up to collaborative planning for longer term programming. During this time CTWWC will work with partners to advocate for the attention of government and non-governmental towards child care and protection as a part of the health, education and general social protection responses to the COVID-19 pandemic. A number of distinct related activities will be implemented by sub-grantee implementing partners.

CTWWC has agreed with USAID to focus the next phase of care reform in Moldova on developing a collective impact approach that emphasizes coordination across relevant Government ministries, and

with donors and a more diverse and inclusive group of NGOs. This approach will aim to improve communication across partners, develop joint strategies with clear roles for each partner, leverage resources, minimize duplication, and maximize quality and sustainable impact. While over twelve years of reform in Moldova has led to significant change, CTWWC's added value is that it brings a global and external perspective to ensure that international best practices, from both within and outside of Moldova, inform the approach to reform and facilitate cross sectoral, comprehensive and holistic approaches beyond deinstitutionalization. CTWWC also has developed approaches to monitoring, evaluation, accountability and learning (MEAL) that will strengthen care reform in the country will also providing lessons for other countries considering the introduction of similar policies and programs.

A successful collective impact approach is typically characterized by five conditions¹³: (1) establishing a common agenda; (2) developing shared measurement systems; (3) mutually reinforcing activities; (4) strong communication between partners; and (5) the presence of 'backbone' organizations. It is in this role as a 'backbone' initiative that CTWWC seeks to create a supportive infrastructure to reform efforts overall – actively seeking and, at times, managing, the collaboration of partners to avoid working in silos and ensure diverse partners work towards an overarching vision for care reform and towards country ownership.

Activity Summary

During the activity period of ten months, CTWWC will host a number of smaller meetings to establish and strengthen buy-in and consensus around a collective approach. It is anticipated that some of these meetings will need to be virtual due to COVID-19 related restrictions on travel and face-to-face meetings. This initial period will focus on "collective learning," that is various exercises (such as analysis of current situation, review of reunification cases, research on COVID impact, and assessment of residential institutions) that will be taken up by partners in order to come up with a joint design.

CTWWC will then bring together of a wide range of stakeholders for an event aimed at the development of a collective impact network and strategy – including CTWWC, the more experienced and seasoned institutions/ organizations that have been engaged in care reform in Moldova for some time, key Government actors, key donors, Data for Impact, and smaller or newer partner organizations that bring value, and fresh, innovative perspectives. This event will be hosted at the end of the bridge period to frame how collective impact will work in Moldova, co-design key activities, and address the other areas of collective impact approach and collaboration mechanisms: shared vision and common agenda, shared measurement systems, reinforcing activities and continuous communication. It is expected that this will be the beginning of the collective approach in Moldova and that on-going and regular dialogue will be required throughout the initiative.¹⁴

It is envisioned that CTWWC would be tasked as a "Secretariat" to manage the network/initiative including further articulation of the core priority areas, promoting the establishment of a Steering Committee (donors, government, NGOs, and others) and Committee chair, and facilitating development of various terms of reference. The Steering Committee would establish targets and provide leadership, guidance, and support. It is also envisioned that technical working groups will be established to design responses to core priority areas such as monitoring and evaluation, deinstitutionalization and alternative care, prevention and family strengthening, advancing civil society cooperation, issues of workforce, etc. The relationship to the national Coordination Mechanism would be further defined during the initial co-creation period as well.

From a sustainability perspective, it is envisioned that over the life of USAID funding for CTWWC in Moldova this collective impact network/initiative would gain the acceptance, momentum and buy-in by Government and other donors to continue functioning.

Scope of the consultancy

CTWWC relies on Maestral International for expert level technical assistance and is in need of support around collective impact. The consultant is expected to prepare a framework, strategy and resources around collective impact to help inform and guide the initiative overall, the CTWWC Chief of Party (COP) in Moldova, and the implementing partners. The consultant will design and lead a collect impact start up workshop, introducing key concepts and facilitating a diverse group of actors, both government and non, towards a common starting point. The consultant will work closely with the Moldova Chief of Party (TBD), the Global Technical Director, Moldovan implementing partners, and the wider CTWWC team. While the in-person workshop is envisioned for April 2021, timing may need to be adjusted depending on the COVID-19 public health measures that are in place at that time.

The specific activities, deliverables and level of effort for this consultancy are designed as follows:

Activities	Deliverable	Timeframe
<ul style="list-style-type: none"> ▪ Review the program documents on CTWWC and Moldova specifically ▪ Review past workshop documentation ▪ Conduct a desk review on collective impact, if possible focusing on examples in Europe ▪ Compile a list of onboarding resources for the COP and others who will engage in collective impact 	Resource list	9/30
<ul style="list-style-type: none"> ▪ Meet with key stakeholders to determine workshop objectives and scope ▪ Draft, validate, adjust a workshop agenda ▪ Design workshop materials ▪ Work with others to deliver the workshop ▪ Prepare a workshop report 	Workshop	10/12
<ul style="list-style-type: none"> ▪ Conduct a Readiness Assessment, based on observations from startup workshop and other interviews / discussions ▪ Draft outline for a CI strategy – validate with key stakeholders ▪ Draft the strategy for collective work Nov- June with specific recommendations including for subsequent deliverables, including governance next steps- how to form SC and select/prepare the backbone, sample drafts of TOR's ▪ Validate and finalize the strategy 	CI Strategy	10/31
Work with Data for Impact on areas of the MOU that reflect how their work in management information systems will serve a collective approach	Key recommendations report	12/31
Work with the GOM and partners to explore and make recommendations on aligning the GOM's coordination mechanism and the CI Steering Committee		12/31
<ul style="list-style-type: none"> ▪ Plan and facilitate a series of CI meetings establishing <ul style="list-style-type: none"> ○ Steering Committee terms of reference (TOR) ○ CI common agenda ○ Backbone functions / TOR 	CI core document	3/31/21

<ul style="list-style-type: none"> ▪ Document the process and outcomes in a CI core set of documents 		
Assist with FY21 Q4 thru FY22 work planning around the collective impact elements Design and facilitate a planning workshop Document the outcomes of the workshop	Workshop	5/31/21
Update the collective impact strategy for FY21Q4-FY22	CI strategy	6/30/21

Consultant requirements

Personal Skills:

- Excellent interpersonal skills in cross-cultural settings
- Ability to work effectively in a team-oriented environment
- Ability to adapt flexibly to changing demands
- Strong ability to multi-task, prioritize and meet deadlines
- Proficiency in online meeting platforms and excellent skills in virtual meeting facilitation

Skills, Qualifications, and Experience:

- Master’s Degree in management, social work, social sciences or a closely related field
- At least 8-10 years of experience in international development, with strong preference for experience in child protection and welfare, systems change and care reform
- Experience working within collective impact approaches and familiarity with the key concepts, strengths and constraints of the approach – ideally experience includes collective approach in diverse settings
- Knowledge of international child welfare and protection frameworks including the Convention on the Rights of the Child and Alternative Care Guidelines, and global instruments relevant to child rights preferred
- Excellent written and verbal communication skills, demonstrated ability as a trainer/ workshop facilitator
- Ability to work independently
- Fluency in Romanian or Russian, highly considered preferred?

Application instructions

Applicants must submit a CV that demonstrates qualifications and a list of clients/projects that he/she has supported. In addition, applicants should submit a 2-4 page summary of their approach to conducting the assignment and completing the deliverables. Please include established daily rate.

All applications must be submitted via email to nwilliams@maestral.org no later than September 10, 2020.