

## Maestral International Capabilities Statement

Maestral is a team of globally recognized experts supporting the development, strengthening, and coordination of child protection systems to ensure children are free from violence, abuse, neglect and exploitation. Our mission is to ensure that all children, especially those most excluded and marginalized, are prioritized, and cared for in safe and nurturing families, communities and environments. Maestral's approach stresses the importance of a protective environment for strengthening human capital development, e.g. improved health and education outcomes, as a critical component of poverty reduction and economic growth strategies.



Maestral applies a holistic framework and seeks to strengthen linkages across sectors (health and HIV, nutrition, education, social welfare, and social protection) in early recovery and development settings. The company has worked in over 80 countries for a wide range of multi-lateral, bilateral, private and NGO clients. All services aim to strengthen national and sub-national capacity, structures and mechanisms, and support longer-term sustainable results for children in the context of family-based care.

We work with clients to:

- **Produce reliable and child-centered evidence** to inform policy development and programming;
- **Strengthen the capacity of policy makers and practitioners** across sectors to integrate and coordinate children's protection concerns in sectoral plans, programs and budgets;
- **Translate policies and strategies into action** through costed action plans, strengthening the workforce and case management systems, and coordinating statutory and community-based structures;
- **Utilize qualitative and quantitative methods** to monitor and evaluate programs and policies to inform program interventions; and
- **Develop advocacy and technical resources**, including policy and advocacy briefs, strategy papers, meta analyses, literature reviews, and research articles in peer reviewed journals.

Maestral is aligned with and contributes to the global sustainable development agenda for children that seeks to ensure that no child is left behind. As such, our work focuses on a strategic number of priority areas:

- (i) **family strengthening** and care reform;
- (ii) preventing and responding to **violence against children** of all ages in all settings;
- (iii) ensuring children's wellbeing through strengthening linkages between **community-based and statutory child protection mechanisms and structures**;
- (iv) working with **key populations** of children who are at disproportionate risk of, and impact from, child protection violations because of their isolation, marginalization, discrimination, gender inequity and stigma from mainstream child protection interventions; and
- (v) integrating **social protection and child protection** to promote child, family and community resilience.



## Maestral Team

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### Philip Goldman, President

Minneapolis, MN, USA



A passionate advocate for children, Philip has decades of experience in designing, negotiating & implementing comprehensive human development programs for the World Bank, USAID, UNICEF and private foundations, covering the social and child welfare, health and education sectors.

*Language: English and Russian*

### Cassie Landers, Founding Partner

New York, NY, USA



Cassie has over 20 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.

*Language: English*

### Janet du Preez, Human Resources and Development Advisor

Johannesburg, South Africa



Janet du Preez is a development consultant, a social worker by profession with more than 40 years of experience in direct service delivery to all vulnerable groups, specifically children.

*Language: English and Afrikaans*

### Atieno Odenyo, Senior Associate

Nairobi, Kenya



Atieno has extensive experience in international development. 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.

*Language: English, Swedish, Portuguese, and Spanish*

### N. Beth Bradford, CTWWC Technical Director

Peterborough, NH, USA



Beth is an international child protection consultant with twenty-five years of experience. Her work has focused on child protection and care systems development, case management, care reform, early childhood development, and family strengthening.

*Language: English and Romanian*

### Kelley McCreery Bunkers, Senior Associate

Minneapolis, MN, USA



Kelley is an international child protection and social welfare consultant with 25 years of experience working in Eastern Europe, Latin America, and Sub-Saharan Africa. Her work is focused on systems strengthening & child protection, care reform, case mgmt., children & HIV, and the social service workforce.

*Language: English, Spanish, and Romanian*

### Mari Hickmann, Senior Associate

Raleigh, North Carolina, USA



Mari is an international child protection and social welfare consultant with over ten years of experience working in Eastern Europe, Sub-Saharan Africa and Southeast Asia. Her work is focused on alternative care for children, monitoring and evaluation and system strengthening. *Language: English*

### Siân Long, Senior Associate

Oxford, United Kingdom



Siân has worked on child protection and issues impacting children affected by HIV and AIDS and violence for over twenty-five years. She focuses on linking policy and programming, gender and child rights.

*Language: English, Spanish, Portuguese, and French*

### Anna Jolly, Senior Associate

Nairobi, Kenya



Anna is an international child protection practitioner, with experience in East Africa and South East Asia. Her work focuses on strengthening child protection systems with a focus on reinforcing the child protection workforce and services for children living outside of parental care.

*Language: English*

### Cristian Maneiro, Associate

Montevideo, Uruguay



Cristian is a Monitoring and Evaluation specialist with more than ten years of experience consultant for United Nations Agencies and Non-Governmental Organizations. He holds a Master's degree in Sociology as well as a specialization in Public Policy and Evaluation.

*Language: English, Portuguese, and Spanish*

## Maestral Team

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### Danica Aroha Waiti, Senior Associate

*Bridgetown, Barbados*



Danica specialises in programming with a focus on monitoring and evaluation. She has provided technical advice to projects in the Pacific, South-East Asia and North and East Africa regions working alongside governments and civil society groups.

*Language: English*

### Doreen Alaro, Associate

*Kampala, Uganda*



Doreen has over 14 years of work experience, nine in government system strengthening and over five in child protection. She has significant project management experience in child protection, system strengthening in the social service sector, and cross-sectoral system strengthening.

*Language: English*

### Emmanuel Wireko Antwi-Boasiako, Associate

*Accra, Ghana*



Emmanuel has over a decade of experience in results-based project management, strategic planning, & institutional strengthening. His work focuses on building capacities of government and stakeholders in assessing, addressing, and monitoring care reform, the social workforce, and child labour.

*Language: English*

### Francesca Stuer, Senior Associate

*Antwerpen, Belgium*



Francesca has over twenty years of experience working with governments and stakeholders to strengthen social welfare, child protection, and HIV and AIDS prevention and response systems; translate policy to programming; and develop capacity strengthening approaches. *Language: Dutch, English, and French*

### Innocent Yekeye, Senior Associate

*Harare, Zimbabwe*



A seasoned Research, Monitoring and Evaluation consultant with over 13 years' experience in M&E capacity building, M&E research design, data collection, data analysis, report writing and evidence-informed decision making.

*Language: English & Shona*

### Joanna Wakia, Senior Associate

*Nairobi, Kenya*



Joanna is a monitoring, evaluation and research specialist, with a particular interest in family reintegration and prevention of family-child separation. She has 13 years' experience building M&E systems and capacity, leading evaluations, and developing operating procedures. *Language: English and French*

### Jushi Gitau, Associate

*Nairobi, Kenya*



Jushi is a public finance specialist whose work focuses on the costing of child protection policies, systems and services, as well as on research, curriculum development and training. He has extensive experience in economic research and analysis.

*Language: English and Kiswahili*

### Katherine Neidorf, Associate

*New Hampshire, United States*



Katherine is a clinical social worker and educator with over 15 years of experience working with children in need of care and protection and governments as a technical advisor for system strengthening and care reform. She focuses on child protection, mental health, and human trafficking and sexual violence response and prevention. *Language: English*

### Khadijah Madihi, Associate

*Singapore*



Khadijah is a child right and protection practitioner; areas of focus include alternative care, care reforms and systems strengthening. With more than twenty years of experience, her work has extended to include strategic review, policy development and capacity building of social service systems for vulnerable children (including refugee/asylum-seeking, UASC and children on the move) in Asia. *Language: English, Malay and Bahasa Indonesia*

### Leonora Borg, Senior Associate

*London, United Kingdom*



Leonora is an international child safeguarding and protection specialist, with seventeen years of experience. She focuses on preventing and responding to violence against children; capacity building; and research, monitoring and evaluation with children. *Language: English*

## Maestral Team

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### **Mihai Magheru, Associate**

*Barcelona, Spain*



Mihai is an international child protection and social protection consultant with over two decades of experience in Europe and Central Asia, West and North Africa, and Latin America. His work is focused on systems' strengthening, child sensitive social protection, gender mainstreaming, and monitoring and evaluation

*Language: English, French, Romanian, and Spanish*

### **Shar Kurtishi, Senior Associate**

*Pristina, Kosovo*



Shar is a public finance specialist with 15 years of experience in the design, administration and management of PFM systems and three years of direct involvement in social protection and child protection strategies. *Language: Albanian, English,*

*Serbian, and German*

### **Vanessa Fonseca, Associate**

*Rio de Janeiro, Brazil*



Vanessa has more than 20 of experience in researching and designing programs on topics related to promoting gender equality among young people, especially men, in Brazil and globally. Her experience includes sexual and reproductive health and rights, HIV/AIDS prevention, parental care, and gender-based violence.

*Language: Portuguese, English, Spanish, and French*

### **Peta-Gaye Bookall, Senior Associate**

*Kingston, Jamaica*



Peta-Gaye Bookall is an international Child Protection practitioner, with over 12 years' experience and expertise in Child Protection (CP) System Strengthening, Social Services Workforce Strengthening, CP Social Work, CP training & capacity building, CP in Emergencies & child-focused Mental Health & Psychosocial Support (MHPSS). *Language: English*

### **Sully Santos de Uclés, Senior Associate**

*Guatemala City, Guatemala*



Sully has been working for more than 25 years to improve child welfare and protection systems with national and international organizations as well as national and sub-national government offices. Her work is focused on Latin American protection systems and workforce strengthening.

*Language: Spanish and English*

### **Viktoria Perschler, Senior Associate**

*Khartoum, Sudan*



Viktoria is an international consultant with over 20 years of experience in child protection and almost 10 years in gender-based violence. Her experience includes working with governments and other stakeholders to create inclusive national child protection strategies.

*Language: German, English, French, Portuguese, and Spanish*



## Changing The Way We Care<sup>SM</sup>

Client: John D. and Catherine T. MacArthur Foundation and USAID funded;  
Subcontracted by Catholic Relief Services



*Changing The Way We Care<sup>SM</sup>* (“CTWWC”) is a bold initiative designed to promote safe, nurturing family care for institutionalized children or children at risk of child-family separation. This includes strengthening families and reforming national systems of care for children, including family reunification and reintegration, development of alternative family-based care (in keeping with the United Nations Guidelines for the Alternative Care of Children). CTWWC is a consortium of three partners (Catholic Relief Services, Lumos and Maestral International), joined, through a Global Development Alliance (GDA), by three donors (MacArthur Foundation, USAID and GHR Foundation). CTWWC is starting up in a context of growing interest in care reform, and as a result of a growing global understanding that institutional care of children is a significant problem that will be best addressed through collaboration between national, regional and global stakeholders to develop alternative care systems supportive of family care. Grounded in the work of three demonstration countries (Kenya, Guatemala, Moldova), as well as regional and global engagement, CTWWC will seize the momentum to help advance care for children toward and over a tipping point where government and non-government care systems, civil society initiatives, and public attitudes and behaviors focus on keeping children in safe and nurturing families.

**Contract Dates**

October 2018 – Present

**Contact**

Anne Smith, Global Director  
anne.smith@crs.org



## Philippines Case Management mapping and enrichment

Client: UNICEF Philippines

Maestral and De La Salle University Social Development Research Center conducted an in-depth analysis on the current practices, gaps, challenges, opportunities to further enhance an integrated and comprehensive case management system in the context of the Department of Social Welfare and Development (DSWD) DSWD child protection system at all levels. This review took place against the backdrop of the implementation of the Mandanas ruling to further improve decentralization to Local Government Units.

**Contract Dates**

November 2020 - March 2022

**Contact**

Jess S. Far, [jfar@unicef.org](mailto:jfar@unicef.org)



## Evaluation of the implementation and effectiveness of safeguarding interventions for partners of Porticus

Client: Porticus

Maestral conducted an external evaluation of the support (including guidance and resources) for safeguarding development and implementation provided by the Porticus Foundation to their implementing partners worldwide. The purpose of the evaluation was for Porticus to gain a deeper understanding of the relevance and effectiveness of its efforts in, and prioritization of, safeguarding in all its grants. The Maestral team applied a theory-based, iterative, mixed-methods approach including desk review of Porticus’ safeguarding support guidance and associated tools as well as a sample of partner’s safeguarding policies; administration of online surveys among a total of 71 Porticus staff and 516 partner staff (from 244 organizations); and 37 key informant interviews with Porticus staff, safeguarding consultants and partner organisation representatives to gain the perceptions of relevance and effectiveness of Porticus’ safeguarding efforts.

**Contract Dates**  
**Contact**

June 2021 – December 2021  
Diederik Slot [d.slot@porticus.com](mailto:d.slot@porticus.com)



## **Integrate online violence into existing VAC guidelines/SOPs/training curricula/IEC materials**

**Client: UNICEF Uganda**

Maestral worked with UNICEF Uganda to conduct a full overview of the existing administrative, training, and educational resources for judiciary, welfare, and education sector professionals working for children. The Maestral team conducted both desk and field research and reviewed all existing key information, education and communication (IEC) materials for caregivers and children designed to prevent and respond to VAC and identify gaps on OCSEA that needed to be integrated in the existing resources. We then developed and delivered seven training modules in a ToT format. The project was overseen by the Uganda OCSEA Task Force.

**Contract Dates**  
**Contact**

April 2021 – February 2022  
Deborah Gasana <[dgasana@unicef.org](mailto:dgasana@unicef.org)>



## **A Roadmap for Diaspora Engagement in FGM Prevention**

**Client: The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)**

Maestral worked with GIZ to collect and share information about Diaspora actors and activities in the project regions (Somalia, Sudan, Ethiopia) and Germany/Europe. This included the collection of data on the interests and strategies of diaspora actors, their willingness to engage in the area of FGM; the goal is to provide information which enables GIZ to cooperate with these diaspora actors and know what is required for a partnership. The data collected will assist in defining the existing possibilities for “Diaspora Partnerships”.

**Contract Dates**  
**Contact**

June 2021 – November 2021  
Wegmann, Jana <[jana.wegmann@giz.de](mailto:jana.wegmann@giz.de)>



## **Develop and pilot a training package for INSPIRE: 7 strategies to end violence against children**

**Client: The World Health Organization**

Maestral worked with the World Health Organization to develop and pilot a Training of Trainers package on INSPIRE: 7 strategies to end violence against children. The Maestral team designed a customized introduction training on the INSPIRE technical package for practitioners and implementers, strategic planners and policymakers. The programme builds on the training materials and experiences of training national and regional policy makers and planners. The training package:

- provides guidance on how to use the package, including how to select culturally and nationally relevant strategies and approaches;
- provides opportunities for understanding evidence-based approaches to VAC prevention;
- provides guidance on where to access further information on planning and policy making on VAC prevention.

The Maestral team conducted three Training of Trainers for 50 trainers globally with the new training materials.

**Contract Dates**  
**Contact**

September 2021 to February 2022  
Sabine Rakotomalala, [sabinev@who.int](mailto:sabinev@who.int)



## **Analysis of the Situation of Access to Justice for Children in Mozambique**

**Client: UNICEF Mozambique**

Maestral International, in partnership with REFORMAR - Research for Mozambique, provided a comprehensive situation analysis of the justice sector in Mozambique in terms of its prevention, response and protection of children in contact with the system as victims, witnesses, alleged offenders or third parties (including civil, criminal and administrative cases), analysis of the functions, roles and coverage of various services and institutions. The team identified major challenges and bottlenecks and formulated recommendations to address them in the form of a costed action plan, with interventions at the legal, policy and programme levels and across all concerned institutions.

**Contract Dates**  
**Contact**

February 2020 to September 2021  
Carla Cangela de Mendonca [cmendonca@unicef.org](mailto:cmendonca@unicef.org)



## **Investment Case Analysis and recommendations for children in Romania**

**Client UNICEF Romania Country Office**

Maestral worked with UNICEF Romania to develop an investment case for a package of cash benefits and care services that could help reduce poverty and social exclusion, particularly among vulnerable children and their families in Romania. The investment case was developed in close consultation with a Steering Committee composed of representatives from multiple sectors of the Government. The investment case is based on a cost-benefit analysis (CBA). It monetizes the different benefits of cash and care and shows the ratio of the combined monetized benefits to the monetized cost. Using the data from the CBA, four scenarios were modeled, projecting results over a 30-year period. Based on this, recommendations were provided to the Government of Romania on the most beneficial scenario. The result will feed into the Government of Romania's submission for the next cycle of EU Operational Programmes to ensure funding for a policy that provides the highest value for money over time. The investment case also provides recommendations to the Government of Romania on accelerating decentralization and public procurement of services as well as on reforms that can enable a greater integration between cash and care provided as part of the social protection and child protection system. This is needed both to enable a rapid scale-up of the services included in the cash and care package and to ensure the implementation of the policy gets the highest return on investment in the shortest possible period of time.

**Contract Dates** January – December 2021  
**Contact** Voichita Tomus [vtomus@unicef.org](mailto:vtomus@unicef.org)



## **Capacity building of civil society actors to protect children against violence Burkina Faso**

**Client: Health Focus**

Maestral International Senior Associate Viktoria Perschler provided technical support to Health Focus in the implementation of Component 3 of the German Technical Cooperation (GIZ) funded "Human Rights / Child Protection and Promotion of Rights in Burkina Faso"

project. Component 3 focused on strengthening the capacity of civil society to protect children against violence. Maestral's technical support included: 1) providing support to strengthen the capacity of Health Focus and GIZ in safeguarding developing fact sheets on child marriage, FGM, worst forms of child labor, child trafficking, and early pregnancy; 2) providing support to 'animators' that worked with local stakeholders in the field on issues around child participation, gender-based violence and child protection; and 3) support to the development of information material, including posters and a calendar.

**Contract Dates** July 2019 to December 2021'  
**Contact** Juliane Czech [Czech@health-focus.de](mailto:Czech@health-focus.de)



## **Development of a Competency Standard for members of the workforce directly engaging with children focused on the identification and management of protection risks in children and adolescents in Mexico and related tools for its application and certification.**

**Client: UNICEF Mexico**

Maestral worked with UNICEF Mexico and in close coordination with the National System for Integrated Family Development (or its Spanish acronym, SNDIF) to strengthen the capacity of members of the workforce engaged, at different levels, in child protection in Mexico. The team developed a new competency standard for all individuals working directly with children including social workers, psychologists, staff of residential care or day care centers, etc. The competency standard went through a rigorous design process culminating in the approval and publication by CONOCER, the government department overseeing the process. The competency standard is accompanied by an evaluation tool to support the certification process. Maestral also designed a five-day training program, developed in coordination with DIF and the School of Social Work at National Autonomous University of Mexico, to help those interested in applying for the standard to prepare. The training package includes a curriculum, plan, training content, and participant manual.

**Contract Dates** July 2020 to November 2021  
**Contact** Paula Ramirez-Espana [pramirezspana@unicef.org](mailto:pramirezspana@unicef.org)



## **Assess the National Response to Child Online Sexual Exploitation in Kenya using the WeProtect Model National Response Framework and Develop a Draft National Plan of Action**

**Client: UNICEF Kenya**

Maestral International was contracted by UNICEF Kenya to support the Government of Kenya, in particular, the Department of Children's Services (DCS) and the Communications Authority (CA), through the Technical Working Group on Child Online Protection to undertake an assessment of the current situation and national response to Online Child Sexual Exploitation and Abuse (OCSEA) using the WePROTECT Model National Response framework to identify gaps and new opportunities in implementation; and develop a costed National Plan of Action on Online Child Abuse and Exploitation that will guide partners in the areas of program intervention.

**Contract Dates** October 2019 to September 2021

**Contact** Monika Sandvik-Nylund [msandviknylund@unicef.org](mailto:msandviknylund@unicef.org)



## **Review the Turks and Caicos Islands Corporate Structure of the Department of Social Development**

**Client: The Government of the Turks and Caicos Islands**

Maestral Senior Associate Francesca Stuer developed recommendations for strengthening and restructuring the Department of Social Development of the Turks and Caicos Islands through a review of the Department's organisational structure, functions and tools, operations and partnerships. It is expected that the recommendations will help strengthen the functionality of the Department, improve efficiencies, shed non-essential practices, and enhance the long-term value of the Department of Social Services.

**Contract Dates** April to November 2021

**Contact** Mrs. Tiffany Thomas-Brown – Director of Social Services ([tthomas@gov.tc](mailto:tthomas@gov.tc))



## **Assessment of the social service workforce for child protection and development of action plans to implement the recommendations of the assessment in Bosnia and Herzegovina**

**Client: UNICEF Bosnia and Herzegovina**

The Maestral team provided technical guidance and assistance in the implementation of the Eastern Europe and Central Asia Regional Call to Action for strengthening the social service workforce (SSW). The team assessed the SSW for Child Protection in Bosnia and Herzegovina, produced a summary analytical report of the findings and recommendations, corresponding to the area of the call for action. The Team also supported the development of three SSW Plans of Actions for the two entities and one district of Bosnia and Herzegovina. The Maestral team conducted capacity building webinars on the impact of COVID-19 on children and social services, as well as overview on costing of national action plans and child protection.

**Contract Dates** October 2019 – June 2021

**Contact** Sandra Kukic ([skukic@unicef.org](mailto:skukic@unicef.org))



## **Child labor/child trafficking assessment for the Integrated Cocoa Value Chain Development Project**

**Client: The World Bank**

The Maestral team worked with the World Bank (WB) to assist in the design of child labor prevention and response activities to be integrated in the Cote d'Ivoire "Integrated Cocoa Value Chain Development Project". To inform this project, Maestral provided technical assistance to: a) map existing efforts and initiatives by relevant stakeholders; b) design child labor prevention and response activities to be embedded in the WB forthcoming cocoa value chain development project; c) elaborate the detailed implementation plan for child labor activities, elaborate the budget and monitoring and evaluation framework for the child labor activities to be included in the "Integrated Cocoa Value Chain Development Project"; d) undertake an assessment of the situation related to child labor and child trafficking in Cote d'Ivoire; and e) undertake a portfolio review and make recommendations for future actions of the World Bank in Cote d'Ivoire to address child labor and child trafficking.

**Contract Dates** January 2021 to July 2021  
**Contact** Alexandra Annabelle Niesslein <[aniesslein@worldbank.org](mailto:aniesslein@worldbank.org)>



## **End of project documentation - Equitable Access to Justice for Children in Albania and Montenegro 2019-2021**

**Client: UNICEF Europe and Centra Asia Regional Office**

Maestral worked with the UNICEF Europe and Central Asia Regional Office and UNICEF Country Offices in Albania and Montenegro to comprehensively document achievements, lessons learned and challenges emanating from the implementation of the access to justice initiative in Albania and Montenegro over the last two and half years. The documentation covered:

- The extent to which the project met its objectives as originally conceived;
- Discernable gains or progress towards gains, which can be identified from the implementation of the project. Specifically, how the project impacted the following:
  - availability of services, capacity building for justice sector actors and other stakeholders to increase their knowledge and skills in working with particularly vulnerable children and implementing access to justice and child-friendly justice standards;
  - increasing children’s knowledge of their rights and outreach targeting children and families, especially the most vulnerable;
- Identifiable strengths, weaknesses and challenges presented during the life of the project to indicate key learning upon which access to justice reforms in the two countries can continue to build and also to inform other countries in the region working on access to justice;
- Lessons to learn from this project in terms of relevance, sustainability effectiveness etc.; and
- Advocacy briefs for future Justice for Children work in Albania and Montenegro.

**Contract Dates** April 2021 to July 2021  
**Contact** Phenny Kakama <[pkakama@unicef.org](mailto:pkakama@unicef.org)>



## **Piloting of the Cross Sectoral Platforms for Coordination, Collaboration and Referral (ECED, Child Protection, Children with Disabilities)**

**Client: UNICEF Oman Country Office**

Maestral worked with UNICEF Oman to pilot the cross sectoral platforms system in two governorates, refine the system including SOPs, Jobaids and Tools based on learning from piloting, and ensure that it was ready for national scale up. Piloting involved training as well as coaching of relevant stakeholders during implementation and testing of the proposed workflow, protocols and tools to ensure that they are further adapted to the Omani context and can be translated into an automated case management system upon completion of the pilot. To help social workers ensure continued case management functions during COVID, Maestral also developed Tip Sheets providing guidance to social workers on how to ensure such functions in a time of restricted mobility and social distancing.

**Contract Dates** November 2018 - July 2021  
**Contact** Franziska Salem [frsalem@unicef.org](mailto:frsalem@unicef.org)



## **“Value for Money” (VfM) Assessment of UNICEF partnerships for the delivery of community-based programmes by CSO Partners**

**Client:** UNICEF Turkey Country Office

Maestral Senior Associate Francesca Stuer conducted a Value for Money (VfM) assessment of UNICEF Turkey’s current partnerships with CSOs for the delivery of community-based social services to refugee and migrant children and their families, including community-based child protection (CBCP), education, social protection services and youth empowerment/social cohesion programmes. These partnerships have been of a cross-sectoral nature, aiming to holistically address the multiple, inter-related and complex needs of refugee and migrant populations, and are therefore managed in coordination among UNICEF Turkey Child Protection, Education, Social Policy and ADAP Sections. This assessment complemented the findings of previous evaluations and support UNICEF Turkey’s assessment and selection of implementing partners and revisions to programmatic approaches moving forward.

**Contract Dates** June - July 2021  
**Contact** Annalisa Caparello <[acaparello@unicef.org](mailto:acaparello@unicef.org)>



## **Capacity Gap Assessment of Child Protection Focused Social Welfare Workforce in Kenya, Development and Roll-out of Child Protection Focused Social Welfare Workforce Training Package**

**Client:** UNICEF Kenya

Maestral worked with UNICEF and the Department of Children’s Services to assess the capacity, including strengths and gaps of the Government of Kenya child protection workforce. The data collected from a representative sample of the workforce, via key informant interviews, focus group discussions and a self-assessment was used to 1) develop a standardized introductory 10-day training curriculum for the government child protection workforce (professionals) and a five-day standardized training package for community-based members of the child protection workforce; and 2) inform the development of a framework and action plan to inform the Government of Kenya’s workforce strengthening plans for the next five years.

**Contract Dates** October 2018 – June 2021  
**Contact** Haithar Ahmed [haahmed@unicef.org](mailto:haahmed@unicef.org)  
Yoko Kobayashi [ykobayashi@unicef.org](mailto:ykobayashi@unicef.org)



## **In-Service Training for lecturers in Universities and Colleges on the Revised and Harmonized Curricula for Social Work**

**Client:** UNICEF Sierra Leone

Maestral worked with the Ministry of Social Welfare, various Universities, and UNICEF Sierra Leone to develop materials for in-service training of academics/lecturers who will be responsible for teaching and delivering the standardized BSW curriculum and student field placement manual, as well as provided list of online resources and videos. With feedback from the training the BSW curriculum was updated. The certificate and Diploma curriculums were also updated. A training and workshop was also organized for NGO partners to a) build capacity on SW supervision; b) be able to receive SW student on field placement; and c) reach

agreement between the MSW, Universities and NGO to support field placement of SW student as part of the implementation of the standardized BSW curriculum.

**Contract Dates** March 2020 – June 2021  
**Contact** David Lamin <[dlamin@unicef.org](mailto:dlamin@unicef.org)>



## **Virtual training programme on child protection, GBV, and Covid-19**

**Client:** UNICEF Uganda Country Office

The Maestral team supported the ongoing strengthening of Uganda's child protection workforce, with a particular emphasis on the professional practitioners that work to protect and support vulnerable children and families in the context of COVID-19.

This project offered a series of time-sensitive virtual learning webinars and peer support action-oriented meetings that: 1) Provided up-to-date information on COVID-19 prevention, response and psychosocial support; 2) Provide information about child protection prevention and response activities relevant to the situation faced by children and families in the context of COVID-19; and 3) Allowed for an exchange of experiences and virtual "community of practice" where child protection professionals discussed, shared and, identified practical solutions and action plans in responding to COVID-19 related child protection concerns. These discussions also served as important engagement and connection with colleagues which is an important part of self-care.

Training recordings and materials can be found on the Uganda Ministry of Gender, Labour and Social Development website here: <https://mglsd.go.ug/training-materials-and-recording-virtual-training-program/>

**Contract Dates** August 2020 to June 2021  
**Contact** Nikolaas Swyngedouw <[nswyngedouw@unicef.org](mailto:nswyngedouw@unicef.org)>



## **Development and Piloting of Parenting Education Programme in Sierra Leone**

**Client:** UNICEF Sierra Leone Country Office

Maestral worked with UNICEF and CSO partners to contribute to the development of a positive parenting education programme for Sierra Leone, with the intended impacts of: 1) reduction in harsh or abusive parenting; 2) improved positive and responsive parenting, including monitoring of children; and 3) better decision-making processes within the families for the protection of children.

The following activities were undertaken, under the guidance of a Technical Working Group, led by the Ministry of Social Welfare with the Ministry of Gender and Children's Affairs and a range of government and non-government actors: development of an overall framework to develop a positive parenting programme, with a focus on non-violent parenting including challenging harmful practices; drafting of a three curricula, for early years (0-5 years), childhood (6-10 years) and adolescent children (11-17 years). The adolescent curriculum was piloted with the support of three CSOs in different regions in the country and the final materials were adapted based on feedback. The next stage will be to finalise and prepare for national roll out.

**Contract Dates** April 2021 to May 2021  
**Contact** Yuichiro Yamamoto <[yyamamoto@unicef.org](mailto:yyamamoto@unicef.org)>



## MWENDO: OVC Program Nyanza, Western and Rift Valley Counties of Kenya

**Client: USAID-funded; Subcontracted by Catholic Relief Services**



Maestral was a consortium member in the USAID-funded program, MWENDO, led by CRS Kenya. The consortium's role was to provide strategic leadership, technical direction, capacity building and mentorship to local implementing partners (LIPs) working for children and families affected by or living with HIV and AIDS. Through technical capacity strengthening and direct implementation, MWENDO: (1) strengthened county Department of Children's Services; (2) developed the health facility - community referral system resulting in increased identification and treatment of children and adolescents living with HIV; (3) delivered evidence-based Household Economic Strengthening; (4) supported roll out of the Child Protection Information Management System; and (5) supported LIPs and Area Advisory Councils to deliver and/or link children and families to appropriate services. MWENDO designed and utilized a comprehensive case management approach, informed by the global package of 4Children, that included targeted benchmarks addressing HIV and child protection. MWENDO utilized a holistic, child-focused, family-centered programming approach. Ultimately MWENDO aimed to increase access to health and social services for OVC and their families, strengthen capacity of households and communities to protect and care for children affected by or living with HIV and AIDS, and strengthen child welfare and protection structures and systems for effective responses in targeted communities. The Maestral team concluded its technical support through a rapid assessment to collect information about the current case management processes, SOPs and tools utilized by LIPs and Community Health Volunteers (CHVs), to better understand the recognized benefits, successes and challenges as perceived by those directly involved in their use. The findings will be used to inform concrete recommendations for changes, adaptations or revisions to existing tools and SOPs which will hopefully be utilized in future OVC programming in Kenya.

**Contract Dates** 2017 – Present  
**Contact** Marcy Trueb Head of Programming, CRS Kenya  
Catholic Relief Services  
Baltimore, MD USA  
[Marcy.Trueb@crs.org](mailto:Marcy.Trueb@crs.org)



Oxford Policy Management

## PF4C: Capacity Building of Programme Staff in Public Finance for Children

**Client: Oxford Policy Management (OPM)**

Maestral Senior Associate Shar Kurtishi in cooperation with Oxford Policy Management conducted a capacity building of UNICEF programme staff in Public Finance for Children (PF4C). Due to increased expansion into the area of public finance for children at both the national and global level, UNICEF wished to enhance its understanding, knowledge, and expertise on public finance management (PFM) issues of programme staff in its Country Offices in the Western Balkans via an online Orientation Course on PF4C. Through the assignment, the team created and then delivered a high-level online training course to 4 UNICEF Country Offices (Albania, Kosovo, Montenegro, and North Macedonia) in order to increase internal knowledge around PF4C and its impact.

**Contract Dates** January 2021 to May 2021  
**Contact** Meg Chappell, [Meg.chappell@opml.co.uk](mailto:Meg.chappell@opml.co.uk)



## **Child Protection in Sports Training Package and Child Safeguarding Policy**

**Client: UNICEF Namibia**

Maestral and Physically Active Youth (PAY) worked with UNICEF Namibia to develop a training and support package on child safeguarding in sport. The project included the following components:

- Developing a training package on child safeguarding in sports, including an online module;
- Developing a model child safeguarding policy for sports clubs, academies, schools and organisations;
- Training a pool of Master Trainers; and
- Piloting the training in Windhoek.

The comprehensive Training Package provides in-depth information on abuse and exploitation, both that occurs in sport and that people in sport may see or hear about. It details practical case studies from Namibia and elsewhere that resonate with the Namibian context and was rooted in field research with sports clubs, academies, schools and organisations, and children and young people involved in sport. The training is currently being rolled out across Namibia, supported by PAY and the Ministry of Sport.

**Contract Dates** November 2020 – April 2021  
**Contact** Bravo Linosi, [blinosi@unicef.org](mailto:blinosi@unicef.org)



## **Documentation of Conditional Cash Transfer for Education's (CCTE) Child Protection Component**

**Client: UNICEF Turkey Country Office**

Maestral Senior Associate, Francesca Stuer, worked with UNICEF Turkey to document good practices and lessons learned from the child protection component of the CCTE program through an analysis of selected individual cases and interviews with refugee families, service providers and thematic experts. Francesca gathered data on the program performance and the effects of the CCTE CP interventions at beneficiary level. The analysis will help identify key success factors as well as any impediments that undermine results. This exercise covered the overall protection services cycle from the identification of cases to closure, through an in-depth qualitative analysis of program implementation and documentation of interventions provided to a sample of individual cases managed by the outreach teams.

**Contract Dates** September 2019 to December 2020  
**Contact** Dilara Ekici <[dekici@unicef.org](mailto:dekici@unicef.org)>



## **Technical Support to UNICEF Kazakhstan for conducting a study on the actual and potential impact of business on children's rights in Kazakhstan**

**Client UNICEF Kazakhstan Country Office**

Maestral conducted a rights-based and equity-focused analysis of business impact on children's lives in Kazakhstan and the potential to enhance the positive contribution of business to the realization of child rights, linked to the key programmatic outcome areas of the new country programme document. The analysis will serve as evidence-based information and guidance for

UNICEF to develop sustainable shared-value partnerships with business, strategically embedded in country programme results across the areas of thriving, learning and protecting.

**Contract Dates** March 2020 to December 2020  
**Contact** Elvira Begisheva <[ebegisheva@unicef.org](mailto:ebegisheva@unicef.org)>



## **Appraisal of the Community Level Case Management System in Zambia**

**Client: UNICEF Zambia Country Office**

Maestral and Precise Research Solutions (PRS) worked with UNICEF Zambia to inform the continued and unfolding processes to establish effective case management services within the child and family welfare system of Zambia, as part of the USAID-funded Service Efficient and Effectiveness for Vulnerable Children and Adolescents (SEEVCA) project. The purpose of this study was to assess the effectiveness of the formative phase in establishing the specified components of the case management system.

**Contract Dates** October 2019 to November 2020  
**Contact** Barnabas Mwansa <[bmwansa@unicef.org](mailto:bmwansa@unicef.org)>



## **Development of a Framework for Action for a Transformative Public Private Partnership to Advance Children's Rights in Côte d'Ivoire and Ghana**

**Client: UNICEF Côte d'Ivoire and Ghana Country Offices**

Maestral International provided technical support to the Governments of Côte d'Ivoire and of Ghana to lead the process of developing a Framework of Action for a new Public Private Partnership to reduce child labour in the cocoa growing regions of Côte d'Ivoire and Ghana. The Framework for Action was informed by prior steps taken to fight child labour in the cocoa growing regions of these two countries, including Child Rights Impact Assessment for children in the cocoa growing regions of Côte d'Ivoire; preexisting national plans of action for fighting against child labour and child trafficking; existing national strategies on health (nutrition and WASH), child protection, social protection and education; evidence from national and international strategic interventions to reduce child labour. The Framework for Action is linked to commitments made in the Statement of Intent for the partnership developed with the Governments of Côte d'Ivoire and Ghana, the World Cocoa Foundation (WCF), the International Cocoa Initiative (ICI), the International Labour Organization (ILO) and UNICEF.

**Contract Dates** March 2020 to November 2020  
**Contact** Mirkka Tuulia Mattila, [mtmattila@unicef.org](mailto:mtmattila@unicef.org), UNICEF Côte d'Ivoire  
Antoine Deliege, [adeliege@unicef.org](mailto:adeliege@unicef.org), UNICEF Ghana



## **Development of MER-related content for Strong Local Primes solutions package**

**Client: Catholic Relief Services**

Maestral Senior Associate Mari Hickmann worked with CRS as subject matter expert in the US President's Emergency Response for AIDS Relief (PEPFAR) Monitoring, Evaluation and Reporting (MER) to develop content for CRS's Strong Local Primes Initiative (SLPI). The work focused on developing a solutions package for the CRS SLPI to support local actors as they put key principles and standards for MER and M&E systems into practice. Maestral's contribution to the solutions package included standards for routine data quality assurance,

guidance on data analysis and visualizations, and a checklist of considerations to implement indicator changes.

**Contract Dates** June – September 2020  
**Contact** John Hembling  
Senior Technical Advisor for Health Evaluation and Research  
John.hembling@crs.org



## **Support for the Kenyan Child Protection Workforce Strengthening to Respond to COVID-19**

**Client: UNICEF Kenya**

Maestral worked with UNICEF Kenya and the Kenyan Department of Children’s Services to conduct a series of 12 sensitive virtual learning (webinars) and peer support action-oriented meetings for more than 400 Professional Child Protection Professionals. The webinars contained content which included up-to-date information on COVID-19 and highlighted specific child protection considerations during the pandemic including increased risks and means of preventing and responding to those risks through a COVID-19 lens. The virtual platform also facilitated an exchange of experiences and virtual “community of practice” where child protection professionals discussed, shared and identified gaps and challenges as well as designed practical solutions and county-level action plans in responding to COVID-19 related child protection concerns. Additionally, Maestral designed a series of 16, three-minute phone scripts targeting 1300 community-based child protection actors with messages related to COVID-19 and child protection.

**Contract Dates** May 2020 to September 2020  
**Contact** Yoko Kobayashi  
UNICEF Kenya Country Office  
ykobayashi@unicef.org



## **Support the Strengthening of the Foster Care System in Turkey**

**Client: UNICEF Turkey**

The Maestral team worked with UNICEF Turkey and the Ministry of Family, Labour, and Social Services (MFLSS) to strengthen the foster care system in Turkey. The team conducted a number of comparative desk reviews on short-term foster care with recommendations for developed new service models that more fully protect the rights of children in need of care and protection, including those in need of short-term care until they can return home or move to a permanent placement, and of children with disabilities in need of specialised foster care. To support these new service models, and strengthen existing foster care services, the team updated basic foster care training packages, developed a new specialized training package for foster carers of children with disabilities, and also supported specialized capacity building programmes for technical personnel.

**Contract Dates** May 2019 to September 2020  
**Contact** Eylen Savur  
UNICEF Turkey Country Office  
esavur@unicef.org



## **Social Welfare Service Workforce Capacity Assessment to Develop a Long-Term Capacity Building Strategy for the Social Welfare Services Sector**

**Client: UNICEF Ghana**

Maestral worked with UNICEF and the Government of Ghana (Ministry of Gender, Children and Social Protection and the Office of the Head of Local Government Services ) to Develop a Long-Term Capacity Building Strategy for the Social Welfare Services Sector to effectively deliver social welfare service to vulnerable girls, boys and their families; and to effectively coordinate and implement the National Social Protection Policy, National Child and Family Welfare Policy, National Justice for Children Policy and Children's Act at the national and decentralized level. The Capacity Building Strategy was developed from the findings of an assessment undertaken to assess current capacity of the social welfare service sector to deliver decentralized social welfare services.

**Contract Dates** April 2019 to August 2020  
**Contact** Antoine Deliege [adeliege@unicef.org](mailto:adeliege@unicef.org)



## **Support to National Population and Family Development Board (LPPKN) to review existing parenting modules and develop a new tailored national parenting programme designed to prevent and respond to violence against children in Malaysia**

**Client: UNICEF Malaysia**

Maestral, in partnership with UNICEF Malaysia, the National Population and Family Development Board (LPPKN), and the University of Putra Malaysia reviewed started this assignment by reviewing existing training modules on parenting of young children for parents and care givers (Belaian Kasih) and parenting of adolescents for parents and care givers (Mutiar Kasih) and conducting a formative assessment to better understand parenting support needs among vulnerable households in Malaysia. The team then built upon this learning to develop and pilot a new positive parenting programme (Semarak Kasih) that is designed to prevent and respond to violence against children in Malaysia. The team provided training to 25 government staff as facilitators and 6 academics as coaches in the new Semarak Kasih positive parenting programme. They then piloted the programme in Selangor (N = 76 families) and in Sabah (N = 34 families) with results indicating reduced risk of violence against children. The team also developed additional parenting modules on 1) sexuality and reproductive health, 2) children with disabilities, 3) digital parenting, and 4) child protection, and conducted stakeholder meetings along each theme. They also developed a Semarak Kasih Trainer Manual and provided training to 11 trainers. In the Spring of 2020, in response to the COVID-19 Pandemic, the Maestral team developed evidence-based resources that could be disseminated over social media including 1) TIPS for positive parenting in the COVID-19 context; 2) TIPS for virtual child-protection related case management by social workers and social welfare practitioners; and 3) a dissemination strategy for these resources.

**Contract Dates** September 2017 to June 2020  
**Contact** Sarah Norton-Staal, Chief, Child Protection  
[snortonstaal@unicef.org](mailto:snortonstaal@unicef.org)



## **Presentation of key findings of the mapping of the child protection workforce in Mexico**

**Client: UNICEF Mexico**

As an immediate follow on to UNICEF regional activity to map the human resources for child protection, UNICEF Mexico contracted Maestral to conduct a virtual presentation of the key findings and recommendations to the national DIF and DIF Chiapas, sites where the mapping took place. One of the main objectives was to focus on the recommendation of developing a core competency for the human resources for child protection focused on prevention and response. This included presenting the justification for such a competency, what it would include and how it is directly related to the overall strengthening of the child protection workforce in Mexico.

**Contract Dates** November 2019 to July 2020  
**Contact** Dora Giusti  
[dgiusti@unicef.org](mailto:dgiusti@unicef.org)



## **Institutionalisation and deinstitutionalisation of children**

**Client: The Lancet**

Maestral President, Philip Goldman, is a Member of the Lancet Commission on the Institutionalisation and Deinstitutionalisation of Children. This Lancet Group Commission advocates global reform of the care of separated children through the progressive replacement of institutional provision with safe and nurturing family-based care. It provides essential information on both the global scale of institutionalisation and its physical, social, and mental health consequences. It presents a pragmatic roadmap for carefully managed change. The full Commission is accessible online:  
<https://www.thelancet.com/commissions/deinstitutionalisation>

**Contract Dates** Published June 2020  
**Contact** Jane Godsland, Editor-in-Chief, The Lancet Child & Adolescent Health  
[Jane.Godsland@Lancet.com](mailto:Jane.Godsland@Lancet.com)



## **Technical assistance to UNICEF HQ Child Protection section, to support UNICEF's immediate and long-term response to COVID-19**

**Client: UNICEF**

Maestral provided technical support to the UNICEF Child Protection section on their Child Protection COVID-19 response. Maestral's work included supporting technical notes, guidelines, and other technical products related to COVID-19 and violence against children, adolescent participation, and child helplines.

**Contract Dates** April – May 2020  
**Contact** Rocio Aznar Daban  
Child Protection Specialist – Prevention and Response to Violence Against Children  
[raznardaban@unicef.org](mailto:raznardaban@unicef.org)



## **Scaling Up Child Protection: Discussion Paper**

**Client: UNICEF**

Maestral produced a two-volume discussion paper to inform UNICEF's forthcoming 2022-2025 global strategic plan, which will include a core component on bringing child protection to scale. The first volume provides a contextual framework for scaling, including a historical perspective on the child protection sector, UNICEF's role, and how child protection is currently positioned to go to scale. It also provides a definition for scaling and highlights key

considerations to take into account when developing a scaling strategy, including case studies from various country contexts. The second volume provides a practical conceptual framework that UNICEF country offices can use to support scaling up child protection.

**Contract Dates** December 2019 – June 2020  
**Contact** Sumaira A Chowdhury  
[sachowdhury@unicef.org](mailto:sachowdhury@unicef.org)



## **Develop gender-responsive guidance for the design, implementation and M&E of parenting programmes for violence prevention**

**Client: UNICEF**

In partnership with UNICEF, Maestral has built upon the two regional reviews of parenting programmes that Maestral had undertaken in UNICEF MENARO and EAPRO, along with other global experiences of the service provider, to develop practical guidance on parenting programmes to prevent violence in the home. The guidance focuses on family and community factors that contribute to a protective environment and on those factors that help eliminate risks of violence. The guidance also addresses gender norms alongside or as part of parenting and caregiver support programmes tackling VAC and IPV in the home.

**Contract Dates** September 2019 – June 2020  
**Contact** Stephen Blight  
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## **Feasibility Study for Child Guarantee**

**Client: European Commission funded; Subcontracted by Luxembourg Institute of Socio-Economic Research (LISER)**

In 2015, the European Parliament called on the European Commission and the European Union Member States, “to introduce a Child Guarantee so that every child in poverty can have access to free healthcare, free education, free childcare, decent housing and adequate nutrition, as part of a European integrated plan to combat child poverty”. Following the subsequent request by the Parliament to the Commission to implement a Preparatory Action to explore the potential scope of a Child Guarantee for vulnerable children, the Commission ordered a study to analyse the feasibility of such a scheme. Maestral consultants Véronique Lerch and Anna Nordenmark Severinsson developed the Target Group Discussion Paper on Children in Alternative Care for this feasibility study.

**Contract Dates** December 2018 – May 2020  
**Contact** Eric Marlier, International Development Coordination  
LISER  
[Eric.Marlier@liser.lu](mailto:Eric.Marlier@liser.lu)



## **Zimbabwe Pathways**

**Client: USAID-funded; Subcontracted by Catholic Relief Services**



In partnership with Catholic Relief Services, Maestral provided technical support to the Pathways project under USAID Zimbabwe. *Pathways* will use economic strengthening, local ownership and leadership, and gender transformation to strengthen the capacity of HIV-affected individuals, households (HH) and communities to progress along pathways out of poverty, along functional service referral pathways, along continuum of care pathways to reach the 90-90-90 targets, and along age and stage appropriate pathways that promote positive child, adolescent, and youth health, wellbeing, and development. *Pathways* will

deliver a child-centered, family-focused, community-based package of evidence-based/informed interventions in Bulawayo, Guruve, Gweru, Harare, Insiza, Lupane, Matobo, Mazowe and Nkayi.

**Contract Dates** January 2018 – 2020  
**Contact** Roselyn Were, Chief of Party  
[roselyn.were@crs.org](mailto:roselyn.were@crs.org)



## **Coordinating Comprehensive Care for Children (4Children)**

**Client: USAID-funded; Subcontracted by Catholic Relief Services**



Maestral International was 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 aimed to identify and promote appropriate, effective practices in child welfare and protection. The project was designed to provide capacity building and system strengthening support for national and local governments and civil society organizations to foster country ownership. Other members included IntraHealth, Pact, Plan and Westat with collaborating partners African Child Policy Forum, Parenting Africa Network (PAN), and the Regional Psychosocial Support Initiative (REPSSI). Maestral technical assistance on the following activities:

- Global guidance and case studies on Case Management, Referral Systems and Graduation in OVC programming
- Social Service System Strengthening Indicators
- HIV Testing and Services case studies
- Integrating Violence Against Children prevention and response activities
- Supporting the integration of Early Childhood Development within HIV/health platforms
- Family Strengthening
- Keeping Children in Healthy and Protective Families – case management package
- Strengthening linkages between clinic and community child and adolescent survivors of sexual violence
- Site Information Management Systems
- Democratic Republic of the Congo: Strengthening an HIV-sensitive social welfare system for vulnerable children
- Kenya: Supporting OVC programming, development of an investment case
- Lesotho: Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe (DREAMS) Partnership
- Namibia: Technical assistance to the Ministry of Gender Equity and Child Welfare
- Nigeria: Technical assistance to PEPFAR OVC implementing partners
- Swaziland: Strengthening child protection services
- Ethiopia: Evaluation of Strengthening Public Sector Social Services System
- Mozambique: Social welfare workforce system strengthening
- Malawi: Quality care and support services for OVC

**Contract Dates** September 2014 – September 2019  
**Contact** Thomas Fenn, 4C Project Director  
Catholic Relief Services  
Baltimore, MD USA  
[Thomas.fenn@crs.org](mailto:Thomas.fenn@crs.org)



## Supporting UNICEF India's Country Strategy to End Violence against Children

**Client:** UNICEF India

Maestral International supported UNICEF India in developing and finalizing the UNICEF Ending Violence against Children (EVAC) country strategy with a focus on prevention in collaboration with Ministry of Women and Child Development, UNICEF's implementing partners and State offices. Following an organized national level learning event on prevention of violence against children, the lead consultant provided a document on promising practices to prevent and respond to VAC in India. In consultation with internal and external stakeholders, a final strategy on ending violence against children, package of interventions, indicators and differentiated approaches was developed for the Indian context and existing results framework. To support the strategy, a revised concept note for resource mobilization and funding proposal was also developed.

**Contract Dates** September 2019 – March 2020  
**Contact** Dhuwarakha Sriram, [dsriram@unicef.org](mailto:dsriram@unicef.org)



## Morocco Capitalisation Project Pilotes Familles D'Accueil

**Client:** UNICEF Morocco

Maestral International supported the FAPE Association to consolidate its expertise in foster care and auto-evaluate the foster care project's results. The team also supported FAPE to document, organize and strengthen its processes and related tools in comprehensive and clear operating procedures aligned with best practice. The assignment also identifies how foster care practice implemented by FAPE, and other organisations in Morocco, align with international standards and best practice.

**Contract Dates** 15 October 2018 to February 2020  
**Contact** Karima Kessaba  
UNICEF Morocco  
[kkessaba@unicef.org](mailto:kkessaba@unicef.org)



## Child Protection Workforce Framework and Assessment: Latin America and the Caribbean

**Client:** UNICEF LAC Regional Office

Maestral International worked with the UNICEF LAC Regional Office to develop a child protection workforce strengthening framework and baseline UNICEF can use to gauge and orient its future contributions in the child protection workforce. Together with UNICEF, the Maestral team developed a framework for child protection workforce strengthening in Latin America and the Caribbean; developed tools to assess the workforce at national and sub-national levels; analyzed the child protection workforce in four countries including Mexico, Bolivia, El Salvador, and Barbados; and presented country level and aggregated findings and recommendations during two webinars in English and Spanish. The project deliverables were informed by the UNICEF and GSSWA Framework for Strengthening the Social Service Workforce for Child Protection and related tools.

**Contract Dates** March 2019 to February 2020  
**Contact** Monica Darer  
UNICEF LAC Regional Office  
[mdarer@unicef.org](mailto:mdarer@unicef.org)



## Evaluation of NWCCW-UNICEF Joint Child Friendly Spaces Project in China (2008-2015)

**Client: UNICEF China Country Office**

The Maestral team worked with the UNICEF China Country Office to identify good practices, lessons learned and evidence gained through experience which UNICEF China and partners should retain for future use to help strengthen the Child Friendly Spaces (CFS) as a model for a) a child protection program response during emergencies and b) a community-based child protection and welfare service delivery mechanism that can be scaled up with quality in China.

**Contract Dates** July 2018 to December 2019  
**Contact** Ron Pouwels  
UNICEF China Country Office  
rpouwels@unicef.org



## Parenting Programmes for parents/caregivers of children and adolescents in the Middle East & North African Region with a focus on Jordan

**Client: UNICEF MENA Regional Office and UNICEF Jordan Country Office**

Maestral supported the UNICEF MENA Regional Office and UNICEF Jordan Country offices to contribute to the provision of technical assistance and quality assurance of programme implementation by ensuring that country offices in MENA and other regions have strengthened and timely access to high quality technical expertise and implementation guidance on positive parenting programmes across the life cycle. For UNICEF MENARO, Maestral developed: a global desk review on the parenting interventions and intervention elements associated with effectiveness across the life course with a particular focus on the MENA region; mapped parenting programmes across the region; developed a regional strategic framework for parenting support interventions for UNICEF, with a road map for implementation; and developed a practical guide of resources for designing and delivering parenting programmes. For UNICEF Jordan, Maestral supported a review of the existing national parenting programme – Better Parenting Programme’ and developed a revised programme, for younger years and adolescents, that reflects recent evidence and feedback from parents and facilitators.

**Contract Dates** June 2019 to January 2020  
**Contact** Sajeda Atari, UNICEF Jordan Country Office, [satari@unicef.org](mailto:satari@unicef.org)  
Anthony MacDonald, UNICEF MENA Regional Office, [amacdonald@unicef.org](mailto:amacdonald@unicef.org)



## Case Management Support – Greece

**Client: Catholic Relief Services, Greece**

Maestral Senior Associate Atieno Odenyo, provided technical support to the CRS Greece Urban Shelter Project Team to transition case management support from provision of immediate service needs to longer term asylum seeker and refugee integration planning with an overall strengthened beneficiary-centered approach. Maestral supported in identifying necessary project staff behavioral competencies needed to implement improved case management system and provided training to the teams on priority areas.

**Contract Dates** July to November 2019  
**Contact** Ana Ferreira  
Catholic Relief Services  
ana.ferreira@crs.org



## **Formative research on violence against children (VAC) in homes to inform opportunities for positive parenting in Sierra Leone**

**Client: UNICEF Sierra Leone**

Maestral worked with UNICEF Sierra Leone to develop and carry out a formative study to situate the current state of violence against children (VAC) in homes, including violent discipline, in Sierra Leone, and to inform opportunities for positive parenting interventions in Sierra Leone. The study measured the prevailing trends of knowledge, attitudes and practices relating to negative forms of child discipline and care, through an in-depth exploration of the underlying factors contributing to the intractability of the problem, personal and community beliefs, cultural values, the decision-making process within families, and perceived social benefits and consequences of physical punishment in six selected geographic regions. Based on the evidence, the Maestral team provided suggestions for evidence-based positive parenting programmes and other family strengthening initiatives to prevent violence against children in Sierra Leone.

**Contract Dates** July to December 2019  
**Contact** Yuichiro Yamamoto  
UNICEF Sierra Leone Country Office  
yyamamoto@unicef.org



## **Support knowledge generation and implementation of evidence-based methodology to promote responsible fatherhood in Angola**

**Client: UNICEF Angola**

Maestral and partner Plan Evaluation, worked with UNICEF Angola Country Office, the C4D Manager, INAC/MASFAMU, Ministries of Justice and Human Rights, Health and Education, and national civil society organizations to develop and support the implementation of an evidence-based methodology to promote responsible, nonviolent fatherhood and gender-equitable childrearing practices. The methodology was based on evidence gathered through a baseline study which generated a more in-depth understanding of dynamics of gender and fatherhood in Angola and on a desk review that will explore issues on and around gender-equitable childrearing practices and fatherhood at a global, regional and national level.

**Contract Dates** September 2019 – January 2020  
**Contact** Cecilie Modvar  
UNICEF Angola Country Office  
cmodvar@unicef.org



## **Developing a Comprehensive Sexual and Gender-Based Violence Prevention Strategy for Liberia**

**Client: UN Women Liberia**

Maestral supported the development and design of a comprehensive SGBV prevention strategy and an implementation plan that aimed to bring and create behavioral, attitudinal change as well as addressing the social and cultural norm changes related to SGBV, HP and SRHR at the national and county levels. The team built upon best practices locally and within the region, the strategy is transformative and involves the process of behavioral, attitudinal, and social change which starts with prevention and moves on to protection, response and reintegration.

**Contract Dates** June to September 2019  
**Contact** Pearl Atuhaire  
UN Women Liberia  
pearl.atuhaire@unwomen.org



## **Finalization of Referral Tools for KIDSS Project**

**Client: Catholic Relief Services**

Maestral consultant Francesca Stuer, supported CRS Cameroon in the development of guidelines for establishment of health district level referral networks to ensure effective referral and counter referral in support of their Key Interventions to Develop Systems and Services for Orphans and Vulnerable Children (KIDSS) project. Maestral assisted the team in conducting necessary consultations and information gathering remotely, and led the process in finalizing all referral guidance, tools, assessment and training materials.

**Contract Dates** July 2018 to December 2019  
**Contact** Oliver Mokom  
Catholic Relief Services  
Oliver.Mokom@crs.org



## **Multi-country Review of the State of the Social Service Workforce in Middle East and North Africa**

**Client: GSSWA**

Together with the Global Social Service Workforce Alliance and UNICEF MENARO, Maestral conducted a review of the social service workforce in eight countries in the Middle East and North Africa and developed a regional report summarizing findings and recommendations for workforce strengthening. This involved a desk review, contextualizing methodology and tools in each country and working with UNICEF Country Offices and government officials representing line ministries to ensure data collection. Maestral used the collected information to create a baseline of information and data on the status of the social service workforce in each of eight countries in the MENA region (Djibouti, Iran, Jordan, Lebanon, Morocco, Palestine, Sudan and Tunisia). In each country, Maestral worked closely with the UNICEF Country Office and the Country Task Force (i.e., Steering Committee) to validate the findings of the review and to develop action plans for social service workforce strengthening.

**Contract Dates** May 2018 to September 2019  
**Contact** Anthony MacDonald, UNICEF MENA Regional Office, [amacdonald@unicef.org](mailto:amacdonald@unicef.org)  
Betsy Sherwood, GSSWA, [betsy@socialserviceworkforce.org](mailto:betsy@socialserviceworkforce.org)



## **Research and analysis on SDG 16, developing content around child protection for advocacy events to be held in the lead up to the ISPCAN International Congress in Oman**

**Client: UNICEF Oman**

Maestral Senior Associate, Kelley Bunkers, supported UNICEF Oman in designing and preparing the content for a High Level Political Meeting (HLPM) event held in New York in July 2019 highlighting the Sultanate of Oman's efforts in reaching SDG 16.2 (ending violence against children). The Maestral team prepared an extensive desk review of the current child protection landscape in Oman to support this event as well as a run of show, designed materials for a panel discussion including questions, background information and suggested content for responses. The event involved high level government leadership from the Sultanate of Oman, UNICEF HQ and various diplomatic missions. The HLPM was

instrumental in highlighting efforts to address VAC in the Sultanate as well as create interest in and draw attendance to the ISPCAN conference held in Muscat in September 2019.

**Contract Dates** June to July 2019  
**Contact** Franziska Salem  
UNICEF Oman Country Office  
frsalem@unicef.org



## **Standardization of Social Work Curriculum for Training of Social Workers in Sierra Leone**

**Client: UNICEF Sierra Leone**

Maestral is supporting the Sierra Leonean Ministry of Social Welfare Gender and Children's Affairs (MSWGCA) to formalize/institutionalize social work training by bringing together practitioners and academics of social work to review and standardize existing curricula to make them context specific as well as user-friendly, building the necessary competencies required for the practice of social work in Sierra Leone. Through this work, Maestral will assist with formalizing the training of social workers in the MSWGCA.

**Contract Dates** October 2018 to June 2019  
**Contact** David Lamin  
UNICEF Sierra Leone Country Office  
dlamin@unicef.org



## **Positive Parenting Programme Review in the East Asia and Pacific region**

**Client: UNICEF East Asia and Pacific Regional Office**

Under the guidance and support of the UNICEF East Asia and the Pacific Regional Office and in close collaboration with country offices, Maestral conducted a review of parenting programmes in the East Asia and the Pacific region and developed guidance for planning, designing and strengthening public positive parenting programmes and create an enabling environment for nurturing care, policies and services for children. The guidance was designed for key national level stakeholders engaged in or responsible for promoting parenting interventions. The parenting review involved desk review, developing methodology and tools, data collection in seven countries (Cambodia, Malaysia, the Philippines, Papua New Guinea, Thailand, Timor-Leste and Viet Nam), and recommendations for strengthening parenting programming.

**Contract Dates** 2018-August 2019  
**Contact** Rachel Harvey  
Child Protection Regional Adviser, UNICEF EAPRO  
rharvey@unicef.org



## **Parenting Programming Webinars**

**Client: The Human Safety Net**

Maestral International delivered parenting programming webinars that helped participants understand what parenting programmes are and their rationale, understand the link between the programmes and early child development, methodologies for delivering the programmes, as well as discussing challenges with implementation and working with stakeholders.

**Contract Dates** February 2019

**Contact** Francesca Vezzini  
Programme Manager, The Human Safety Net  
francesca.vezzini@generali.com



## **Consultancy on the Implementation of Child Protection Programming for Unaccompanied Minors and Survivors of Gender Based Violence**

**Client: Catholic Relief Services and Caritas Lebanon**

Maestral International Senior Associate, Severine Chevrel, supported Caritas Lebanon (CL) and Catholic Relief Services in implementing quality protection programming in-line with international standards for unaccompanied minors and children (UAM) and survivors of gender-based violence (GBV) in Lebanon. This effort included drafting guidance notes of standard operating practices for service providers and contributing to the design of a concept note to support service providers.

**Contract Dates** January 2019 – July 2019

**Contact** Katy Cantrell  
Catholic Relief Services  
[katy.cantrell@crs.org](mailto:katy.cantrell@crs.org)



## **Case Management Supervision and Coaching Lessons Learned Report**

**Client: International Rescue Committee**

Between 2016 and 2018, the Global Alliance for Child Protection for Humanitarian Action (CP Alliance), through the Case Management Task Force (CMTF) prioritized the creation of Supervision and Coaching guidance, tools and a training package as a supplement to the Interagency Child Protection Case Management Training. Trainings of trainers (TOT) targeted interagency country teams in eight countries to disseminate the materials with the goal of increasing supervisors' confidence, capacity and technical support to case management teams in order to provide safe, ethical and competent services to vulnerable children and their families.

Maestral International developed a report to summarize lessons learned from the project and identify recommendations with a focus on:

- The successes and challenges of the project roll-out in the eight countries participating;
- Interagency collaboration;
- The effectiveness of the contextualization and localization approach; and
- Influence on case management teams' supervision practices.

**Contract Dates** January 2019 – June 2019

**Contact** Colleen Fitzgerald  
CP Case Management Specialist, International Rescue Committee  
[Colleen.Fitzgerald@rescue.org](mailto:Colleen.Fitzgerald@rescue.org)



## **Conceptualising a Child Footprint Index for Businesses**

**Client: UNICEF**

Maestral in partnership with DevStat scoped options for creating a “child footprint” index, providing detailed information about each option, including strengths and weaknesses, threats and opportunities, with an overview of methodological and strategic considerations and challenges. Maestral and DevsStat presented strategies for how UNICEF could take forward the development of a selected tool or index, including options for operationalization that considered the role of third-party institutions supporting the work or hosting the Index.

**Contract Dates** November 2018 – April 2019  
**Contact** Ida Hyllested  
UNICEF  
ihyllested@unicef.org

## **Kafala Study in Morocco**

**Client: International Social Services**

This study was undertaken as part of the project “Himaya”, jointly implemented by UNICEF, the Ministry of Justice and funded by the European Union. The main objective of the study was to deeply explore the administrative and judicial procedures of Kafala implementation in Morocco, identify the main gaps and accordingly, develop informed recommendations to strengthen the system. Building on the Moroccan experience, the study aimed to contribute in developing a leading Moroccan model in Kafala, to guide other Arab and Islamic countries, in improving their alternative care system.

**Contract Dates** February 2017 – December 2019  
**Contact** Mia Dambach  
International Social Service (ISS)  
mia.dambach@iss-ssi.org

## **Dancing with Data: How to use data and how not to use data to strengthen child protection systems – Harvard FXB**

**Client: Harvard University**

Maestral Senior Associate David Tobis developed and taught a module on using data and evidence for policy and program decisions to strengthen child protection systems. The presentation was part of the Harvard FXB course, Child Protection Executive Education.

**Contract Dates** June 2018  
**Contact** Elizabeth Gibbons  
[lizgibbons53@gmail.com](mailto:lizgibbons53@gmail.com)



## **Childonomics Strategy Meeting**

**Client: Eurochild**

Maestral facilitated a strategy meeting on Childonomics in 2018. Childonomics presents research findings that help people reflect on the long-term social and economic return of investing in children and families within a given national or sub-national context. The project evaluated and presented a rights-based foundation for investing in children and covered a range of universal and targeted services including social protection, disability services, parenting programs, child protection programs, and alternative care. The strategy meeting developed an action plan for Eurochild and its partners on how to take Childonomics forward.

**Contract Dates** June 2018 – November 2018  
**Contact** Jana Hainsworth  
Secretary General  
[jana.hainsworth@eurochild.org](mailto:jana.hainsworth@eurochild.org)

**Terre des Hommes**  
International Federation

## **Development of Terre des Hommes Netherlands three-year country strategic plans for Ethiopia, Kenya, Tanzania and Uganda**

**Client: Terre des Hommes Netherlands**

Maestral provided technical support in the development of Terre des Hommes Netherlands (TdH NL) three-year country strategic plans for Ethiopia, Kenya, Tanzania and Uganda as well as a regional plan. The project included reviewing challenges, achievements and lessons learned, as well as assessing the opportunities, networks and stakeholders in the countries where TdH NL operates.

**Contract Dates** August 2018 – December 2018  
**Contact** Grace Kirui  
Programme Development Manager  
[g.kirui@tdh.nl](mailto:g.kirui@tdh.nl)



## **Child protection system and services costing and review of budgetary processes and allocations for child protection in Kenya**

**Client: UNICEF**

Maestral conducted a costing analysis of the child protection system and prevention and response services for children in Kenya as well as providing an estimate of the financing gap to fund national child protection related programs and strategies. The analysis took into consideration the approach and status of the child protection system in Kenya as reflected in its laws, policies, strategies, guidelines, and regulations.

**Contract Dates** September 2017 – November 2018  
**Contact** Catherine Kimotho  
[ckimotho@unicef.org](mailto:ckimotho@unicef.org)



JSI Research & Training Institute, Inc.

## **Performance Evaluation of the Child Care Reform Project in Uganda**

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

Maestral, together with Oxford Policy Management, supported JSI and APC to conduct an independent performance evaluation of a childcare reform project to be implemented in Uganda. The performance evaluation was designed to measure the performance and sustainability of the project activities and identified broader lessons related to preventing unnecessary separation of children from families and facilitating family reintegration.

**Contract Dates** January 2015 – November 2018  
**Contact** Olga Cojocari, Grants Officer  
Advancing Partners and Communities



## Mapping of the Family Strengthening and Children's Alternative Care Landscape in Zambia

Client: The Better Care Network

Maestral conducted a mapping of the family strengthening and children's alternative care landscape in Zambia. The project included an analysis of the linkages, strengths, weaknesses, gaps and challenges in relation to family strengthening and children's alternative care in Zambia considering issues such as funding, human capacity, evidence-base and levels of knowledge and awareness. The resulting report was disseminated to Zambian stakeholders in order to help inform discussions during the Zambia national consultation on children's alternative care and care reforms.

**Contract Dates** September 2016 – March 2018

**Contact** Florence Martin, Director  
Better Care Network  
[Florence.martin@bettercarenetwork.org](mailto:Florence.martin@bettercarenetwork.org)



## Evaluation of Retrak-Chisomo's Children's Club's Project: "The Provision and Strengthening of Support for Street Children, Families and Communities in Malawi"

Client: Retrak

"The Provision and Strengthening of Support for Street Children, Families and Communities in Malawi" is a Retrak project funded by Humanitarian Dignity Fund (HDF) aimed at providing protection and other basic services to street connected children. Maestral conducted an evaluation that assessed the performance of the project in terms of the following: output and outcomes, achievements, and identifying good practices, challenges and lessons learned. The evaluation also investigated the overall effectiveness of the project against the objectives and provided further insight and learning to Chisomo Children's Club, helping them to plan the way forward for the organisation, including how to adjust, build on or phase out activities. The final evaluation assessed the extent to which the project was succeeding in terms of efficiency, effectiveness, relevance and sustainability.

**Contract Dates** March 2018 – November 2018

**Contact** Maggie Crewes  
[Maggie.Crewes@retrak.org](mailto:Maggie.Crewes@retrak.org)



## Development of a contextually appropriate model of cross-sectoral case management for strengthened IECD, child protection and disability inclusion in Oman

Client: UNICEF

Maestral worked with UNICEF and the Government of Oman's Ministries of Social Development, Health and Education to assess current cross sectoral referral pathways and access to IECD, child protection and children with disability services, and design a contextually appropriate cross-sectoral platform including standard operating procedures and tools for improved case management for all children in Oman, particularly those with child protection risks, disabilities and/or below the age of five years.

**Contract Dates** September 2017 – July 2018  
**Contact** Maha Damaj,  
Deputy Representative,  
UNICEF Oman  
[mdamaj@unicef.org](mailto:mdamaj@unicef.org)



## **Review of the National OVC Policy 2004 and Development of the National Children Policy**

**Client: UNICEF**

Maestral provided technical assistance to Uganda's MoGLSD and MoIA for the development of Comprehensive national child protection policy and costed action plan. Specifically Maestral worked with the key stakeholders to assess the relevance of the underlying vision, principles and actions of the OVC policy in: making recommendations on the current OVC policy to pave way for a new child policy; reviewing all identified child related policies including the Child Labour Policy for their appropriateness with a view to align them into one comprehensive Child Policy; developing a comprehensive Child Policy that addressed all four pillars of children's rights to Survival, Development, Protection and Participation; and developing a costed Child Protection National Action Plan that is aligned to the new child policy.

**Contract Dates** January 2017 – July 2018  
**Contact** Harriet Akullu  
UNICEF Uganda  
[hakullu@unicef.org](mailto:hakullu@unicef.org)



## **Develop Roadmap for Ending Child Marriage and FGM/C by 2025**

**Client: IPE Global and UNICEF**

Maestral worked with IPE Global and UNICEF Ethiopia to cost the action plan to end FGM/C and child marriage, develop a report showing what was spent at national level in the previous 3 years on efforts to end FGM/C and child marriage; and develop a national and 9 regional costed action plans to end FGM/C and child marriage.

**Contract Dates** November 2017 – June 2018  
**Contact** Sunil Verma, Country Head Ethiopia  
IPE Global  
[sunilverma@ipeglobal.com](mailto:sunilverma@ipeglobal.com)



## **Rapid Assessment of Institutional Effectiveness and Operational Capacity of the Social Welfare Fund in Yemen**

**Client: UNICEF**

Maestral worked with key stakeholders to assess the institutional effectiveness and operational capacity of the Social Welfare Fund (SWF) at both central and decentralized level in Yemen to delivery social cash transfers, understand how the conflict affected the SWF's capacity, diagnose institutional challenges and bottlenecks, and propose strategies, next steps, and approaches to mitigate identified concerns and improve the SWF's capacity to deliver cash transfers to beneficiary list recipients throughout the country.

**Contract Dates** August 2017 – May 2018  
**Contact** Faniya Mussayeva, Chief Social Policy  
UNICEF Yemen  
fmussayeva@unicef.org



## **Action Plan on Children in Adversity**

**Client: Global Health Program Cycle Improvement Project | GH Pro, Dexis Consulting Group**

Maestral International was contracted by GH Pro, Dexis Consulting Group to work with USAID, other USG agencies and additional actors to write the new U.S. Government Action Plan on Children in Adversity. Maestral provided technical support in planning, facilitating and coordinating the process to draft a new USG strategy for children in adversity. Maestral provided assistance with interagency consultations, drafting the new strategy under the policy guidance of DCHA/DRG and the interagency strategy working group, coordinating and facilitating interagency working groups, providing organizational development guidance, and other tasks to facilitate the completion of the new USG strategy.

**Contract Dates** January 2018 – April 2018  
**Contact** Kate Bartram  
Global Health Program Cycle Improvement Project | GH Pro  
Dexis Consulting Group  
[kbartram@ghpro.com](mailto:kbartram@ghpro.com)



## **Funding Stream Analysis**

**Client: Elevate Children Funders Group**

In 2015, Elevate Children Funders Group (ECFG) Care Working Group (WG) members pooled funds to support research and advocacy initiatives to better understand key drivers and funding streams for alternative care. To this end, ECFG commissioned Maestral International, LLC to conduct a funding stream analysis in Uganda and Nepal in order to verify funding stream assumptions and get a clearer understanding for the role private and government funding plays in promoting (versus discouraging) different forms of family and alternative care. The study findings will help actors within and outside of the countries to advocate for shifts in funding and increased awareness on the risks of residential care, ultimately resulting in better care for children and more support for families.

**Contract Dates** February 2016 – March 2018  
**Contact** Ghazal Keshavarzian  
Director  
Elevate Children Funders Group  
ghazal.keshavarzian@elevatechildren.org



## **Review of the Lebanese Ministry of Social Affairs' national plan for safeguarding children and women of Lebanon**

**Client: UNICEF**

Maestral conducted a review of the Lebanese Ministry of Social Affairs' national plan for safeguarding children and women of Lebanon by conducting an assessment of the first National Plan and completing a capacity assessment of MOSA at central and local levels. The findings were used to determine the current capacity to fulfil its mandate in child protection

and GBV (prevention and response), and to inform MOSA's needs for capacity strengthening during and beyond National Plan 2. Maestral also assisted the government of Lebanon in preparing a Draft National Plan 2 with detailed narratives that included the situation of children and women in Lebanon, detailed outputs and activities, coordination and partnership mechanism, and monitoring and evaluation framework.

**Contract Dates** January 2017 – December 2017  
**Contact** Johanna Eriksson Takyo, Chief Child Protection Programme  
UNICEF Lebanon  
jeriksson@unicef.org



## **Facilitation of the Development of the New National Plan of Action to End Violence Against Women and Children in Tanzania**

**Client: UNICEF**

Maestral supported the development of the new National Plan of Action to End Violence against Women and Children in Tanzania, by facilitating the workshop with all stakeholders, support the writing of the strategy, and developing the costing and budgeting of the national plan of action.

**Contract Dates** May 2016 – November 2017  
**Contact** Birgithe Lunk-Henriksen  
UNICEF Tanzania  
blundhenriksen@unicef.org



## **Case Management and Social Service Workforce Strengthening**

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

Maestral supported the Global Social Service Workforce Alliance (GSSWA) in the collaborative development of a case management core concepts and principles document and compendium of resources and tools to enhance the provision of case management services by the social service workforce. Through this project Maestral assisted GSSWA in establishing a new participatory case management interest group, facilitating regular discussions with this group, organizing and facilitating discussions at case management events and gathering feedback from participants, and synthesizing existing resources and case management tools into new products relevant and useful to the GSSWA membership.

**Contract Dates** January – June 2017  
**Contact** Amy Bess, Coordinator  
Global Social Service Workforce Alliance  
abess@socialserviceworkforce.org



## **Development of the EAC Regional Minimum Package of Services for vulnerable children and youth in the EAC region**

**Client: REPSI**

Maestral International and the Global Trauma Project (GTP) were commissioned to support the East African Community (EAC) in developing a Regional Minimum Package of Services for Vulnerable Children and Youth (VCY) with an accompanying conceptual framework on Psychosocial care and Support (PSS) for VCY. The EAC Minimum package provided policy and programmatic guidance to the six EAC Partner States (Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda) and other relevant regional actors (such as international organizations, civil society and donors) on how to provide a coordinated and comprehensive set of minimum services, including HIV and AIDS, for vulnerable children and youth, to include PSS.

**Contract Dates** May 2016 – June 2017  
**Contact** Naume Kupe, RIATT-ESA Project Manager  
REPSSI  
naume.kupe@repssi.org



## **Development of Best Interest Assessment Tool and Guide and Best Interest Determination Procedure in Ethiopia**

**Client: Save the Children**

Maestral worked with Save the Children Ethiopia to strengthen the case management practice that are evolving as a strategy to address the issues of internal unsafe child migration and child trafficking. Maestral developed and utilized tools similar to BIA and BID procedures that leads for adequate, quality, and timely child protection services including ensuring accountability.

**Contract Dates** March – April 2017  
**Contact** Getachew Adamu, Child Protection Specialist  
Getachew.Adamu@savethechildren.org



## **Development of a Pilot Model on Child and Family Welfare in Indonesia**

**Client: UNICEF**

Pusat Kajian Perlindungan Anak (“PUSKAPA”) and Maestral International (“Maestral”) collaborated to support UNICEF and the Indonesian Ministry of Social Affairs to generate an effective model of integrated child welfare services that comprises early detection and identification, referral and follow up for child centered case management. The integrated child social welfare programme model is called Program Kesejahteraan Sosial Anak Integratif (PKSA-I).

**Contract Dates** January – July 2017  
**Contact** Astrid Gonzaga Dionisio, Child Protection Specialist  
UNICEF Indonesia  
adionisio@unicef.org



## **Advocacy Piece on Inclusion of Children Without Parental Care in SDGs implementation as group at risk of being left behind**

**Client: SOS Children's Villages International**

Maestral supported SOS to develop an advocacy piece to inform governments and other partners of the situation of children without parental care or at risk of losing it with regards to the Sustainable Development Goals (SDGs) thematic areas as well as propose a series of policy recommendations to address the issue. The paper offers a narrative and evidence basis for advocacy with governments and other potential partners to better understand the relationship between children without parental care and young people leaving care. Additionally, it aims to provide policy recommendations to act upon this target group in order to not leave them out of the scope of action put in place to achieve the SDGs and ensure that positive impact on the target group is being achieved.

**Contract Dates** July – August 2016  
**Contact** Claudia Arisi, Advocacy Advisor  
SOS Children's Villages International  
Claudia.arisi@sos-kd.org



## 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** May – July 2016  
**Contact** 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** May – July 2016  
**Contact** 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** March – July 2016  
**Contact** 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 was 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** January – July 2016  
**Contact** 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** March – July 2016  
**Contact** 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 Rutgers University reviewed and developed 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 was 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** September 2015 – September 2016  
**Contact** Alexander Mwale, Child Protection Officer  
UNICEF Malawi  
[amwale@unicef.org](mailto: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** November 2015 – 2017  
**Contact** Florence Martin, Director  
Better Care Network  
[Florence.martin@bettercarenetwork.org](mailto:Florence.martin@bettercarenetwork.org)



## Consultancy for Strengthening Case Management Systems in Eastern and Southern Africa

**Client: UNICEF**

Maestral assisted 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 developed a case management business model that country offices can adapt based on the results of their own situational and needs analyses. Technical support was 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** May 2015 – July 2016

**Contact** 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 contained a framework and recommendations to strengthen the existing social assistance system in Tabasco. The State Government of Tabasco approved the recommendations. Maestral, in collaboration with the Government, and partnering with Hope and Homes for Children, RELAF and UNICEF, helped to implement the first government-administered foster care program in Mexico.

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



## Consultancy for the Development of Transition Toolkit

**Client: Faith to Action Initiative**

A Maestral Senior Associate developed 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** July 2015 – May 2016  
**Contact** 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 supported the design of an operational National Child Protection System in Malawi that protects children from violence, abuse, exploitation and neglect while mitigating the impact of HIV. The research project supported 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** March 2015 – June 2016  
**Contact** 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 provided 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** May 2015 – February 2016  
**Contact** 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 conducted 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 provided a clear and concise Situation Analysis of Women and Children in The Gambia that provided 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** August – November 2015  
**Contact** 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** December 2014 – November 2015  
**Contact** Floriana Hima, Child Protection Officer  
Tirana, Albania  
fhima@unicef.org



## **Assessment of Adolescents and Youth Development in Malawi**

**Client: UNICEF**

Maestral conducted an in-depth analysis of adolescent and youth development programming in Malawi. The research resulted 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 explored 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** March – September 2015  
**Contact** 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** September 2014 - June 2015  
**Contact** Aaron Greenberg, Chief Child Protection  
Bahan Township, Yangon, Myanmar  
agreenberg@unicef.org



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

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** April – June 2015  
**Contact** 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** February – March 2015  
**Contact** 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 development of a costing model that could be used by all country teams and their government and donor counterparts

**Contract Dates** January – February 2015  
**Contact** 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** 2014 - 2015  
**Contact** 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 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** 2013 - 2015  
**Contact** 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** 2013-2014  
**Contact** 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** 2013-2014  
**Contact** 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** 2013-2014  
**Contact** Cristina Roccella, Chief Social Policy and Monitoring and Evaluation  
croccella@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: Columbia Group for Children in Adversity**

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** 2013-2014  
**Contact** 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** July 2013  
**Contact** 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 program 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** 2013  
**Contact** 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** 2013  
**Contact** 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** 2013  
**Contact** 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** 2013  
**Contact** 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** 2012-2013  
**Contact** 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** 2012-2013  
**Contact** 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** 2012-2013  
**Contact** 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** 2012-2013  
**Contact** 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 Maestral and EveryChild to determine 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** 2012-2014  
**Contact** 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 Dana Singleton  
Washington, DC USA Chapel Hill, NC USA  
jmccaffery@capacityplus.org 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** 2010  
**Contact** Yuki Khushvaktova 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** 2009-2010  
**Contact** 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** 2009  
**Contact** Xiaoqing Yu, Lead Social Protection Specialist  
Washington, DC USA  
xyu@worldbank.org