

TERMS OF REFERENCE

National Child Protection Systems Strengthening Consultant

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Greece Country Office, Child Protection Section, Athens, office based
DURATION OF CONTRACT	1 year

Purpose of Assignment

The Ministry of Social Cohesion and Family Affairs (hereafter referred to as MoSCFA) is benefiting from technical support under a project aimed at strengthening child protection governance and child rights monitoring in Greece, funded by the European Union via the Technical Support Instrument, and implemented by UNICEF, in cooperation with the European Commission's Reform and Investment Task Force (SG REFORM).

Overall, the project aspires to enable Greece to efficiently protect and promote the rights and well-being of children and their families, including those at risk. In addition, the project is expected to produce additional effects in the short and/or medium term (outcome): namely, to support the Greek authorities in safeguarding the rights of children and operationalizing an effective and mature child protection system through:

- i. operationalizing the National Mechanism for the Monitoring and Evaluation of Action Plans for the Rights of the Child,
- ii. support the development of a new National Action Plan for Child Rights (NAPCR), including a robust Monitoring & Evaluation (M&E) framework, and
- iii. developing recommendations for an effective consolidated governance mechanism for the child protection system, defining the multiple authorities involved and their roles in cross-sectoral cooperation, at all appropriate levels.

Within this context, the purpose of this consultancy is to support the development of recommendations for Greece to introduce a comprehensive integrated child protection system in the best interests of the child, in line with the 2024 Commission Recommendation on developing and strengthening integrated child protection systems.

The Consultant will provide technical expertise and support the implementation of selected activities **under Output 6 (Activities 6.1 to 6.5)** of the project. More specifically the Consultant will:

- Provide technical oversight, quality assurance and strategic direction to the Senior Legal Child Protection Consultant undertaking the legal and institutional mapping under Activity 6.1;
- Provide technical oversight and quality assurance to the Child Rights and CP System Consultants undertaking the review of gaps and challenges in the Greek child protection system under Activity 6.2;
- Provide national expertise and assess the applicability of good international and/or EU practices to Greece under Activity 6.3, in close cooperation with the other experts;
- Lead the organisation of the webinar under Activity 6.4, engage Greek stakeholders and incorporate the findings

and lessons into the report; and

- Lead the formulation of governance reform recommendations under Activity 6.5, with support from the Senior Legal Child Protection Consultant on legislative and regulatory proposals.

The consultant will work under the overall guidance of UNICEF and in close coordination with the relevant UNICEF technical teams, including the Deputy Representative, as well as with MoSCFA and all relevant stakeholders.

Scope of Work

Under the supervision of UNICEF Greece Country Office and in coordination with MoSCFA, SG REFORM, and the Advisory Group (AG), the consultant will undertake the following tasks:

Task 1 - Technical oversight of research and mapping under Activity 6.1

- Provide technical oversight and strategic direction to the Senior Legal Child Protection Consultant in reviewing and mapping the legal and institutional framework governing child protection in Greece.
- Review the scope, structure and content of the mapping, ensuring that it adequately covers the responsibilities of relevant ministries, judicial and prosecutorial authorities, the Hellenic Police, municipalities, regions and social welfare bodies, as well as the coordination processes in place.
- Provide technical guidance on the analysis of institutional roles and how responsibilities assigned by law are applied in practice, including in relation to prevention and family support, child protection investigations, referrals, gatekeeping and alternative care.
- Review draft chapters and related analytical material; provide substantive comments and recommendations to strengthen their completeness, coherence and quality; and identify issues requiring further examination under Activity 6.2.
- Support the presentation and discussion of the draft mapping report with the AG, in close cooperation with UNICEF and the Senior Legal Consultant. Ensure that the work is complementary to other relevant mapping exercises and existing research.

The consultant will participate in relevant technical consultations with UNICEF, MoSCFA and other stakeholders and revise the Draft based on feedback received through the consultation process as well as participate in relevant technical meetings with MoSCFA and the Coordination Mechanism.

Task 2 – Technical oversight of the review gaps and challenges under Activity 6.2

- Based on the emerging research and mapping under Activity 6.1, provide technical oversight and quality assurance to the National Child Rights and Child Protection System Consultant, in developing the methodological design and related tools (stakeholder matrix and consultation guides) for examining gaps and challenges in the child protection system.
- Participate in targeted individual interviews with key informants and focus group discussions, as needed, with relevant institutional actors and other stakeholders identified through the mapping. Document differences between statutory responsibilities and their application in practice.
- Review gaps and challenges in the legal framework and its enforcement, institutional arrangements, interinstitutional coordination and access to child protection services. Examine how these gaps may be bridged at the institutional level, drawing on consultation findings and the legal expertise of the Senior Legal Consultant.
- Provide quality assurance and strategic direction in preparing the analysis of the identified gaps and challenges,

including their implications for an integrated and comprehensive child protection system and potential institutional responses.

- Participate in discussion and validate the findings with relevant stakeholders and the AG;

Task 3 - Support the review of good practices under Activity 6.3

- Provide national technical expertise to the review of good international and/or EU child protection systems, working closely with the international expert and other experts contributing to this activity.
- Contribute to the definition of selection criteria, based on the findings of Activities 6.1 and 6.2, and to the selection of at least four systems presenting relevant examples for Greece.
- Assess the applicability of the selected examples to the Greek context, including the institutional, operational and legal conditions required for their implementation, in cooperation with the Senior Legal Consultant where relevant.
- Contribute to the identification of lessons for the policy debate in Greece and their incorporation into the evolving report. Prepare technical inputs for discussion of the comparative findings with the AG.

Task 4 - Organize the webinar under Activity 6.4

- Lead the organisation of a webinar involving international and/or EU experts from the countries reviewed under Activity 6.3 and other relevant stakeholders, as appropriate.
- Prepare the agenda in consultation with UNICEF and the AG, working closely with the international expert and other experts to identify and engage relevant external speakers.
- Engage Greek stakeholders and coordinate the organizational arrangements, including correspondence with invited experts and national authorities, participant confirmations and technical requirements, with support from UNICEF as needed.
- Prepare a presentation on the gaps and challenges identified in Greece and examples of good practices to provide context for the discussions. Support and facilitate exchanges on prevention and support to children and families, child protection investigations, gatekeeping, care modalities and legal frameworks.
- Following the webinar, prepare a short note summarizing the main findings and lessons and incorporate the conclusions into the draft report prepared under Activity 6.3.

Task 5 - Formulate governance recommendations under Activity 6.5

- Building on Activities 6.1–6.4, develop an initial framework for recommendations on amendments and reforms related to policy, legislation and inter-institutional cooperation to support a cohesive child protection system.
- Lead the formulation of concrete recommendations on the roles and responsibilities of ministries, regional and local authorities; coordination arrangements; clear workflows; information sharing; referral and reporting mechanisms; and municipal functions, including the establishment of specialized Child Protection Departments at municipal level, as appropriate.
- Incorporate the lessons from the webinar and comparative review. Define the substantive content of legislative and regulatory proposals, as needed and in coordination with the AG, with support from the Senior Legal Consultant for their legal formulation and drafting.
- Examine the implementation and sequencing of proposed reforms, including capacity and resource

requirements and the linkage of responsibilities at local and ministerial levels with central child protection decision-making.

- Discuss the recommendations with the AG and relevant stakeholders, address comments and consolidate the report produced under Activities 6.1–6.4 to include the final governance recommendations and proposals for their implementation.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Task 1. Technical oversight of research and mapping under Activity 6.1	Deliverable 1. Written review of desk review/research mapping drafts, record of comments and revisions and technical inputs to the draft mapping report for AG discussion.	31st December 2026
Task 2. Provide technical oversight and quality assurance for the review gaps and challenges under Activity 6.2	Deliverable 2. Technical oversight and quality assurance of the implementation of Activity 6.2, comprising technical review and methodological guidance on the proposed approach and consultation tools; periodic technical guidance on the consultation and analysis process; and quality assurance of the consultation synthesis, gaps analysis and integration of findings into the relevant project report. Implementation and delivery of the substantive outputs under Activity 6.2 will be led by the National Child Rights and Child Protection Systems Consultant	January 2027 – 30th April 2027
Task 3. Support the review of good child protection systems practices under Activity 6.3	Deliverable 3 Selection inputs for at least four (4) systems, assessment of applicability to Greece and integrated contextual lessons into the 6.3 report for AG discussion	31st May 2027
Task 4. Organize the webinar under Activity 6.4	Deliverable 4 Deliver one webinar; Concept note, agreed agenda, stakeholder and speaker coordination, presentation, attendance record, and finding	30th September 2027

	notes integrated into the report.	
Task 5. Formulate governance recommendations under Activity 6.5	Deliverable 5 Draft governance recommendations incorporating webinar lessons; substantive inputs for legislative and regulatory proposals and draft implementation roadmap, coordinated with the Senior Legal Consultant.	31st October 2027
	Deliverable 6 Final consolidated report, including recommendations, legal inputs, implementation roadmap and record of responses to comments. Substantive report by November 2027	30th November 2027

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

- Education: Advanced university degree (Masters’) in Social Sciences, Social Work, Social Policy, Public Administration, Public Policy, Child Protection, Human Rights, Law, or another relevant field.
- Work Experience:
 - At least 10 years of progressively responsible professional experience in child protection, social welfare, systems strengthening, governance reform or related public policy work.
 - Demonstrated experience analyzing child protection systems, institutional mandates and service delivery, and formulating practical policy or governance reform recommendations.
 - Proven experience designing and conducting stakeholder consultations, key-informant interviews or focus groups, and synthesizing qualitative evidence into analytical reports.
 - Experience providing technical oversight or quality assurance of expert outputs and coordinating multidisciplinary assignments with government and other stakeholders.
- Skills:
 - Strong knowledge of the Greek child protection and public administration systems, including national, regional and municipal roles, statutory family support, referrals, gatekeeping and

alternative care.

- Experience supporting reform processes with Greek public authorities; comparative analysis of European child protection systems
 - Excellent analytical, drafting, communication and stakeholder engagement skills, with the ability to translate complex technical concepts into practical tools and guidance
 - Language Requirements:
 - Excellent command of both Greek and English languages is required.
 - Desirables:
 - Experience working with UNICEF, UN agencies, EU institutions or government counterparts, preferably in the area of child rights and social policy.
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