

National Consultation for Child Care Reform in Zambia ***4-6 May 2016***

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Zambia Rising project



WHY AN HR ASSESSMENT AND GAP ANALYSIS OF ZAMBIA'S SOCIAL WELFARE WORKFORCE?

Social Welfare Workforce Strengthening Conference

Cape Town, South Africa

November 2010



The Zambian delegation attending the 2010 Cape Town conference identified two key challenges facing Zambia's SWW.

Challenge 1: With low recognition, financing, and lack of regulation, the Social Work field has no quality control in the training of social workers or provision of social welfare services.

******The delegation proposed strengthening the professional association for Zambia's social workers as well as establishing an accreditation system to assure quality.***

Challenge 2: Inadequate structures and coordination lead to inadequate staffing and delivery of services.

*******The delegation proposed a comprehensive “situational analysis” that reviewed both the social welfare needs and current workforce structure, thereby identifying gaps and issue areas for strengthening.***

Response: Human Resources Assessment and Gap Analysis of Zambia’s SWW September 2014 (GRZ and USAID/Zambia Rising)

“It always seems impossible until
it’s done.”

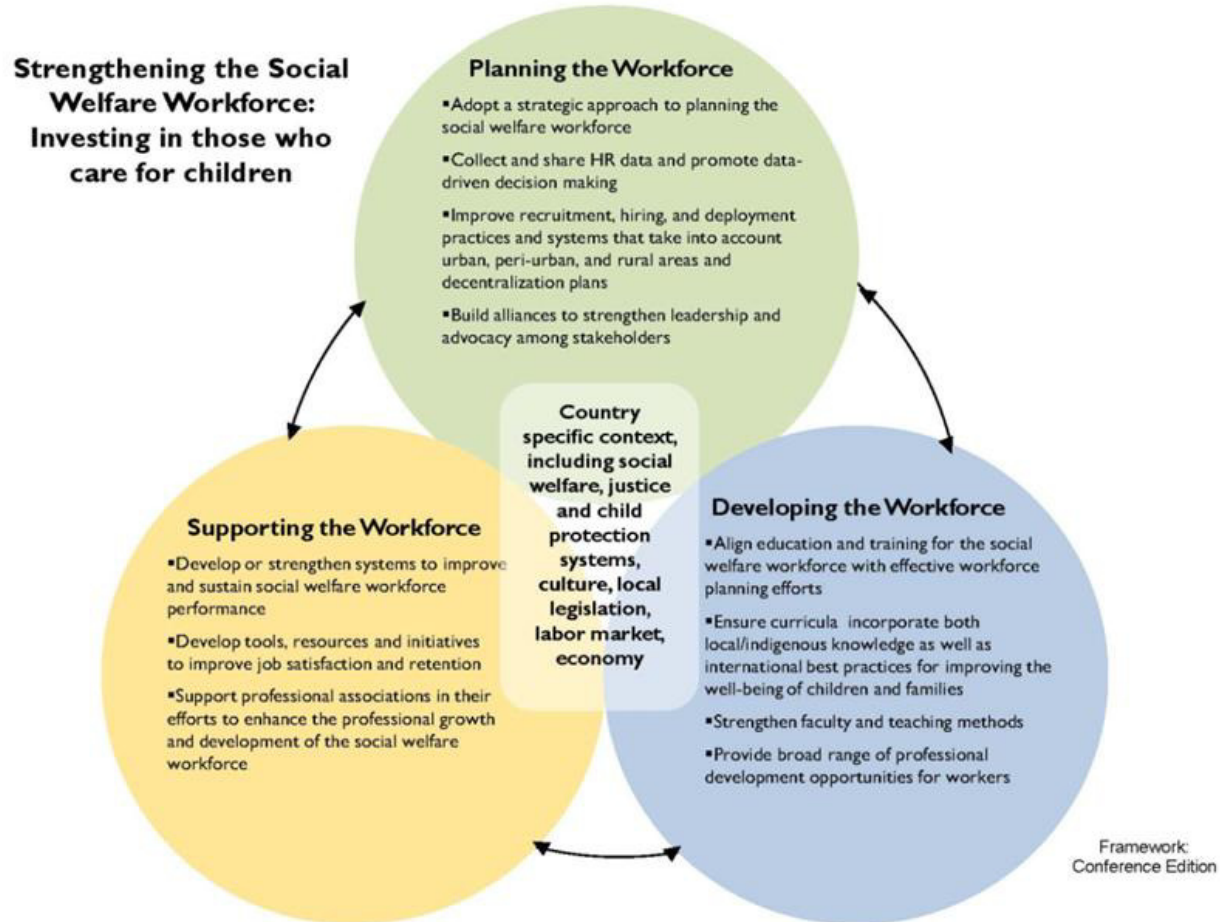
Nelson Mandela



Social Welfare Workforce strengthening

- HR Assessment and Gap Analysis of the **formal** SWW in Zambia in 2014
- Two studies on Community-based volunteers in 2014
- Road Map to Strengthen SWW endorsed by MCDSW in 2014
- GRZ-led Guiding Coalition to steward the process with technical working groups
- National Implementation Plan to Strengthen the SWW (draft) with strategies, activities and indicators

Strengthening SWW Framework



Methodology

- Desk review
- FGD and Interviews
(national and district)
- Web-based survey of
informal SWW

Institution/Ministry/Organizations

MCDMCH and MGCD including HR Departments;
Ministry of Local Government and Housing;

District Social Welfare Officers

Department of International Development
(DFID)

UNICEF

World Bank

University of Zambia School of Social Work

DMI St. Eugene School of Social Work

Social Workers Association (SWAZ)

CBO: Bwafano Holistic Community Center, Place
of Safety

NGO: Catholic Relief Services, World Vision, Plan,
Hope for Africa;

HR ASSESSMENT & GAP ANALYSIS FINDINGS

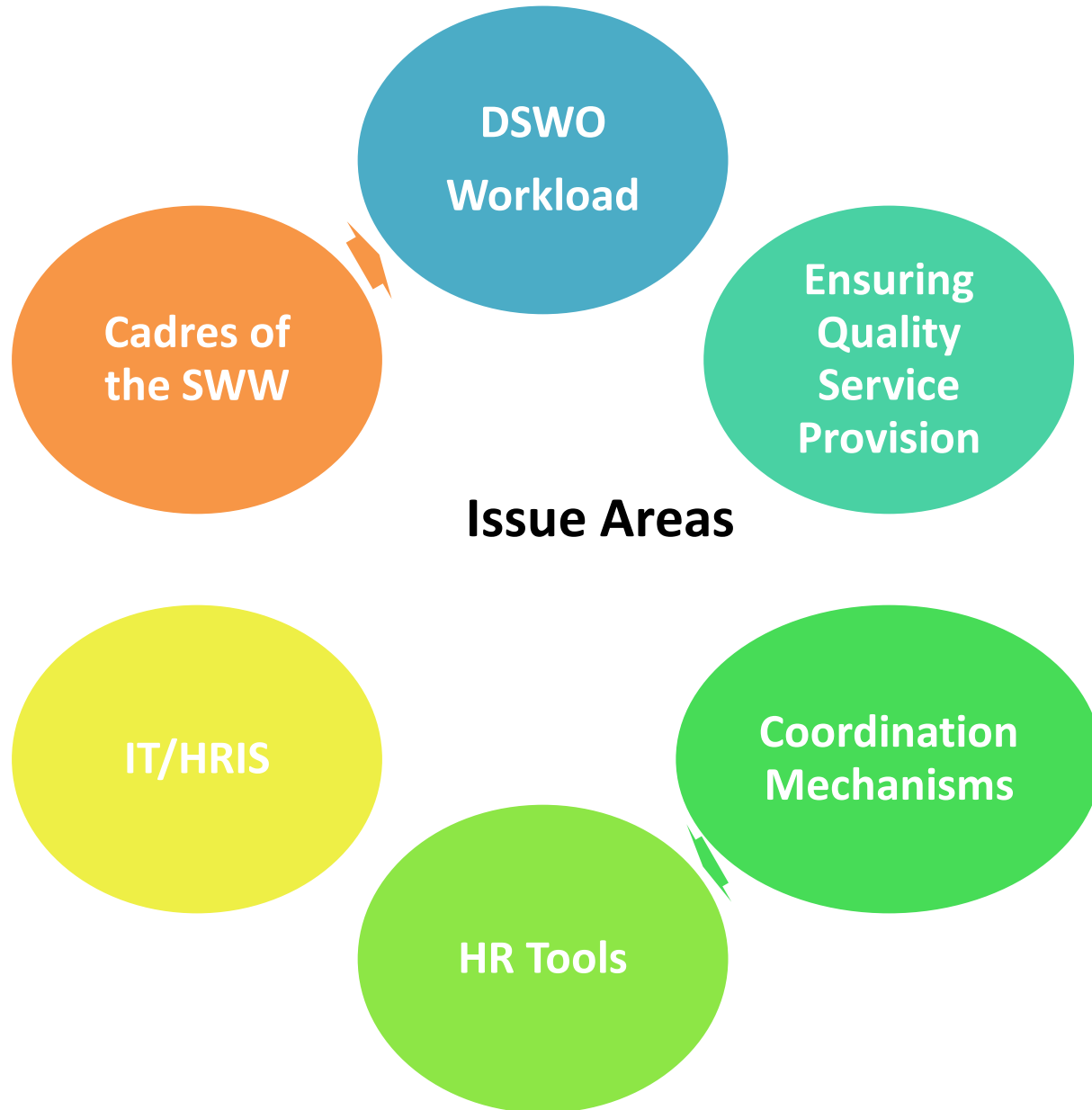
... An Overview



Successes to Build On

- Robust legislation for child rights and protection
- HR tools to support professional growth
- Standardized performance management system
- Public Service Training Development Policy

Areas for Strengthening



Cadres of Zambia's SWW

MCDMCH

- Social Welfare Officers
- Community Development Officers
 - Community Development Assistants
- Health Officers
 - Community Health Assistants

MGCD

- Child Development Officers
- Child Protection Officers

MOH

- Medical Social Workers



The Zambian
Ministry of Community
Development, Mother
and Child Health

Cadres of Zambia's SWW

Dept of Social Welfare: 274 established SWO positions with 99.2% filled

•13 HQ; province 3 and district 1-3 positions – average 96.5% positions filled

Dept of Community Development: 1367 positions
45 HQ, 120 Provincial, 309 district, 547 CDA

Projections needed to establish number of positions needed !



The Zambian
Ministry of Community
Development, Mother
and Child Health

Notable Challenges & Opportunities

- Standardization of deployment of SWO, with limited adjustments in relation to population or HIV prevalence.
- Cadres understaffed to meet SW needs particularly at district level
- Communities do not distinguish differences between various cadres and volunteers



DSWO
Workload

Workload of the DSWO

Statutory Services

Non-Statutory Services

Committee participation

“We link the disadvantaged to whatever help is available. We work with everyone in need. The elderly. Disabled. Prison populations.

We do it all.

-- DSWO

Quality Service Provision

Accreditation of Social Work Programs

- There is a proliferation of SW training programs in Zambia
- Currently, there is no formal accreditation of SW training programs
- Therefore, curriculum, practicums and even faculty qualifications are uneven

“Most Social Work training institutions are not providing quality training in regard to professional practice and ethics.”

“New Social Work programs are springing up every day without regulation ...”

Quality Service Provision

Credentialing Social Welfare Positions

- Social Science is not Social Work
- Discrepancies in prior work requirements create uneven experience base from which to draw
- Lack of differentiation in job descriptions means lack of critically needed skills

“We need specialized skill sets to discharge our duties, yet that’s not what we look for or recruit towards.”

“I’m a Social Worker and have done this for 17 years – but I work with caregivers who only have a certificate in psycho-social counselling and a background in Law. Or Sociology. Or Library Science. We work with children who are addicted to drugs. Or have HIV. And these caregivers don’t know what hit them. I work with them...but they need more and they need to be better prepared.”

Coordination of the SW Function & Workforce

- Inter-ministerial Coordination at the national level
- Coordination between MCDMCH and MGCD could be strengthened
- District coordination between DSWO, DCDO, & DCMO
- Donor fragmentation

“We know collaboration with MCDMCH is critical – we have inter-ministerial committees, but we need a more structured arrangement.”

HR Tools to Support the SWW

- Matrixed Supervision
- Performance Appraisals and Feedback for Growth
- In-service Training, Professional Development

“There is clear friction with dual reporting and supervisory systems...it’s confusing. Actually, it’s a problem.”

“I did not receive any supervisory training when I became a supervisor, and that’s a big gap in my skills.”



IT/HRIS

- Agreement: Creating a national HRIS for the SWW would be beneficial
 - Need to harmonize and streamline databases
 - Existing initiatives underway upon which to draw
 - Outstanding examples of other database initiatives to learn from and model

IT/HRIS

- *National payroll system*
- *MIS within the MoE and the MoH*
- *Social Cash Transfer system*
- *NGO databases for tracking volunteers*

Recommendations

- Recognize the magnitude of the issue: shortage of SWW to address the ever expanding service delivery needs
- Delineate clear roles and responsibilities, competencies across the SWW functions at all levels
- Develop appropriate training in line with these levels
- Review of job descriptions and align to accurately reflect the specialized skill sets needed

Recommendations

- Establish Interim body and process to regulate the Social Work training
- Support SWAZ in its long-term plan of becoming an accrediting/licensing body for the field of Social Work.
- Develop strategies for increased collaboration between different Ministries

Implementation Plan for SWW strengthening – key comments and questions

- Definition of the ‘Social Welfare Workforce’ – who is considered as part of the Social Welfare Workforce?
- Agree on the focus of the SWW implementation plan: General Population; Child Care Systems, OVC, Social Protection ?
- Which policies or plans should the social welfare workforce implementation plan be anchored on?
- Could we learn from other countries how they proceed with implementation of SWW strengthening?

A strong and vibrant social welfare workforce

Zikomo
Thank you

