



Terms of Reference

Consultant National Coordinator

Developing a Framework for Child Protection Workforce Development and Case Management in India, December 2020 – November 2021
Global Social Service Workforce Alliance for UNICEF India

Background

A well-supported, appropriately equipped, empowered, and protected social service workforce is essential to mitigating the damaging effects of the COVID19 pandemic. Workforce development is a critical component of the child protection strategy of UNICEF India. The child protection workforce in India includes all categories of people who work on behalf of vulnerable children and families.

The Child Protection Section of UNICEF India has engaged the [Global Social Service Workforce Alliance](#) (the Alliance) to map and undertake a comprehensive capacity gap assessment of the existing child protection workforce in five states in India, and then propose a framework for strengthening this workforce informed by the above, with special emphasis on case management.

The purposes of this project are to:

1. Carry out a workforce mapping and capacity gap assessment in five states
2. Develop a comprehensive strategy for workforce development along with an implementation roadmap
3. Develop training modules on case management for key child protection cadres in co-ordination with the Government of India MCWD and State Government departments, building on existing training processes.

The workforce mapping and capacity gap assessment will be carried out in 5 states: Uttar Pradesh, Madhya Pradesh, Jharkhand, Assam and West Bengal. The mapping will include existing and potential core, allied and specialized workforces who are or can deliver child prevention, response and rehabilitation services. It will outline the composition of the workforce and the key actors who constitute the workforce; and provide a legislative review of the role of the social service workforce in emergencies, and recommendations for having them mainstreamed within essential services in the Indian context.

The findings will provide the necessary evidence for advocating with Government to ensure availability of an adequate child protection workforce in terms of numbers, relevant qualifications, practice standards and competencies/skills to provide the whole continuum of inclusive, age and gender appropriate child protection (prevention, response and rehabilitation) services.

Case management being the most important and an integral part of delivering quality and effective child protection services, it is imperative to review the skills and competencies required and capacity available to deliver such services. Hence, the project will include developing tools for mapping of the core and allied child protection workforce and include a capacity gap assessment of this workforce - looking at their core work, scope for recruitment, expansion, required capacity and skills/competencies, assessing the existing

levels of capacity and skills, and studying the existing mechanisms including protocols/SOPs etc, as well as skills for case management. The final report will include findings from the mapping, the capacity gap assessment and recommended strategies developed in consultation with state level steering committees and the TAG (Technical Advisory Group).

Consultant Role and Responsibilities

The National Coordinator will contribute as part of the Alliance team, and work collaboratively with the Alliance Director, Senior Advisor and Communications and Advocacy Manager, plus a national team including five state consultants (one for each state), and a consultant developing training of trainers materials on case management.

The National Coordinator will be responsible for carrying out the following tasks:

	Project activities	Role of National Coordinator	Deadline for completion
1	<p>Mapping of CP Workforce:</p> <p>1.1 Support formation of a Technical Advisory Group (TAG) at national level and State Steering Committees in each state with representation from Government, UNICEF, CSOs and experts to provide guidance and technical input.</p> <p>1.2 Prepare concept note and tools outlining methodology for:</p> <ul style="list-style-type: none"> - mapping of CP core, allied and specialized workforce in 5 states, identification of specialized training institutions¹ at national and state level for formalizing capacity building initiative of CP workforce - assessment of existing capacity building mechanisms - review of existing foundation course and mandatory training for core and specialized workforce for case management (including those in emergencies) - legislative review of the role of social service workforce in emergencies and recommendations for having it mainstreamed as essential services in the Indian context. <p>1.3. Conduct the mapping in 5 states and finalize report on workforce composition and roles, existing capacity building mechanisms and legislative review</p>	<p>Support formation of TAG and coordinate formation of SSCs through formulation of terms of reference, coordination and record keeping of meetings</p> <p>Work with Alliance colleagues to develop the required Concept Note and Tools</p> <p>Support the 5 state level consultants in the overall data collection, tabulation and analysis, and input to development of draft report</p>	<p>December 2020</p> <p>January 2021</p> <p>May 2021</p>

¹ Such as NIPCCD, NIMHANS, Judicial academies, Police Academies and others.

2	<p>HR and Capacity gap assessment of core and specialized workforce in 5states:</p> <p>2.1. Develop concept note and tools for gaps assessment in terms of recruitment and performance appraisal practices for core CP workforce (State and district level); capacity gap assessment with focus on skills and competencies required for preventive and response services for each cadre of workforce (including those for case management); aligned to UNICEFs Strategic Framework for Strengthening the Social Service Workforce for Child Protection</p> <p>2.2. Data collection, Tabulation and Analysis</p> <p>2.3. Final Draft Report (incorporating feedback from UNICEF TAG)</p>	<p>Input to development of Concept Note and Tools, and help present to TAG</p> <p>Coordinate overall data collection, tabulation and analysis, and input to development of draft report</p>	<p>February 2021</p> <p>April 2021</p> <p>June 2021</p>
3	<p>3.1. Strategy paper for capacity development of core and specialized child protection workforce, including adaptation to the context of COVID19 (Child protection skills and competencies framework, occupational standards and performance criteria for each function – what kind of skill sets, behaviour, attitude and process we expect from each function under child protection for prevention, response and rehabilitation? What measures need to be taken to strengthen leadership and management support?)</p> <p>3.2. Conduct state level dissemination workshops online</p> <p>3.3 Strategy for capacity development of the core and specialized child protection workforce finalised</p> <p>3.4. 1-day National dissemination workshop with Government and other stakeholders</p>	<p>Contribute to development of draft Strategy paper with specific recommendation for each cadre of workforce</p> <p>Support state level consultants to carry out state level dissemination workshops</p> <p>Coordinate state level feedback for insertion into final version</p> <p>Coordinate arrangements for national dissemination workshop and compile draft workshop report.</p>	<p>July 2021</p> <p>August 2021</p> <p>September 2021</p> <p>October 2021</p>
4	<p>4.1. Monitoring framework and tools to assess efficacy of the capacity building initiatives proposed under the strategy in deliverable 3.1.</p>	<p>Input to development of monitoring framework and tools</p>	<p>October 2021</p>
5	<p>Roll out of case management trainings in 5 states</p> <p>5.1 Carry out rapid case management skill/competency assessment</p> <p>5.2. Develop modules, manuals and handbooks for</p>	<p>Input to rapid assessment developed by the case management consultant</p> <p>Input to development of</p>	<p>January 2021</p> <p>March 2021</p>

strengthening case management based on a blended approach	Training Modules, manuals and handbooks developed by the case management consultant	
5.3 Develop a cadre of Master Trainers (MTs) and mentors (15-20) per state for the capacity building of case workers	Support case management consultant in organizing state level training programmes to develop 100 MTs	June 2021

Key Programme Outputs, Performance Indicators (Deliverables) and Level of Effort (LoE) applicable to the role of National Coordinator

Outputs	LoE (days)
1. Workforce mapping completed in 5 states and draft report on workforce composition and roles, existing capacity building mechanisms and legislative review	22
Activities:	
• TAG formation	5
• Concept note and tools	5
• Data collection, tabulation and analysis, draft report	12
2. HR and Capacity gap assessment completed of core and specialized workforce in 5 states	22
• Concept note and tools	5
• Data collection, tabulation and analysis	12
• Final draft report	5
3. Strategy paper for capacity development for core and specialized child protection workforce that also looks at remote working in a post COVID context	20
• draft strategy paper	5
• state level dissemination workshops	10
• final strategy paper	0
• national dissemination workshop	5
4. Develop monitoring framework and tools to assess efficacy of the capacity building initiatives	5
• develop monitoring framework and tools	5
5. Roll out of case management in 5 states	7
• carry out rapid CM skill assessment	1
• develop training modules, manuals and handbooks	1
• develop a cadre of Master Trainers and mentors (15-20) per state for the capacity building of case workers	5
• develop implementation plan with monitoring mechanisms for quality assurance and tracking of training results integrated into process	0
TOTAL CONSULTANT DAYS	76

Location and Travel

The majority of the work can be completed at home, with some travel to meetings in Delhi with TAG, and for the national dissemination workshop. Some participation in state level dissemination workshops may also be included – to be confirmed at inception. Travel costs will be discussed and approved in advance and reimbursed.

Period of Performance

The work is estimated to be completed through **76 days of work** during the period of December 2020 through November 2021.

Performance Based Contract: 2 equal payments will be made, based on completion of

1. outputs 1-2
2. outputs 3 – 5, as per above workplan

Reporting

Since the Global Social Service Workforce Alliance has been contracted by UNICEF for this project, the Consultant National Coordinator will report directly to the Director and Senior Advisor of the Alliance, not directly to UNICEF. However, the National Coordinator will be expected to remain in close and regular contact with the focal point in UNICEF, with Alliance colleagues also included in these communications. The National Coordinator will in turn be responsible for supporting and coordinating the work of five state-level consultants, who will report directly to the National Coordinator, who will in turn keep the Alliance Director and Senior Advisor fully updated on all issues arising at state level.

Qualifications

The successful team lead will be able to demonstrate skills in the following areas:

- University master's degree in social work or equivalent; PhD with research experience preferred
- At least 10 years of professional experience in social work or other social service workforce areas
- Demonstrated knowledge and technical capacity in social service workforce strengthening and child protection programming
- Minimum 3 years of experience working with international agencies or institutions in developing countries and implementing programs for vulnerable children and families based on core child protection and human rights principles, guidelines and standards
- Experience engaging effectively with bilateral agencies; the United Nations and other multilateral agencies; national governments and counterparts; non-profit organizations; universities; professional associations and other key stakeholders
- Excellent research skills with data collection and analysis as evidenced through previous work examples.
- Strong demonstrated skill in creating and utilizing Excel spreadsheets
- Administrative, planning and coordination skills, including the ability to organize and support TAG meetings and dissemination workshops, and coordinate the team of 5 national consultants (one per state)
- Fluency in English and Hindi is required

To Apply

Interested candidates should submit a CV and cover letter to the Global Social Service Workforce Alliance at contact@socialserviceworkforce.org by COB December 15, 2020. Cover letter should include your daily rate to undertake this assignment. Please indicate "Consultant National Coordinator" in the subject line of your email. Only short-listed candidates will be contacted for an interview, with interviews anticipated to take place on December 21 or 22.