



Terms of Reference

Consultant State 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](#) (hereafter referred to as ‘the Alliance’) to map and undertake a comprehensive HR (human resources) and 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 HR 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 coordination with the Government of India MCWD and State Government departments, building on existing training processes.

The workforce mapping and 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 an HR and 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 gap assessment and recommended strategies developed in consultation with state level steering committees and the TAG (Technical Advisory Group).

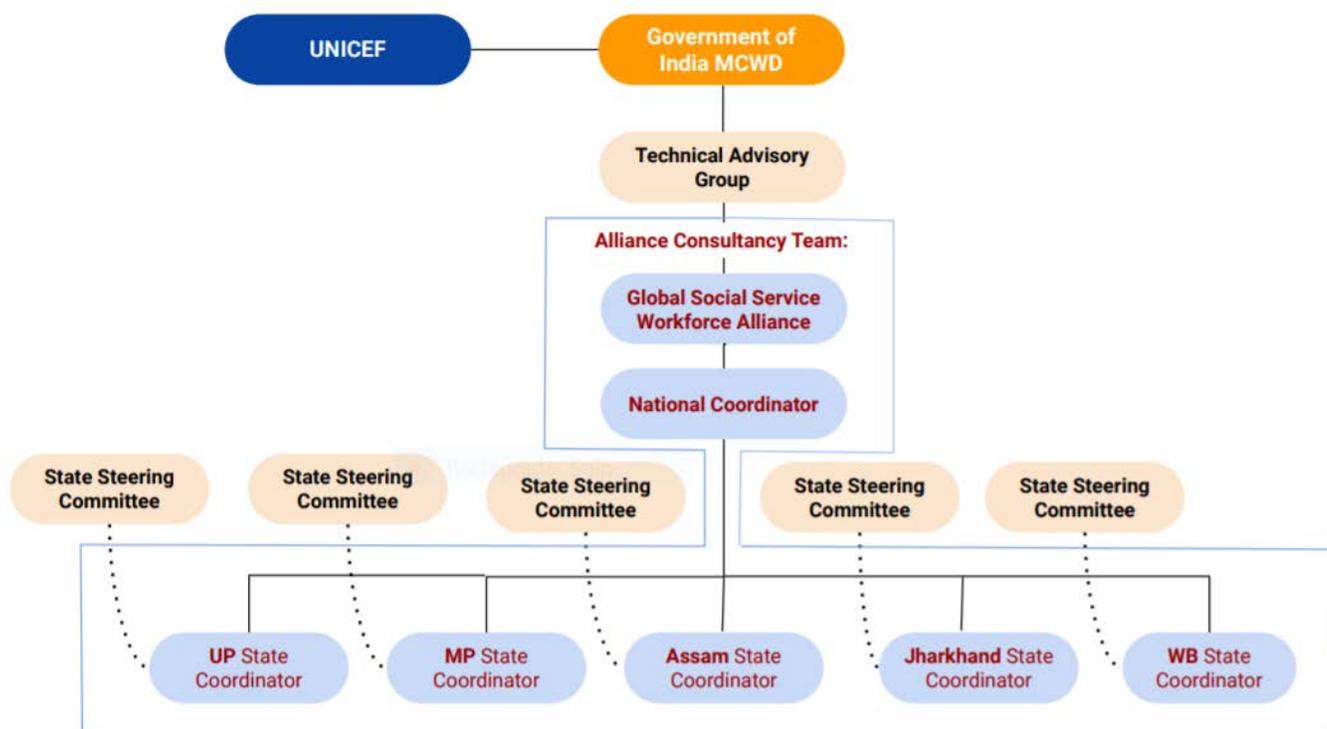
Consultant State Coordinator - Role, Responsibilities and Reporting

There will be five Coordinators working at State level, one in each of Uttar Pradesh, Madhya Pradesh, Jharkhand, Assam and West Bengal. They will work as part of the Alliance national consultancy team for this project (consisting of the National Coordinator, State Coordinators and a consultant developing training of trainers materials on case management).

The State Coordinators will report directly to the National Coordinator and work collaboratively as a team under the overall supervision of the Alliance Director and Senior Advisor, supported by the Alliance Communications and Advocacy Manager.

The State Coordinators will also be expected to coordinate, through close and regular contact, with UNICEF offices at state level, while also including Alliance staff in these communications. State Coordinators will need to make sure to seek UNICEF and Alliance approval and keep them fully informed of all activities. They will need to draw upon UNICEF state office support in building contacts and coordinating with State governments.

Team structure – in relation to implementing partners



*Global Social Service Workforce Alliance team: Director, Senior Advisor, Communications and Advocacy Manager

The State Coordinators will be responsible for carrying out the following tasks in the overall workplan:

	Project activities	Role of State Coordinators – key tasks	Deadline for completion
1	<p>Mapping of CP Workforce:</p> <p>1.1 Support formation of a State Steering Committees (SSCs) in the 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 prepare report on workforce composition and roles, existing capacity building mechanisms and legislative review</p>	<p>Support formation of SSCs through formulation of terms of reference, coordination and record keeping of meetings</p> <p>Provide input into development of concept note and tools outlining mapping and assessment methodology</p> <p>Facilitate opening and orientation meeting(s) of SSC</p> <p>Carry out state level data collection, tabulation and analysis, and input to development of draft report</p>	<p>January 2021</p> <p>January 2021</p> <p>February 2021</p> <p>May 2021</p>
2	<p>HR and Capacity gap assessment of core and specialized workforce in 5 states:</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); HR and 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 UNICEF's Strategic Framework for Strengthening the Social Service Workforce for Child Protection</p>	<p>Carry out state level data collection, tabulation and</p>	<p>April 2021</p>

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

	2.2. Data collection, Tabulation and Analysis	analysis, and input to development of draft report	June 2021
	2.3. Final Draft Report (incl feedback from TAG)		
3	3.1. Strategy paper for capacity development of core and specialized child protection workforce, including adaptation to the context of COVID19	Organise and facilitate online state level dissemination workshops Input state level feedback to final version of Strategy Paper	July 2021
	3.2 Conduct state level dissemination workshops online		August 2021
	3.3 Strategy for capacity development of the core and specialized child protection workforce finalised		September 2021
	3.4. 1-day National dissemination workshop with Government and other stakeholders		October 2021

Key Programme Outputs, Performance Indicators (Deliverables) and Level of Effort (LoE) applicable to the role of State 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	12
Activities: <ul style="list-style-type: none"> ● State Steering Committee formation ● Data collection, tabulation and analysis ● Input to draft report 	
2. HR and Capacity gap assessment completed of core and specialized workforce in 5 states	12
<ul style="list-style-type: none"> ● Data collection, tabulation and analysis ● Input to draft report 	
3. Strategy paper for capacity development for core and specialized child protection workforce that also looks at remote working in a post COVID context	4
<ul style="list-style-type: none"> ● State level dissemination workshops ● National dissemination workshop 	
TOTAL CONSULTANT DAYS	28

Location and Travel

The majority of the work can be completed at home, with some travel to State Steering Committee meetings in the state capital (if held in person) and one trip to Delhi with for the national dissemination workshop (if held in person, COVID-19 situation permitting). Travel costs will be discussed and approved in advance and reimbursed.

Period of Performance

The work is estimated to be completed through **28 days of work** during the period of February through November 2021.

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

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

Qualifications

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

- University master's degree in social work or equivalent, with research experience preferred
- At least 5 years' 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
- 2 – 3 years' experience working with international agencies or institutions in implementing programs for vulnerable children and families based on core child protection and human rights principles, guidelines and standards, preferred.
- Experience engaging effectively at state level with bilateral agencies; UN and other multilateral agencies; state governments and counterparts; non-profit organizations; universities; professional associations and other key stakeholders.
- Good research skills with data collection and analysis as evidenced through previous work examples.
- Skills in creating and utilizing Excel spreadsheets.
- Administrative, planning and coordination skills, including the ability to organize and support State Steering Committee meetings and dissemination workshops.
- Fluency in English and Hindi, and state local language(s) required.

How to apply

If you are interested and meet these requirements, please email your CV and cover letter to contact@socialserviceworkforce.org, **by end of Monday 18th January** (midnight, Indian Standard Time).

Please make sure to insert in the subject line of your email the title of the position and name of the state for which you are applying to be coordinator, as follows:

Application – Consultant State Coordinator – *name of State*