



## Terms of Reference

### Case Management Training Consultant

#### *Developing a Framework for Child Protection Workforce Development and Case Management in India, 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 the overall project, of which this consultancy is a part, are to:

1. Carry out a workforce mapping and capacity gap assessment in five states.
2. Develop a comprehensive strategy for child protection workforce development and strengthening 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 five 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 through the case management system. 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 in child protection is a shared mandate of various actors and agencies involved in child protection. The primary objective of a child protection case management system is to ensure that children and their families receive quality protection services in an organized, efficient and effective manner, in line with their assessed needs. The process of case management relies heavily on human resources, especially social service workers, who are responsible for handling case management. This has been identified as one

of the key responsibilities for CP workforce. It involves a social service worker or paraprofessional social service worker who collaboratively assesses the needs of a child experiencing or at risk of abuse, neglect, violence and exploitation and arranges, coordinates, monitors, evaluates and advocates for a package of services to meet their specific, individual needs. Hence there is a need to develop their knowledge base, and skills needed to implement case management services.

Skills and competencies required for effectively carrying out case management as well as practice standards (including adherence to values and ethics) for case workers are not well defined in India and there is very limited capacity as well as understanding of this very important component for child protection and reducing the reliance on institutional care for vulnerable children. Hence, there is a need to place special emphasis on ensuring case management services and creating a system to effectively respond to needs of children experiencing or at risk of abuse, neglect, violence and exploitation through individual social work 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, and then developing a sustainable long-term program for training staff in case management to be delivered by a cadre of master trainers, across the 5 states in this project, with a view to later national roll-out or scale up.

### **Consultant Role and Responsibilities**

The case management training consultant will work as part of the Alliance team, in close coordination with the Alliance Director and the Communications and Advocacy Manager, and the national team consisting of a national coordinator, and five state consultants (one for each state), who would be supporting the overall mapping and capacity gap analysis, of which this case management assignment would form a part.

The case management training consultant will be responsible for carrying out the following tasks and completing the following deliverables:

	<b>Project activities for development and roll out of case management trainings in 5 states</b>	Deliverable	Deadline for completion	Number of working days
1	Carry out a brief assessment of case management capacity (professional and institutional / organisational, SOPs) and competency (knowledge, practice skills and behaviours) based on existing case management systems, structures and practices, both nationally, and in the 5 states, and building on the CP workforce mapping and capacity gap assessment being conducted under the overall project.	Completed assessment	End April 2021	3
2	Develop course materials for training Master Trainers to strengthen case management based on a blended approach (combining online and face to face, in line with local capacity, requirements and COVID-19 restrictions). This should include a first draft, then revisions based on input of colleagues, experts and stakeholders, followed by a final draft for testing the ToT, then final revision of the course materials.	First and final draft versions of course materials including a. training modules, b. trainers' manual	May 2021	9

		c. trainees' handbook		
3	Develop criteria for selection of, and then carry out training for, a cadre of 100 Master Trainers (MTs), 15-20, per state for the initial capacity building and later mentoring of case workers, through organisation of 5 initial state level training of trainers (ToT) programmes for MTs	Certificates of attendance and successful completion by 100 MTs	June - July 2021	15 (3 days per state)
4	Develop implementation plan with monitoring mechanisms for quality assurance and tracking of training results integrated into process	Implementation plan (drafted, revised and finalised)	End August 2021	3
			TOTAL DAYS	30

### **Location and Travel**

The first and second phase activities can be completed at home, with online meetings with colleagues and stakeholders.

Travel to all 5 states is currently envisaged for the third phase activities (ToT) in June 2021, subject to COVID-19 restrictions, though some training will also be conducted online (the combination in this blended approach will be determined following assessment and consultation). Travel costs will be discussed and approved in advance and reimbursed.

### **Period of Performance**

The work is estimated to be completed through **30 days of work** during the period of March till July 2021.

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

1. Phases and deliverables 1-2, – 12 days
2. Phases and deliverables 3 – 4, - 18 days, as per above workplan

### **Reporting**

Since the Global Social Service Workforce Alliance has been contracted by UNICEF for this project, the consultant will coordinate with the national coordinator, and report directly to the Director of the Alliance, not directly to UNICEF. However, the consultant will be expected to remain in close and regular contact with the focal point in UNICEF, and with Alliance colleagues also included in these communications.

### **Qualifications**

The consultant will need to be able to demonstrate skills in the following areas:

- University master's degree in social work or equivalent.
- At least 10 years of professional experience in social work including child protection and case management, including training of both case management practitioners and trainers in case management.
- Minimum 5 years' 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.
- Demonstrated knowledge, competency and technical capacity in child protection and case management practice.
- Demonstrated knowledge, competency and technical capacity in developing of training modules, manuals and handbooks, and in planning and carrying out training, both online and in person, including training of trainers.

- 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.
- Administrative, planning and coordination skills, including the ability to organize five state level courses for training of trainers, using a blended learning approach (online and face to face, as required).
- Knowledge of the Indian child protection context and experience of providing technical advice, training or consultancy in India (desirable).
- Fluency in English is required.

### **How to apply**

If you are interested and meet these requirements, please email your CV and cover letter to [contact@socialserviceworkforce.org](mailto:contact@socialserviceworkforce.org), **by end of Friday, February 26** (midnight, Indian Standard Time).

Please make sure to insert in the subject line of your email the title of the position you are applying for:  
**Application – Case Management Training Consultant**