

TERMS OF REFERENCE

SUMMARY

Type of Contract (tick the appropriate box)	Institutional Contractor	Individual Consultant	Technical Assistance to IP (individual)
Title	Improved workload management for social welfare officials at district level		
Purpose	To undertake a comprehensive workload study for the Department of Social Welfare to inform strategies for efficient and effective district level workload management in the provision of child and family welfare services in Zambia		
Location	Zambia		
Duration	60 days spread over 3 months		
Start Date	Start date – 15 th May 2021		
Reporting to	Child Protection Officer		

BACKGROUND

Zambia is classified as a lower-middle income country with an estimated population of 17.8 million. The national poverty rate stands at 54 percent with significantly higher rates in the rural areas at 77 percent compared to urban poverty rate of 22 percent. Levels of poverty, social exclusion and gender inequity remain across age groups, but children bear the brunt. Many of these children are affected by both monetary and non-monetary poverty; approximately 60% of Zambia's children live in poor households and 40.8 per cent of the children are deprived in three or more dimensions¹.

According to the Ministry of Community Development and Social Services (MCDSS), poverty is one of the main causes of family separation. The nationwide assessment of children in formal care undertaken by MCDSS in 2014 revealed that over 60 percent of the 6,413 children in formal care at that time were placed into institutional care because of poverty². It is reported that families have opted to admit children into residential care to access free services which include food and nutrition, education, and health services including specialised care for children with special physical and health needs. These together with HIV, problems of substance abuse, negligence, crime, violence and abuse are among the main causes of family separation.

¹ MNDP; (2018); Child Poverty in Zambia

² MCDSS; (2017); Nationwide Assessment on Child Care Facilities

Zambia has a range of laws and policies in place to guide welfare and protection programmes and services for children, including the most vulnerable. Key to note are the Juveniles Act, the Adoption Act, the Anti Human Trafficking Act, the Anti Gender Based Violence Act, the National Social Protection Policy, and the National Child Policy, amongst others. From a policy perspective, the Government of Zambia has made notable progress to ensure care and protection of children in various care settings. For instance, the Government revised the Child Policy (2015); developed minimum standards of care for child care facilities (2014), and reintegration and alternative care guidelines (2017); developed other policy documents such as the national plan of action to end child marriage (2016), the National VAC Response Plan (validated in 2020), the National Diversion Framework (2018) for children in conflict with the law and the national communication strategy on the promotion of family based care for children without appropriate care.

Zambia has enough laws and policies and Government and partners have made considerable investments to the child and family welfare sector in recent years. However, challenges remain in the effective and efficient delivery of child and family welfare as well as other social welfare services. This has over the years been attributed to the inadequate financial and human resources. Social welfare officers (who also work as juvenile inspectors) provide statutory functions as provided for in the national laws as well as non-statutory functions, principally the social cash transfer which can take up most of their time when being distributed. The country has about 450 district social welfare officers and social welfare assistants spread across 116 districts in 10 provinces.

In 2014, the Government of Zambia with support from USAID through Save the Children's Zambia Raising Project commissioned a Human Resource Assessment and Gap Analysis of the Social Welfare Workforce in Zambia aimed at helping key stakeholders strategically plan the development and capacitation of the workforce. The gap analysis focused on understanding the human resource capacity needs of government ministries working with vulnerable children and adolescents; drawing emphasis on the functions of the lower structures such as community development assistants and community welfare assistance committees (CWACs). It further sought to understand the supervisory roles of district structures in relation to the community structures. It is worth noting that while the Assessment highlighted a few challenges; one of which was the heavy workload of district social welfare staff; it did not provide a comprehensive analysis of the depth of the workload to understand the impact of this on managing cases of vulnerable children nor information that would guide the ministry to develop strategies for workload management for effective social welfare service delivery for vulnerable population especially children. It is further worth noting that; the scope of the assessment was generalized and focused on orphans and vulnerable children with HIV lens; a limitation that was noted in the assessment report.

It is against this background that UNICEF in partnership with the Government of Republic of Zambia through the Ministry of Community Development and Social Services (MCDSS) seeks the services of a consultant to undertake a comprehensive workload study for the Department of Social Welfare.

JUSTIFICATION

MCDSS and UNICEF recognise that the social welfare officers have a central role in supporting and providing welfare services to children and families as well as other vulnerable groups in communities. Considering that social services are aimed at alleviating poverty, identifying and managing risks, as well as facilitating access to and delivering social services to enhance child and family well-being, it is important that the social service sector employs adequate numbers of staff. A well-developed social service workforce is key to promoting social justice, reducing discrimination, challenging and changing harmful behaviours and social norms, and preventing and responding to violence, abuse, neglect and exploitation and family separation.

Investing in the social service workforce will yield high returns for protecting child. Dedicated and qualified human resources in child protection are essential to coordinating efforts and resources, delivering services and supporting children and families across all sectors, including social protection, justice, health, education, security and disaster risk management. Lack of investment in the social service workforce will undermine all other efforts to strengthen the child protection system in a sustainable manner, including enforcement and implementation of policies and laws, operability and effectiveness of case management systems, and service delivery.³ A huge workload among district level staff has over time affected the quality, efficiency and effectiveness of service delivery for vulnerable children and other vulnerable groups of society.

While recognizing the impact of COVID-19 on the county's economy and the reality that the current employment freeze imposed on most government institutions will not be lifted any time soon due to the constrained public fiscal space, the need to better understand current workloads and develop an investment case and workload management strategies for improved child and family welfare services could not come at a better time.

OBJECTIVES / TARGET

TO undertake a comprehensive workload study targeting 15 district social welfare offices (DSWOs) to determine the optimal workload for DSWOs which will inform planning for future workforce needs for the Department of Social Welfare. This study will complement the 2014 Human Resource Assessment and Gap Analysis of the Social Welfare Workforce in Zambia.

Note: For the purpose of this workload study, child and family welfare services include (1) family preservation services; (2) child-family reintegration services; (3) alternative care services (kinship care, foster care and institutional care as a last resort or for short term emergency placements);

3

(4) permanent care programmes such as adoption; and (5) justice services for children – including children in conflict with the law as well as protection of child victims and witnesses.

DESCRIPTION OF THE ASSIGNMENT (SCOPE OF WORK) / SPECIFIC TASKS

The consultant will undertake a workload study to assess the workloads of DSWOs, assistant SWOs, District Community Development Officers (DCDOs) and their assistants in 15 districts (with child-care facilities under their jurisdiction). The study will assess the number of cases handled across the spectrum of all clients as well as services sought under each of the five named categories of child and family welfare services against the approved DSW establishments (organograms) for the 15 district offices and international caseload standards for social welfare officers.

In order to estimate the human resources required for district offices to effectively and efficiently provide child and family welfare services alongside other services, the consultant will:

- a) identify core work of DSWOs, DCDOs and their assistants to effectively provide the identified statutory and non-statutory services which for example can include but are not limited to:
 - i. Statutory services relating to reintegration and provision of alternative care (foster and institutional care) as well as adoption services;
 - ii. Statutory services relating to children in conflict with the law as well as child victims of crimes and circumstantial children (those born while the mother is incarcerated or are in prison on account of their mother's incarceration) including probation and other services provided to other groups of the population; and
 - iii. on-statutory services such as the Social Cash Transfer, education bursaries and other social protection services and any mentoring supervisory support provided to CWACs/CDAs.
- b) Undertake a comparative analysis of how much time is actually spent by DSWOs, DCDOs and their assistants to manage a statutory case from beginning to end. The analysis should assess how much time is spent on managing statutory child welfare cases in an average month and how much is spent on providing non-statutory services such as the social cash transfer among others. On this basis, the consultant should estimate and recommend equitable amounts of time that *should* be spent on statutory (child and family welfare) and non-statutory work per week while considering the case load of each district office. The consultant will provide different scenarios to demonstrate how various workloads impact on the quality of services delivered for children;
- c) Assess the number of workers or positions necessary against current workloads and time needed to provide a quality case management service (from case intake to closure) and recommend ideal caseloads; and

- d) Develop caseload standards including a guide on the maximum caseload per social worker for child welfare cases and workload management tools.

EXPECTED DELIVERABLES

	Tasks	Deliverables	Timeframe (Tentative)
1.a)	Initial discussions with UNICEF and MCDSS to clarify ToRs	Inception Report and Workplan	5 days (15% payment)
1.b)	Develop an inception report and workplan for the assignment		
2)	Undertake a workload study to assess case and workloads of DSWO, DCDOs and their assistants in 15 districts.	Workload Study Report	35 days (45% payment)
3)	Make a presentation on the draft report, gain feedback from MCDSS and UNICEF and finalise the report		
4)	Develop caseload standards including a guide on the maximum caseload per social worker (DSWO, ASW, DCDO and CDA) for child welfare cases and workload management tools	(i) Caseload standards; and (ii) Workload Management tools.	20 days (40% payment)

REPORTING REQUIREMENTS

The consultant will be contracted by UNICEF. He/she will report to the Child Protection Officer, UNICEF, working closely with the Senior Social Welfare officer in charge of the national alternative care program. The consultant will submit the deliverables to UNICEF and MCDSS. All deliverables will be submitted electronically and in hard copy.

PROJECT MANAGEMENT

Day to day management of this assignment will be supported by the Child Protection Officer, UNICEF.

LOCATION AND DURATION

This consultancy will be undertaken in Zambia and will employ both virtual and physical interactions with key informants where this is deemed necessary and safe in respect of COVID-19. The assignment will be undertaken over a period of 60 working days spread over 3 months.

PAYMENT SCHEDULE

Payment	Conditions
15%	Inception report and draft workplan
45%	Workload Analysis
40%	(i) Caseload standards; and (ii) Workload Management tools

QUALIFICATIONS AND WORK EXPERIENCE

The consultant must possess the following:

- Master's degree from a recognised academic institution in Human Resources, Organisational Behaviour and/or Development, Training and Development or A related field;
- Certified Human Resource practitioner registered with a recognised professional regulatory body in Zambia;
- Minimum five years' experience in conducting workload and workforce analysis (conceptually and with hands-on) as well as experience in Human Resources planning and competency development;
- Proven experience of working in child protection and case management will be an added advantage
- Proven experience in working with Government institutions in executing similar assignments;
- Proven excellent analytical, research, writing and communication skills; and
- Ability to work independently with a high standard of professionalism

ADMINISTRATIVE ISSUES

- *All applicants must submit a cover letter with their CV that addresses the qualifications and experience required as listed above, a technical proposal on how they will carry out the consultancy, a sample of previous similar work and a financial proposal. The technical proposal should cover how the applicants will carry out the assignment during COVID 19 and travel restriction and/or social distancing requirements. The financial proposal must include all cost implications for the required service / assignment*
- *Interviews will be undertaken if necessary (in general, the evaluation of experts is conducted based on their CVs).*
- *Bidders should include the estimate cost of travel in the financial proposal: i) administrative costs including communication and transport costs for traveling to sampled district offices and ii) costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).*

- *This is a local consultancy and no office space or equipment will be provided by UNICEF to the consultant.*

EVALUATION PROCESS AND METHODS

- *Technical proposals will be evaluated technically before considering the financial proposals.*
- *The technical proposal rating will be weighted with 80% against 20% on the financial proposal.*

Scoring criteria

Item	Evaluation Criteria	Points
1.	Master's degree from a recognised academic institution in Human Resources, Organisational Behaviour and/or Development, Training and Development or related field;	15
2.	Certified Human Resource practitioner	5
3.	Minimum five years' experience in conducting workload and workforce analysis (conceptually and with hands-on) as well as experience in Human Resources planning and competency development;	20
4.	Experience in child protection and case management	5
5.	Proven experience in working with Government institutions in executing similar assignments;	15
6.	Relevant sample of previous work showing excellent analytical, research, writing and communication skills	20
	Grand Total	80

Only proposals which receive a minimum of 70 points under a technical evaluation will be considered technically compliant.

POLICY BOTH PARTIES SHOULD BE AWARE OF (ONLY APPLICABLE FOR INDIVIDUAL CONTRACTS)

- *Under the consultancy agreements, a month is defined as 21 working days, and fees are prorated accordingly. Consultants are not paid for weekends or public holidays.*
- *Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.*
- *No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor.*

- *For international consultants outside the duty station, signed contracts must be sent by fax or email.*
- *No consultant may travel without a signed contract and authorization to travel prior to the commencement of the journey to the duty station.*
- *Unless authorized, UNICEF will buy the tickets of the consultant. In some cases, the consultant may be authorized to buy their travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed beforehand.*
- *Consultants will not have supervisory responsibilities or authority on UNICEF budget.*
- *Consultant will be required to sign the Health statement for consultants/Individual contractor prior to taking up the assignment, and to document that they have appropriate health insurance, including Medical Evacuation.*
- *The Form 'Designation, change or revocation of beneficiary' must be completed by the consultant.*