

Termes de référence pour le recrutement d'un.e consultant.e individuel.le international.e pour appuyer les interventions de l'UNICEF dans le travail social et la gestion de cas de protection de l'enfant (9 mois)

PART I : Description de la mission	
Titre de la mission	Consultant Child Protection Specialist (Case Management & Social Work)
Catégorie de la consultation	Internationale
Niveau proposé pour la consultance	Mid level
Localisation	Antananarivo (et missions sur le terrain)
Durée	9 mois full time en presentielle
Date indicative de début	De : 01/08/2024 À : 30/4/2025

Contexte et justification

Violence against children in Madagascar remains widespread, with many children facing multiple forms of violence at a given moment or throughout their childhood. Social and cultural norms favour the use of different forms of violence in children's upbringing. In Madagascar, 9 out of 10 children aged between 1 and 14 have experienced violent methods of discipline and 8 out of 10 children have experienced psychological violence (MICS 2018). 21% of girls aged between 15 and 19 have experienced physical violence and 11% sexual violence (EDS 2021). The practice of child marriage is still widespread, with 39% of women aged 20-24 having been married before the age of 18, and 12% before the age of 15. 12% of boys aged 20-24 are married before the age of 18, one of the highest prevalence worldwide. 47% of children aged 5 to 17 in Madagascar are involved in child labour, and 32% work in hazardous conditions (MICS 2018).

Although some components of Madagascar's child protection system are in place, it remains fragmented and weak. Compartmentalized approaches to responding to violence have meant that many children have fallen through the cracks of the system, and many actors favour the establishment of centres over the provision of mobile services close to children located in the most remote areas. There are currently no professional social work posts within government, putting the burden of managing cases of violence on community-based volunteers without adequate qualifications and on civil society. This also means that there is very limited understanding on the need to provide comprehensive case management services to children and how, in a context where one-time referrals are considered a solution to protection issues by many.

Multiple different tools and guidelines for case management have been developed. This includes the 2016 national guidelines for child protection case management, and the 2023 SOPs on the management of GBV cases. These include different tools for different steps of case management, creating confusion for volunteers and district level staff. In addition, training approaches differ, are not unified and trainings are not systematically provided to volunteers, creating a need for the harmonisation of different tools and guidelines, and the development and use of systemic training approaches and materials for case management of cases of violence against children, women and other victims of violence.

The Ministry of Population and Solidarities (Former Ministry of Population, Social Protection and the Promotion of Women), with the technical and financial support of UNICEF Madagascar, carried out a social service workforce mapping in 2021 on the basis of which practical recommendations were proposed for the recognition and support of the professionalisation of the profession of social workers.

The findings of the mapping can be summarized as follows:

- **There is no legal status for professional social workers** within public service; some professional social workers accept administrative functions within government that have nothing or little to do with their training and diploma.
- **There is no IM system for human resources engaged in social work.** Little data has been obtained from employers on the number of social workers, other individuals and volunteers engaged to carry out specific child protection activities.
- **The few professional social workers with experience are based at the central level (at the capital).** Very few are working at the regional level, although it appears that a significant number of qualified social workers are looking for work in their profession.
- **Many social work tasks are entrusted and carried out by volunteers.** These volunteers are hired either by the regional directorates of the Ministry of Population, the Ministry of Public Health, the Ministry of Justice, by CSOs or by other structures at the community level, or even community associations managed and operated by volunteers.
- **The social work training** offered by the ISTS, the FPTSD of the University of Antananarivo and the UCM is considered multidisciplinary, meeting the expectations of organizations that employ social workers, and facilitating graduates to be hired and work within these organizations. However, respondents also noted that the social work degree does not provide enough practical skills in the field of child protection to enable graduates to fully perform their duties and responsibilities as a field social worker or case manager.

- Given this need to acquire additional knowledge and skills to carry out their roles, government employers and civil society organizations believe that **capacity building for social workers and other social workers is essential to enable them to carry out their mission.**
- The **professional development opportunities** offered to social workers and other social workers generally consist of training or exchange workshops.
- Although there are institutes/colleges of social work training and social work graduates looking for work, **a large number of salaried social work positions in the public service and in the private sector/NGOs are filled by unqualified social workers**, due to lack of value of the social work degree and/or insufficient budget to pay professional-level salaries.
- **Social work activities in the field are mostly carried out by volunteers** without appropriate academic qualifications. They are recruited from the community according to minimal selection criteria: knowledge of the local dialect, knowledge of report writing and social commitment, particularly for child protection. Volunteers often receive hands-on training from the institutions that recruit them.

In the light of the findings of this study, the following recommendations were issued:

1. Establish a national leadership team (or similar) that will take the leadership and commitment to support, promote and coordinate interventions and all capacity-building efforts of social service workers at the national level;
2. Develop a national strategic plan for the recognition, enhancement and professionalization of social service workers;
3. Develop a normative and regulatory framework for social service personnel;
4. Strengthen the curriculum of university training in social work and develop a system for the accreditation of professional social workers;
5. Establish a national information management system with a database of human resources engaged in social work;
6. Recognize and support the key role of professional associations of social workers in promoting the profession of social work;
7. Establish and widely disseminate the Ethical Principles and a Code of Ethics in Social Work;
8. Establish a system for supporting and monitoring social service staff.

Children in Madagascar also continue to face recurring humanitarian crisis including flooding, cyclones and drought leading to nutrition crisis, putting their protection and well-being at risk. These crises undermine the already very weak protective structures around children, exacerbate existing protection risks faced by children and put them at risk of facing new protection risks. The social service workforce remains weak and response capacities of national actors are limited, requiring the humanitarian community to deliver urgent services to child victims through social workers providing case management services.

Within the framework of the 2024 to 2028 Country Programme Document, as part of the child protection programme, UNICEF is prioritising the strengthening of the social service workforce and the national case management system. As part of the 2024 to 2025 bi-annual workplan, and within the framework of the multi-sectoral programming approach of all UNICEF programme sections in 4 convergence districts in 4 regions, UNICEF, under the leadership of the Ministry of Population and Solidarities and in collaboration with Universities, plans to deploy professional social workers to convergence districts (including those affected by humanitarian crisis) and additional CP targeted districts for a defined period of time. The deployments of these professional social workers will serve as a basis to generate evidence on the important role that professional social workers play in responding to violence against women and children.

OBJECTIF GLOBAL

The overall objective of this consultancy is to support the implementation of UNICEF interventions related to social work and child protection case management within the framework of the implementation of the 2024-2025 bi-annual work plan.

OBJECTIFS SPECIFIQUES

More specifically the consultant's role will focus on:

- Support the implementation of activities of the 2024/2025 bi-annual workplan of the child protection section, specifically output 3 on response services related to social work and case management, including in humanitarian crisis.
- Ensure planning, implementation, follow-up of activities related to social work and case management.
- Provide oversight for proposal development and grant management, including planning, implementation and reporting of grants related to social work and case management in development and humanitarian contexts.
- Strengthen the understanding and capacities of UNICEF staff, government and CSO partner at national and sub-national levels on social service workforce and child protection case management, including for crisis affected children.
- Support implementation of recommendations of the 2022 social service workforce mapping for Madagascar.
- Oversee the process of the selection, training and deployment of professional social workers in collaboration with social work training institutions to UNICEF convergence districts including those affected by crisis and in partnership with the Ministry of Population and Solidarities.
- Support the Ministry of Population in collaboration with protection sector partners in harmonizing case management tools for women, children and other groups in need of protection services and support the development of practical guidance for frontline workers on case management.
- Lead a reflection with government and partners on the development of a harmonized integrated training manual for the *intervenants sociaux* and provide recommendations on next steps.
- The consultant may be expected to support activities related to the Child Helpline, the Emergency Reception Centre and other response related activities based on need.

Résultats attendus

More specifically, the expected results are:

- Key activities of the 2024/2025 child protection section workplan on output 3 response services related to social work and case management are implemented as per the timeline and budget foreseen.
- Implementation of emergency and development grants related to social work and case management is completed on time/on track as per donor requirements, timeline, budget, proposed results.
- Donor proposals related to social work and case management, including for emergency response, are prepared with quality and submitted on time.
- The capacity of the UNICEF child protection team at national and sub-national levels and government and CSO partners on social work and child protection case management in development and humanitarian contexts is strengthened.
- An implementation plan for the implementation of the recommendations of the 2022 social service workforce mapping is developed and validated, and implementation of actions foreseen is on track based on the timeline indicated in the action plan.

- ToRs for the deployment of professional social workers to the 6 CP model districts are developed with the Ministry of Population, social workers are recruited, trained and deployed to district level.
- A training plan and training materials for the social workers is developed and social workers are trained prior to deployment to the district level.
- A practical guidance for frontline workers on case management is developed.
- Recommendations on practical next steps, including ToR for a follow-up consultancy, and on the development of a harmonized integrated training manual for the *intervenant sociaux* are provided.

Méthodologie

The consultants main role will be to support the implementation of the 2024-2025 bi-annual workplan activities of the child protection section related to social work and case management, both for development and humanitarian contexts. The consultant will play a key role in strengthening government and UNICEF capacity on child protection case management and social work based on international best practice, including through guidance, coaching, mentoring and training.

The consultant will be based full-time in UNICEF's country office in Antananarivo during a period of 9 months. The individual will work under the direct supervision and guidance of the Chief Child Protection and is expected to work closely with the output 3 team responsible for UNICEF's work related to response to all forms of violence against children. The consultant will work in close collaboration with the Ministry of Population, General Directorate of Population and the technical teams from the Ministry of Population. The consultant is expected to work with, consult and engage other actors working directly and indirectly on issues related to social work and protection case management for child protection and GBV in Madagascar, including UNFPA, NGOs, the EU, the World Bank and others.

Based on the context, the progress of implementation of other annual workplan activities, the guidance received from the Ministry of Population, the principal activities to be undertaken by the consultant may require adjustment throughout implementation which will be jointly discussed and agreed.

The consultant will be based in Antananarivo, but required to conduct missions to all regions where UNICEF works. UNICEF will cover DSA and transport during any missions outside of the duty station. The consultant will be provided with a work station in the UNICEF Country Office, but is expected to provide their own working computer to undertake his/her tasks. The consultant is expected to propose a total amount including fee, insurance, visa, living allowance, costs related to international travel to/from Madagascar for the overall period.

Livrables

Deliverable 1 : Inception report. (5%)

Deliverable 2 : An implementation plan for the child protection output 3 activities related to social work and case management. (10%)

Deliverable 3 : ToR for de deployment of social workers to 6 model districts. (5%)

Deliverable 4 : A training plan and training materials for the social workers; report on the training of social workers prior to deployment. (20%)

Deliverable 5 : Practical guidance for frontline workers on case management based on the 2016 national case management manual. (15%)

Deliverable 6 : Validated implementation plan for the implementation of the recommendations of the 2022 social service workforce mapping. (20%)

Deliverable 7 : Inputs to grant reports (CP thematic grant, ECHO, EU etc.). (10%)

Deliverable 8 : ToR for a consultant on the development of a harmonized integrated national training manual for the *intervenant sociaux*. (10%)

Deliverable 9 : Final report (5%).

The deliverables are developed and based on the current engagement, discussion and validation by the Ministry of Population for the 2024-2025 annual workplan for child protection. Based on progress in implementation, context and orientation from the Ministry of Population and in agreement with UNICEF these can/may be adjusted throughout the course of implementation.

Compétences, connaissances techniques et expériences souhaitées

Le/la consultant(e) doit avoir :

- An advanced university degree in one of the following fields is required: social work, international development, human rights, psychology, sociology, international law, or another relevant social science field.
- A minimum of five years of professional experience in social development planning and management in child protection, case management or social work-related areas is required.
- Experience working in a developing country is considered as an asset.
- Relevant experience in strengthen the social service workforce at national and sub-national levels in low-income countries with weak protection systems is considered an asset.
- Experience in setting up and strengthening child protection case management programmes with government is considered an advantage.
- Relevant experience in programme development in child protection related areas in a UN system agency or organization is considered as an asset.
- Experience in both development and humanitarian contexts
- Fluency in French and English is required. Knowledge of local language is an asset.

L'UNICEF applique une politique de tolérance zéro à l'égard de l'exploitation et des abus sexuels, ainsi que de tout type de harcèlement, y compris le harcèlement sexuel, et de discrimination. Tous les candidats sélectionnés seront donc soumis à une vérification rigoureuse de leurs références et de leurs antécédents.

Comment postuler

L'UNICEF s'engage à respecter l'égalité des sexes dans son mandat et au sein de son personnel. Les candidats qualifiés, en particulier les femmes, sont vivement encouragés à postuler.

Les candidats intéressés sont priés de postuler uniquement en cliquant le bouton "Apply" en haut ou en bas et d'y joindre en fichiers attachés les dossiers de candidatures.

Les candidats qualifiés et expérimentés sont invités à soumettre une lettre d'intérêt comprenant une proposition technique avec calendrier de mise en œuvre. Dans leur lettre d'intérêt, les candidats doivent mettre en évidence leur expérience professionnelle antérieure en rapport avec la mission, les attributs qui les rendent aptes, leur approche proposée pour la mission.

Le candidat doit également soumettre une proposition financière décrivant les coûts totaux de cette consultation. La proposition financière doit indiquer un montant forfaitaire tout compris composé des honoraires de consultant, living

allowance, assurances, voyage aller/retour à Antananarivo, Madagascar, y inclus le visa et d'autres frais, transport journalier à Tana aller/retour au bureau. Le consultant utilisera son propre équipement informatique, y compris un ordinateur portable, pendant la durée de la mission. Les déplacements en ville à Antananarivo et les missions sur le terrain (DSA, véhicule, chauffeur) pendant la période de la consultance seront prises en charge par UNICEF Madagascar.

Dossiers de candidature

Les dossiers de candidatures doivent comporter une proposition technique et une proposition financière.

La **proposition technique** sera composée de :

- Une lettre de motivation ;
- Un Curriculum vitae (CV) détaillé avec les références de trois personnes (derniers superviseurs) pouvant attester les qualités professionnelles et morales du candidat ;
- Une copie des diplômes ;
- Une copie des certificats et/ ou attestations de travail prouvant les expériences de travail passées et actuelles relatives à la mission ;
- Une note sur la compréhension des Termes de référence (TDR) ;
- Un plan de travail et un chronogramme détaillé ;
- Toute autre information pertinente qui pourrait être utile pour évaluer la capacité à mener à bien cette consultation.

La **proposition financière** doit comprendre l'offre financière du candidat comprenant les honoraires de consultant et les frais de mise en forme des documents/livrables.

Critères d'évaluation

Le Comité de sélection procédera à l'évaluation des propositions sur base du profil, des expériences et des compétences techniques du candidat.

ETAPE	CRITERES	NOTE
1	Evaluation administrative (Eliminatoire)	
	Conformité administrative du dossier	OUI / NON
2	Evaluation technique (70 points, seuil éliminatoire 45 points)	
2.1.	Compréhension des besoins	10
2.2.	Profil du/de la consultant.e conforme aux TDR	30
2.3.	Note technique (compréhension des TdR, approche méthodologique, chronogramme, etc.)	30
3	Evaluation financière (30 points).	
	Note calculée sur la base du budget proposé dans l'offre financière	30
4	Recommandation pour attribution	
	Recommandation pour attribution en faveur de l'offre la plus économiquement avantageuse	Note finale maximale

Critères de sélection : Technique (pondération de 70%), basé sur le CV (formation et expérience) et la note méthodologique / calendrier ; Financière (pondération de 30%) ; Seuls les candidats présélectionnés seront contactés pour un entretien

Calendrier de paiement

Le paiement est lié aux livrables convenus, à l'achèvement satisfaisant et à la certification des livrables par le superviseur : Le consultant sera payé mensuellement sur validation de son rapport mensuel d'activités.

Conditions générales: Procédures et logistiques

Le candidat fournira par ses propres moyens les matériels et outils dont il a besoin pour réaliser sa mission (laptop, téléphone, ...)