

Terms of Reference Individual Contract

Title	National consultant to develop Strategic Plan for the Domestic Violence and Victim Support Unit (DOVVSU) of Ghana Police Service
Purpose	To provide assistance to DOVVSU in developing a Strategic Plan for 2020-2025
Location/duty station	Accra with possible travel to other regions
Duration	16 weeks spread over 6 months
Expected Start Date	June 2020
Expected Fee	TBD
Reporting to	Child Protection Specialist - Justice for Children
Support to	The Domestic Violence and Victim Support Unit (DOVVSU) of the Ghana police Service.

1. Background

Violence against women and children is widely recognised as a global problem and one of the most widespread violations of human rights. SDG 5- Achieving gender equality and empowering all women and girls is one of 17 goals for the United Nations 2030 Agenda and it is integral to all dimensions of inclusive Sustainable Development. Furthermore, SDG 16, which seeks to promote peace, justice and strong institutions for sustainable development, calls for an end to abuse, exploitation, trafficking and all forms of violence against children. Gender equality by 2030 requires urgent action to eliminate the many root causes of discrimination that still curtail women’s and children’s rights in private and public spheres given that this is one of the most pervasive human rights violations in the world today.

Ghana has made progress in its efforts to reduce violence against women and children. This is evident in the enactment of the Domestic Violence Act including its Legislative Instrument, the Trafficking Act, the Children’s Act, the Juvenile justice Act as well as the National Plan of Actions on the Domestic Violence and trafficking. In 2015, Ghana further received Cabinet approval for the Child and Family Welfare Policy and Justice for Children Policy. These policies provide the framework for providing preventive and responsive services to children. Despite these Laws and policies, a lot remains to be done as women and children continue to experience violence, abuse, exploitation and neglect.

The impact of violence has profound consequences for women, children, families and whole communities. The experience, and or exposure, of violence against children also violates the United Nations Convention of the Rights of the Child which requires the protection of children who are exposed to and witness family and domestic violence.

The annual police report documents Statistics from the Domestic Violence and Victim Support Unit (DOVVSU) of the Ghana Police Service indicate rising number of cases against women and children. In 2010, 986 cases of defilement were reported. There was an increase in 2011, where 1,176 cases were reported. The country recorded 10 spousal murders, the majority being husbands killing wives, in 2012. In 2014, out of 17,655 cases reported to the DOVVSU, non-maintenance was high on the list with 6,158 cases.¹ This was followed by 5,212 reported cases of wife battery and assault. There were also 1,667 reported cases of threat, 1,111 cases of defilement and 290 cases of rape. Only reported cases were represented in the data.

In 2016, a research commissioned by the Domestic Violence Secretariat of the Ministry of Gender, Children and Social Protection (MoGCSP) with support of UK Department for International Development (DFID)² estimates that 28 per cent of women experienced domestic violence in 2015. Embedded in these reports are numerous intimate partner violence cases of a nonsexual nature; an indication of the extent of the problem. If the lot of women and children are to improve, it will depend on the capacity of the Police to prevent and respond to violations against women and children.

The Ghana Police Service through its specialized unit, the Domestic Violence and Victim Support Unit, has been making good progress in preventing and responding to violence against women and children over the last 20 years. Last year DOVVSU marked 20 years of its establishment. While the unit continues to provide services to women and children, the strategic plan which guides their operation elapsed in 2015. DOVVSU has therefore expressed the urgent need for the development of a new strategic plan that will guide the effective delivery of preventive and responsive services to women and children. The strategic plan is expected to create a single plan for the prevention, early intervention and response to violence against women and their children in Ghana.

The strategic plan is expected to be based on the fundamental premise that violence against women and children is unacceptable. The plan must therefore articulate a commitment to strategic and collaborative action across the continuum of service to: Prevent violence against women and children from ever occurring; Intervene early to identify and support women and children who are at risk of violence; and Respond to violence by holding perpetrators to account, while ensuring that connected services are available for women and children. The strategic plan should be built on the momentum, achievements and leadership that has been demonstrated by DOVVSU over the last 20 years.

2. Purpose and objective of the Assignment

¹ Graphic Online (March, 2015)

² Domestic Violence in Ghana

UNICEF Ghana in partnership with DOVVSU is seeking to engage the services of an individual with skills and technical expertise in developing a strategic plan. The overall objective of this consultancy is to develop a five-year Strategic Plan that guides DOVVSU to deliver on its mandate.

The purpose of this assignment is to lead the preparatory process in facilitating the development of a renewed strategic plan for DOVVSU for 2020-2025. As part of this process, the consultant will review the implementation of the DOVVSU strategic plan 2011-2015 and based on this review, facilitate the preparation of a renewed strategic plan for DOVVSU for the 2020-2025. The child protection team does not have the time to undertake the assignment. Thus, the reason for the engagement of a consultant.

3. Tasks To be Completed

This assignment is expected to be of the duration of approximately 16 weeks and is anticipated to commence in June 2020.

Under the overall guidance of the UNICEF Child Protection Specialist (Justice for Children) and the Chief of UNICEF Child Protection Programme, the consultant will undertake the following:

1. Review and assess to what extent DOVVSU strategic plan 2011-2015 have been implemented and identify key areas of success and key areas of challenges. After the initial document review, the consultant will develop a work plan to guide the situational assessment and the development of the strategic plan.
2. Undertake a situation analysis of DOVVSU operations to date including institutional capacity, organizational set-up, data collection mechanism and make recommendations for addressing gaps
3. Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and strategies based on point 2 above
4. Plan and facilitate workshop/s to prioritize strategic objectives and strategies for achieving the strategic objectives and key results; This may be done virtually with Stakeholders given the ban on social gathering during COVID 19.
5. Develop a draft strategic plan including Results and Resources Framework for the planned period
6. Hold stakeholder meeting(s) to validate the draft Strategic Plan and incorporate feedback into the plan. Meeting could be face to face or virtual depending on the level of restrictions posed by COVID-19
7. Finalize Strategic plan and submit to UNICEF.

4. Deliverables and time frame for submission

#	Activity	Deliverables	Duration
1	Review and assess to what extent DOVVSU strategic plan 2011-2015 have been implemented and identify key areas of success and key areas of challenges. After the initial document review, the consultant will develop a work plan to guide the situational assessment and the development of the strategic plan.	Inception report and workplan submitted (Report informed by review of previous strategic plan)	1 week
2	Undertake a situation analysis of DOVVSU operations to date including institutional capacity, organizational set-up, data collection mechanism and make recommendations for addressing gaps	Situational analysis done and report submitted	3 weeks
3	Through a consultative process and application of an appropriate tool of analysis, identify focus areas and develop strategic objectives and strategies based on point 2 above	Strategic objectives and strategies developed	3 weeks
4	Plan and facilitate workshop/s to prioritize strategic objectives and strategies for achieving the strategic objectives and key results; Meeting could be face to face or virtual depending on the level of restrictions posed by COVID-19	Workshop held, and report submitted	3 weeks
5	Develop a draft strategic plan including Results and Resources Framework for the plan period	Draft strategic plan submitted	2 weeks
6	Hold stakeholder meeting(s) to validate the draft Strategic Plan and incorporate feedback into the plan. Meeting could be face to face or virtual depending on the level of restrictions posed by COVID-19	Strategic plan validated	2 weeks

7	Finalize Strategic plan and submit to UNICEF.	Final Strategic plan submitted	2 weeks
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5. Methodology and process:

The methodology will consist of document review, interviews, analysis and synthesis presented in report, workshop facilitation and strategic plan drafting. The consultant will first familiarize him/herself thoroughly with the legal and policy framework both at national and international level so as to fully understand the current standards and provisions for women and children. The consultant will further review relevant DOVVSU documents and a well-planned set of interviews with all key stakeholders so as to assess DOVVSU's internal and external environment and to assess to what extent 2011-2015 strategic plan has been implemented. This process will be followed by synthesizing the results in report, including identification of strengths and weaknesses as well as identifying strategic focus areas for DOVVSU. Once the assessment process has been completed, the consultant will plan and facilitate a workshop with staff and key stakeholders with the aim of prioritizing the strategic directions for 2020 to 2025. Throughout the process the consultant will work in close collaboration DOVVSU and in consultation with the Police Management Board (POMAB) to ensure the strategic plan is aligned with International and national standards. A technical working group can be set up to coordinate discussions on the strategic plan. The group will be made up of a representation of the MOGSCP, the NGO community and other key stakeholders as considered necessary.

Supervision and reporting arrangement

The consultant will be directly reporting to and supervised by the Child Protection Specialist (Justice for Children). The Chief, Child Protection will provide overall technical guidance when required. Regular interaction with DOVVSU is expected.

Payment and Payment Schedule

The consultant will be paid fees based on specified deliverables and schedules of percentage instalments

The contractual total amount is to be negotiated with successful applicant and UNICEF following established contractual processes.

Proposed payment schedule:

- **20% of fee upon completion of deliverable 1.**
- **20% of fee upon completion of deliverable 2&3.**

- **30% of fee upon completion of deliverable 4&5.**
- **30% of fee upon completion of deliverable 6&7.**

Recourse: UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines.

Official Travel Involved:

Field visits are expected for this assignment to different regions where necessary and where there are no COVID-19 travel restrictions. UNICEF will cover the cost for such field visits (based on agreed lumpsum) and/or arrange for transportation where feasible. All travels must be according to the workplan and travel plan approved by supervisor. The consultant/s will not be entitled to payment of overtime. All remuneration must be within the contract agreement.

Expected Qualifications, Experience, specialised knowledge/skills and competencies

The desired person should have:

- Hold a master's degree in a relevant field in the area of planning, public policy, development studies and
- At least five years professional experience in strategic planning and management
- Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of capacity development
- Demonstrate excellent interpersonal and professional skills in interacting with government and development partners;
- Ability to work with minimal supervision;
- High level written and oral communications skills in English
- Must be result-oriented, a team player, exhibiting high levels of enthusiasm
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management and programming-related work

6. General Conditions: Procedures and Logistics

The consultant will work remotely but with regular meeting at UNICEF if feasible. Virtual meetings can be organized. The consultant is expected to arrange for his/her own transport facilities for commuting to office. The consultant is expected to use his/her own computer, data storage devices and arrange strong internet connectivity for virtual meetings.

7. Policy both parties should be aware of:

- 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.
- Unless authorized, UNICEF will buy the tickets of the consultant. In exceptional 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 prior to travel.
- 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 upon arrival, at the HR Section

8. Copyright, Patents and other Proprietary Rights (if applicable)