

TERMS OF REFERENCE

SUMMARY

Type of Contract (tick the appropriate box)	Institutional Contractor	<u><i>Individual Consultant</i></u>	Technical Assistance to IP (individual)
Title	Senior Social Work Advisor - Strengthening the statutory social welfare case management system in Zambia		
Purpose	To strengthen the statutory social welfare case management system in Zambia		
Type of consultancy: Time based ¹ Deliverable based	Deliverable based		
Location	Zambia (Implementation of Deliverables through online engagement is possible)		
Duration	80 working days over 9 months		
Start Date	Start date: 15 th September		
Reporting to	Child Protection Specialist – Systems Building		

BACKGROUND

The Social Welfare system in Zambia plays a pivotal role in securing child protection in the country. There are 116 District Social Welfare Offices in 10 Provinces across the country. These officers perform a statutory social work role in terms of addressing cases of violence against children, GBV including domestic violence, placement of children in alternative care, protection of migrant children, human trafficking, children in conflict with the law and “circumstantial children”.²

The work of District Social Welfare offices is guided primarily by the Juveniles Act Cap 53, the Adoption Act Cap 54, the Maintenance and Affiliations Act Cap 64, Probation of Offenders Act Cap 93, Anti Human Trafficking Act No. 11 of 2008 and the Anti-GBV Act of 2011. All these pieces of legislation define elements of the statutory social welfare system and the portfolio functions of the Department of Social Welfare. In addition, social welfare officers play a key role in ensuring Zambia’s system protects child rights as outlined in the Committee on the Rights of the Child (CRC) and African Charter on the Rights and Welfare of Children. This is especially the case when it comes to protection of children’s rights through addressing violence against children, child marriage and abuse as well as participation of children when important decisions are being made about their lives. In performing their statutory roles (social welfare/juvenile inspector, Probation Officer/Guardian Ad Litem), in addition to the legislation outlined above, the following regulatory documents are also important: Alternative Care Guidelines, Minimum Standards of Care for Child Care Facilities, the National Referral Framework for addressing GBV and the National Referral Framework on

¹ Time-based are consultancies with fees defined per day or month on an on-going and full-time basis (e.g. those who, under normal circumstances, are office-based and on a daily rate) with a minimum contract duration of one calendar month. While, deliverable-based consultants (e.g., those hired for a specific project or report and who normally work off-site) or individuals who are contracted through institutional/corporate service providers.

² Children living in prisons/correctional facilities with their mothers

Migration and Best Interest Determination Procedures. Under Alternative Care, the Ministry of Community Development and Social Services (MCDSS) has developed case management instruments, and these have since been piloted and rolled out. A national GBV case management in emergencies training module for social welfare has been adapted to the Zambia context and master-trainers are in place. Also, of significance are the community-based case management efforts, where preventative action is taken. USAID and UNICEF supported the development of a community-based case management system which has been piloted in 15 districts and involves community based social welfare volunteers identifying vulnerability and directly supporting as well as connecting parents and children to services especially education, health and social welfare. Case Management Guidelines for the community-based case management system are in place.

Case management information systems are available related to community-based case management and alternative care, but need to be further strengthened to improve data quality, analysis and use of data to inform programming and response.

UN agencies (UNDP, UNFPA, UNICEF, ILO and IOM) are supporting a GRZ - UN Joint Programme on gender-based violence which is funded by the Governments of Sweden and Ireland and coordinated by the Ministry of Gender. Part of this consultancy will be funded under the above Joint Programme, namely aspects of it that are essential for effective GBV case-management. The consultancy is expected to support MCDSS in putting in place a statutory social welfare system that can secure the protection of children, including those that are survivors of sexual and gender-based violence.

JUSTIFICATION

Currently no single, holistic and uniform guidance is in place for social welfare officers to perform their mandatory duties when managing specific cases. Hence, there is an urgent need to strengthen and standardize the statutory case management system in a holistic way so that agreed principles, procedures and tools can be applied across different types of child/adolescent vulnerability and the reporting and analysis of data is part of a single system. The services of a Senior Social Work Advisor are, therefore, needed to strengthen and standardise the statutory case management system while ensuring that the statutory case management guidelines are in line with the international best practices and incorporate the lessons and experience from other countries.

OBJECTIVES / TARGET

The objective of this Consultancy is to support the MCDSS in strengthening a standardized statutory case management system that can address cases related to different types of child vulnerability and function as a quality assurance system to ensure application of minimum standards across districts.

The Senior Social Work Advisor will work collaboratively with the Technical Consultant to reach the overall objective above. The work of the Senior Social Work Advisor is focused on supporting the development of the generic principles, procedures and guidance for statutory case management that will result in a Handbook. The Senior Social Work Advisor will provide support and oversight for development of thematic Guidance Notes on particular types of vulnerability, as well as lead the development of training programmes – primarily by adapting existing training manuals/modules to the Zambian guidelines and context with the technical consultant and national experts/practitioners and finalization of the national case management handbook for social welfare officers.

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

- 1) Conduct a review of the statutory case management system in social welfare and reflect on the procedural mechanisms in place to secure the operationalization of case management by social welfare officers. The review needs to rely on a review of laws, policies and procedures developed by the technical consultant.

- The review will be presented to the MCDSS Case Management Technical Team (CMTT) and comments obtained integrated into the recommendations.
- 2) Draft generic statutory case management guidelines, stipulating principles, values, procedures and core forms as well as outlining the “how to” of conducting case-conferences and family-group conferences. The process will be guided by the MCDSS CMTT.
 - 3) Thematic Area 1 – VAC: Guide and provide inputs through critical review of the Guidance Note for DSWOs on case-management of VAC (including sexual and gender-based violence of children) developed by the Technical Consultant and an accompanying training programme to be designed in collaboration with national experts and practitioners.
 - 4) Thematic Area 2 – Circumstantial children: Guide and provide inputs through critical review of the Guidance Note for DSWOs on securing protection of children currently living in prisons (developed by the Technical Consultant), in a way that prioritizes the best interests of the child. Develop an accompanying training programme to be designed in collaboration with national experts and practitioners. The Guidance Note should also include a clear case management process with a service referral pathway for providing services to circumstantial children and establishing a link with alternative care options (other parent, kinship care or foster care).
 - 5) Thematic Area 3 – Migrant Children: Guide and provide inputs through critically review of the Guidance Note for DSWOs for addressing cases of migrant children (developed by the Technical Consultant), to avoid detention and rely on alternative care arrangements in close cooperation with national experts and practitioners and an accompanying training programme to be designed in collaboration with national experts and practitioners.
 - 6) Thematic Area 4 – Child Marriage: Guide and provide inputs through critically review of the Guidance Note for DSWOs on addressing cases of child marriage (developed by the Technical Consultant) and design an accompanying training programme in close cooperation with national experts and practitioners.
 - 7) Thematic Area 5 – Children in conflict with the law: Guide and provide inputs through critically review of the Guidance Note for DSWOs on addressing cases of children in conflict with the law (developed by the Technical Consultant) and design accompanying training programme in close cooperation with national experts and practitioners. The Guidance note will rely on the review of the current services required for the rehabilitation of children in conflict with the law and applying these to a clear case management process that addresses the needs and best interest of the child from the point of arrest to when the child has successfully been supported. The Case Management developed should focus on specific services such as Diversion, Probation, Approved/ Reformatory School Programmes and Reintegration of offending children into their families and communities.
 - 8) Develop a National case-management handbook for social welfare officers in addressing statutory cases, building on the outputs above and incorporating existing Alternative Care Case Management Guidance which will be a second chapter in the existing Case Management Guidelines currently only covering community-based case-management.

EXPECTED DELIVERABLES

	Tasks	Deliverables	Timeframe (Tentative)
1.	Review of Statutory Case Management System.	<ul style="list-style-type: none"> ▪ Minutes from meeting with UNICEF ensuring clarity on ToR and deliverables and timelines (half day). ▪ Two online or otherwise meetings held with MCDSS CMTT; Bilateral interviews held with 10 key stakeholders. ▪ Report submitted with comments incorporated from MCDSS CMTT. 	Completed by: 15 th October 2020 10 working days

	Tasks	Deliverables	Timeframe (Tentative)
2.	Statutory Case Management Guidelines	<ul style="list-style-type: none"> Statutory Case Management Guidelines drafted including principles, procedures, tools and how to on case-conferencing and family-group conferencing. 	Completed by: 15 th November 2020 10 working days
3.	VAC Case-management Guidance Note and training programme	<ul style="list-style-type: none"> Inputs to and critical review of Guidance Note on VAC (including GBV) submitted. Training programme co-designed with national experts/practitioners. 	Completed by: 15 th December 2020 10 working days
4.	Case Management Guidance Notes on managing cases of circumstantial children and training programme	<ul style="list-style-type: none"> Inputs to and critical review of Guidance Note on Case Management of circumstantial children submitted. Training programme co-designed with selected experts and practitioners. 	Completed by: 15 th February 2020 10 working days
5.	Guidance Note on migrant children and training programme	<ul style="list-style-type: none"> Inputs to and critical review of Guidance note on managing cases of migrant children so as to avoid detention submitted. Training programme co-designed with selected experts and practitioners. 	Completed by: 20 th March 2021 10 working days
6.	Child Marriage Case Management Guidance Note and training programme	<ul style="list-style-type: none"> Inputs to and critical review of Guidance Note on case management of cases related to child marriage submitted. Training programme co-designed with selected experts and practitioners 	Completed by: 20 th April 2021 10 working days
7.	Case Management Guidance Notes on managing cases of children in conflict with the law and training programme	<ul style="list-style-type: none"> Inputs to and critical review of Guidance Note on Case Management on Diversion, Probation and Aftercare submitted. Training programme co-designed with selected experts and practitioners. 	Completed by: 20 th May 2021 10 working days
8.	National Case-Management Handbook for addressing statutory social welfare cases drafted.	<ul style="list-style-type: none"> Case-management hand-book that incorporates general principles, values, guidance and tools as well as thematic Guidance Notes and existing guidance on case management of alternative care. Extensive incorporating of inputs from all technical working groups and approval by MCDSS CMTT 	Completed by: 15 th June 2021 10 working days

REPORTING REQUIREMENTS

The consultant will be contracted by UNICEF and will report to the Child Protection Specialist for Systems Building.

PROJECT MANAGEMENT

The consultant will be working closely with Child Protection specialists and officers responsible for particular areas of work.

Strategic guidance will be provided by the MCDSS Case Management Technical Team set up by Director, Social Welfare, MCDSS.

The Consultant will also be working closely with the 4 MCDSS Thematic Teams (GBV/VAC, migration, Justice for children and ECM) especially as this relates to developing Guidance Notes and Training Programmes.

LOCATION AND DURATION

The consultant is expected to complete this assignment remotely through online networks. Presence at physical meetings may be required if the Covid-19 situation changes and expected travel for up to 30 days will be planned accordingly.

PAYMENT SCHEDULE

Payment	Conditions
For 30 Working Days	Deliverables for tasks 1, 2 and 3
For 30 Working Days	Deliverables for tasks 4, 5 and 6
20 Working Days	Deliverables for tasks 7 and 8

QUALIFICATION/SPECIALIZED KNOWLEDGE AND EXPERIENCE

Qualifications and Work Experience:

- An advanced university degree in social work or a related field.
- Demonstrated experience of setting up statutory social work case management systems in Africa.
- Demonstrated experience of drafting guidelines, handbooks, training and instruments for use by social workers in case management.
- A minimum of 8 years of experience of supporting systems building to address violence against children, alternative care and/or juvenile justice.
- Outstanding written English.
- Outstanding facilitation skills.
- Experience of training social workers and other child protection professionals.

EVALUATION PROCESS AND METHODS

A shortlist of applications will be compiled based on the criteria given above. Shortlisted applicants will be interviewed and requested to provide samples of written work. The evaluation will be conducted in line with the outlined below:

TECHNICAL EVALUATION CRITERIA	Percentage	Points
Education Background	20%	20
Relevant work experience	20%	20
Quality of example of written documents submitted	20%	20
Relevant technical expertise assessed through interview	20%	20
Financial proposal	20%	20
Total	100%	100

ANY OTHER INFORMATION

The consultant is expected to submit a CV as well as an attached cover letter. The cover letter needs to cite samples of relevant written work developed by the consultant that can be provided subsequently upon request. A test and interview will be organized.

The financial offer needs to include daily rate as well a separate estimate of costs of working while based in Lusaka for 30 days (inclusive of travel). Note that if travel is not possible given COVID-19, the work will be conducted remotely.

ADMINISTRATIVE ISSUES

- Bidder should provide an all-inclusive cost in the financial proposal. Bidder should factor in all cost implications for the required service / assignment
- Bidder shall include the estimate cost of travel in the financial proposal. Note that i) travel cost shall be calculated based on economy class travel, regardless of the length of travel 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).
- Unexpected travels shall also be treated as above.
- The consultant is expected to provide his/her own computer, working space, etc.

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.
- For 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