

Terms of Reference Local Institutional Contract

Title	A social welfare service workforce capacity assessment to develop a long-term capacity building strategy for the social welfare services sector
Purpose	<ul style="list-style-type: none"> • To support the Government of Ghana to effectively deliver social welfare services to vulnerable girls, boys and their families • To effectively coordinate and implement the National Social Protection Policy, National Child and Family Welfare Policy, National Justice for Children Policy and Children’s Act at national and decentralized level.
Location/duty station	Accra with travel to other regions
Duration	20 weeks

1. Background

The Office of the Head of Local Government Service (OHLGS), the Ministry of Gender, Children and Social Protection and the Ministry of Local Government and Rural Development have determined the need to strengthen the social welfare service workforce within the framework of the Government of Ghana’s Medium-Term National Development Policy Framework 2018-2021, the President’s Coordinated Plan for Economic and Social Development 2017-2024 and Agenda 2030 of the Sustainable Development Goals adopted by the United Nations.

A functioning social welfare system is a vital safety net for vulnerable girls and boys and their families. When the system is functioning effectively, families and children have access to an array of quality services that promote well-being and protect them from harm. Services can include family support, early intervention, social protection schemes, child protection to address abuse and neglect, prevention and response services to address sexual and gender based violence, probation and other justice administration services and alternative care for children in need of care and protection.

Ghana has a developed social welfare infrastructure through the Department of Social Welfare under the Ministry of Gender, Children and Social Protection with services administered by central, regional and decentralized local government authorities as well as non-governmental organizations.

In Ghana, the social service workforce consists of a variety of workers—paid and unpaid, professional and paraprofessional, governmental and nongovernmental—who make the social service system function and contribute to promoting the rights and ensuring the care, support, and protection of vulnerable populations. It includes social workers, Social Welfare and Community Development Officers at national and regional levels (where they report to two different ministries), Social Welfare and Community Development Officers at Metropolitan, Municipal, District Assemblies (MMDAs) level

(where they are under the OHLGS), Social service officers based in other sector (health, Police, school) and social workers in private sectors (NGO, CSO, FBO, etc.).

Social services in Ghana are decentralized as per the Local Governance Act 2016 (ACT 936). Under the Scheme of Service of the Office of the Head of Local Government Service, the Government of Ghana has set up a “Social Welfare and Community Development Class” with the principal objective to promote and implement government policies and public services that can substantially improve social inclusion, development of people and communities.

This workforce is however weakened by the vacancy rates for professionals’ positions, authority and responsibility distributed among different ministries, high demand for professional social welfare support services with little resource allocation and limited access or availability to in-service training and opportunities. These systemic issues have a direct impact on the quality and quantity of service delivery for vulnerable girls, boys and families in Ghana.

The primary responsibility for providing statutory services lie with the Department of Social Welfare and Community Development (DSW/CD) at the Metropolitan, Municipal and District Assembly (MMDAs) levels. Considering the complexity of the decentralization process, the broad and varied mandates of the two Departments and the increasing expectations for improved service delivery, it has become necessary to strengthen the DSW/CD to implement their mandate in an effective, efficient and well-coordinated manner that ensures better outcomes for children in need of care and protection.

Under the Strengthening the Social Welfare Workforce framework, UNICEF has prioritized efforts to support the professionalization of the social welfare workforce in Ghana. In 2016, the Government of Ghana (GoG) introduced, with support from UNICEF and in partnership with the Institute of Local Government Studies (ILGS), a process of workforce strengthening and reform with the objective of aligning the practices of key stakeholders with the new Child and Family Welfare Policy expectations. Staff of social welfare, community development and informal actors, including Chiefs and Queen mothers are targeted in 20 selected districts, two from each of Ghana’s ten regions. As a result of this change process, guidelines to implement the Child and Family Welfare Policy emerged, grounded in the reality of families, communities and practical solutions.

UNICEF is also supporting the Departments of Social Welfare and Community Development in developing a Five Year Strategic Plan that describes strategies for achieving the objectives and key results at district, regional and national levels, a results and resources framework for the planned period and a monitoring and evaluation framework for monitoring progress of implementation at all levels.

Another step in this multi-faceted approach involves supporting efforts to develop a social welfare workforce assessment and a long-term capacity building strategy to strengthen the social welfare workforce in Ghana. The process will improve their capacities to handling cases of children in need of care and protection and mitigate

the impact of unnecessary separation of children with their family as well as support to improve delivery of other social protection services.

2. Purpose of the Assignment

The purpose of the consultancy is to undertake a detailed assessment of the social welfare service workforce at the MMDA, regional and national levels. The assessment will focus on four main pillars

- (a) assessing the social welfare service workforce at national, regional and decentralised levels;
- (b) assessing the social welfare services provisions;
- (c) assessing the academic offer/qualifications/professionalization; and
- (d) assessing the budgetary requirement for financing of social services at the national, regional and decentralised levels.

The assessment will be followed by recommendations and implementation plan on the different pillars aimed at building the capacity of the various MMDA with the social welfare service continuum to fulfil their mandate.

The overall driving question can be summarized by the following: Does the Government and main stakeholders at all levels have the capacity (staffing in the required numbers with the requisite qualification, skills and competencies set, professional development opportunities and funding) to implement effectively their mandate with the current social service workforce? If not, what are the strengths, the key gaps, and how does the evidence suggest the strategies to be put in place to best address them?

The institutional analysis will consider the current human, financial and technical capacity, and identify strengths, potential gaps and bottlenecks that exist between the expected responsibilities of the actors in the areas of social welfare at both national and decentralized levels. In addition to an analysis of existing strengths, gaps and bottlenecks in terms of current capacity, the assignment will also identify potential opportunities for targeted approaches to addressing existing capacity challenges. An institutional capacity building strategy will be developed to address the steps that need to be taken to strengthen the human, financial and human resource capacity of the sector to improve management and performance in coordinating the national plans and delivery of key interventions at both national and decentralized levels.

Based on the findings and evidence of the assessments, and in consultation with stakeholders including the academic institutions in particular, the consulting firm will develop a realistic and costed action plan to fill in the gaps identified in all four pillars (mentioned in the methodology below) during the exercise. The capacity building strategy will aim to align education and training for the social welfare workforce, identifying what are the pre-service education and in-service training programs required to address gaps identified by the assessment.

3. Tasks To be Completed

This assignment is expected to be for a duration of approximately 20 weeks and is anticipated to commence in September 2018. The work will be led by an international

institutional consultancy. The institutional consultants will be expected to be supported by engaging a national consultant(s) to support the work of the capacity assessment and capacity building plan.

Under the overall guidance of UNICEF Chief Child Protection and Child Protection Specialist (Social Welfare), the consultant team will undertake the following:

- Develop work plan and methodology to undertake the assessment, which will include a comprehensive desk review of relevant reports, studies, evaluations, strategies, plans and other relevant literature related to the functions of the actors generally and specifically in relation to social protection and child protection interventions;
- Review the organogram and staff structure and scheme of service of the Ministries and the Office of the Head of Local Government Service to analyse current workforce at central, regional and district levels, including their educational level, skills and competencies;
- Undertake a programme of in-depth interviews and observational assessment of the technical and human functional capacity of the actors at both national and district levels. The assessment will include analysis of both the coordinating and service delivery functions of the actors. As well as the supportive units of the actors particularly accounts, procurement, human resources and policy, planning and research. The assessment should also include interviews with beneficiaries of the social welfare services including children. The interviews and observational assessment will take place at both the National, District and community levels;
- Undertake an analysis of the planning and financial capacity of the different actors MMDAs and Ministries at both national and sub-national levels including budget preparation, allocation and implementation and assessment of financing of the Ministries and MMDAs from both domestic and development partner resources;
- Conduct an assessment of the higher-level institutions providing academic qualifications for social work in Ghana with specific analysis on opportunities for strengthening the social welfare workforce in Ghana at national and decentralized levels;
- Facilitate a workshop of relevant stakeholders to review and validate the capacity assessment report;
- Undertake a programme of in-depth consultations to inform the development of a capacity building plan for the sector;
- Identify the minimum staff requirements including competencies for the OHLGS and MoGCSP (Department of Social Welfare) in executing their respective expected mandate and functions for the delivery of social welfare services including proposed organizational structures and job descriptions along with a competency framework.
- Draft a costed capacity building plan for the actors to strengthen their human, financial and technical capacity to effectively coordinate and implement their expected mandate in the delivery of social welfare services;
- Facilitate a workshop of relevant stakeholders to review and validate the costed capacity building plan;

4. Methodology

The assessment of the social service workforce will consist of assessing four pillars. Below is a non-exhaustive list of questions to help in directing the work. The consultant will therefore be required to review and include any more deemed useful questions for the assignment.

1) Assessing the workforce

- What is the current composition and capacity of the social service workforce (e.g., numbers and distributions) at different levels, national, regional and the district level with the social welfare and community development officers and the social workers from NGOs and CSOs.
- Estimate the levels of social work professional skills, knowledge, attitude and competencies¹ of workers in the public and NGO sectors at all levels, as well as their perception of work environment, performance bottlenecks, job satisfaction, and professional career aspirations. The information will help to review or put in place a competency framework as the basis for developing job descriptions for social service workforce cadres.
- Is the current social service workforce capable of effectively implementing its mandate, the child and family welfare policy, social protection policies, child protection and SGBV policies as well as social protection intervention and work with other sectors to improve families' access to social services?
- What is the current staffing strength in each region and district compared against population numbers to determine availability of professional social workers per population in each district?
- What is the time spent by DSW/CD district level staff on doing casework, prevention, administrative functions, liaison with other agencies, monitoring, follow up on cases and reporting?(time-motion study).
- What is the current overall number of cases handled by the social welfare workforce vs the need, as well as individual caseloads. Disaggregate this data by statutory and other types of case work. Similarly, with health, police & NGOs – determine likely caseload of statutory casework if all cases which should have direct DSW/CD attention did receive this.
- Are performance indicators for social welfare and community development officers rewarding and encouraging efforts to increase outreach through other actors?

2) Assessing social welfare services

- What constitutes direct statutory service responsibilities of the DSW/CD at the MMDA level?
- What are the common social services being provided by social welfare institutions/agencies at national, regional and district levels, the type of clients they serve, how services are accessed, and the profile of workers delivering such services including their expected roles, knowledge, competencies, attitudes, activities, organizational support, and supervision.

¹ Reference to the ECOWAS Strategic Framework for Strengthening National Child Protection Systems to prevent and respond to Violence, Abuse and Exploitation against Children in West Africa

- What activities could be covered through oversight and standard setting, and which require Department's encouragement and support but not direct DSW/CD action (e.g refer to NGO)
- What are the types of collaboration with different departments and NGOs at district level, and what aspects of the DSW/CD mandate these fulfil.
- Based on an understanding of the mandate, what are the opportunities for further collaboration with unit committees, CBOs, NGOs, FBOs and other government departments which could provide preventive or complementary services.
- What are the existing agreements with the Ministry of Health, Ghana Police Service, Ministry of Local Government, Ministry of Education and other actors (NGOs, CSOs, FBOs) and the level of cooperation on the ground which might help towards fulfilling the Children's Act, the Child and Family Welfare Policy, National Social Protection Policy and similar legislation under DSW's mandate.
- Is the existing guidance around registration of NGOs effective to create productive working relationship?

3) Assessing the academic offer toward a professional workforce

- Are the pre-service and in-service curricula of the main academic institutions providing social work and community development (e.g School of Social work, University of Ghana, ILGS, KNUST, UDS, OHLGS, etc.) adequate to meet current needs of professionals?
- What are the graduate turnover from the social work training institutions to meet the required demand for professional social welfare service workforce?
- What are the principal institutions where current workforce receives training?
- What are the academic qualifications of current social welfare and community development workforce at the national, regional and sub-regional levels.

4) Assessing the budget

- Are the planned budget for social welfare services of the different MDAs and MMDAs allocated and released?
- Is the social service workforce able to achieve the national targets with the released budget?
- What are the gaps and how does it impact the delivery and quality of services?
- How are budgets developed for service delivery at all levels?

Some data (human resources, budget) will be collected at national level and regional level. The assessment will be conducted in a participatory manner and should collect and analyse both quantitative and qualitative information through survey, focus group discussions, in-depth desk review, on-site observations and interviews with key stakeholders.

In addition, it is proposed that case studies should be conducted in three Metropolitans, three municipalities and three districts in each of the three zones of Ghana (South, Middle and North) at institutional and individual levels. At institutional level, data will be collected to generate information on social welfare services provided, the clientele system, the distribution, composition, qualifications, location and work environment of social welfare workers. At individual level, data will also be collected on the perceptions of individual social welfare workers of their qualifications, work-settings, professional

competence, work-load, career aspirations and job satisfaction and challenges It will also reveal the dynamics and challenges of the decentralized personnel management between the different institutions (OHLGS, MMDAs, MoGCSP, MoLGRD) and how these might impact positively or otherwise in the effective and efficient administration of social welfare services to various target groups.

5. Deliverables and time frame for submission

The deliverables will be elaborated further at a later stage but here's a summary of what will be expected.

1	Deliverable 1: Inception Report outlining the desk review findings including the organogram, previous assessment and report; the assessment and capacity building plan methodology including programme schedule and draft tools	3 weeks
2	Deliverable 2: Highlights report upon conclusion of field work including analysis of interviews and observational assessment of the technical and human capacity at all levels as well of the analysis of financial capacity and academic institutions.	6 weeks
3	Deliverable 3: Full, final assessment report and presentation, including summary briefing report	2 weeks
4	Deliverable 4: Briefing paper highlighting the capacity building gaps and recommended actions for the main actors	3 weeks
5	Deliverable 5: A draft report to be presented to UNICEF, DSW/CD and OHLGS as written report and power point presentation for comments	4 weeks
6	Deliverable 6: Final report including the assessment and costed action plan	2 week
	Total	20 weeks

6. Supervision and reporting arrangement

The overall supervision of the consultancy will be provided by Chief of Child Protection supported by Child Protection Specialist (Social Welfare). UNICEF will liaise with a steering committee for the support, review and approval of all the deliverables included in this assignment. The steering committee will be composed of the following Ministries, Departments and Agencies of the Government; Department of Social Welfare and Department of Social Protection of the Ministry of Gender, Children and Social Protection; Department of Community Development of the Ministry of Local Government and Rural Development, the Office of the Head of Local Government Services and UNICEF. Regular up-dates and briefings are expected. Regular interaction with the government counterparts are expected.

The steering committee will be responsible for providing overall leadership and coordination, particularly i) Reviewing and providing inputs into draft and final deliverables produced by the contracted institution; ii) Coordinating with involved government and non-government stakeholders; iii) Arranging meetings and consultations, and supporting facilitation of multi-sectorial discussions.

7. Payment and Payment Schedule

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

Proposed payment schedule:

- 15% on submission and approval of deliverable 1
- 30 % on submission and approval of deliverable 2
- 20% on submission and approval of deliverable 3
- 15% on submission and approval of deliverable 4
- 20 % on submission and approval of deliverable 5-6

8. Timeframe

The total effective work time under this assignment is 20weeks as indicated above with the expected start date in September 2018.

9. Official Travel Involved:

Field visits are expected for this assignment to different regions. UNICEF will provide a lump-sum which must be budgeted in the offer. It is expected that the team would travel to Ghana (if located outside) including areas outside Accra for field work as per methodology and tools finalized for this assessment. All travel costs should be planned properly in the technical proposal and included in the financial proposal. All international and external travel and logistics should be arranged by the team themselves. Please note that if selected, the contract can be a supporting document to obtain entry visa (if necessary). UNICEF will be unable to secure travel visas. The consultants will not be entitled to payment of overtime. All remuneration must be within the contract agreement. No field visits can take place before the approval of the inception report.

10. Expected Qualifications, Experience, specialised knowledge/skills and competencies

The contracted institution will need to have the following desired minimum requirements:

- Minimum of 10 years working experience in management and or organizational development and a proven track record of conducting institutional capacity assessments and developing capacity building plans;
- Technical understanding of social welfare systems with the focus on social protection and child protection in particular
- Dynamic institution/organization with excellent communication, facilitation and negotiation capacity.
- The institution will also be expected to have solid procedures for quality assurance of work, procedures for confidentiality of information collected, etc.
- Availability to commence work immediately

The principal consultant will be expected to have the following qualifications:

- Candidates should have an advanced degree and academic qualifications in human resources, organizational development, business administration, social sciences or other relevant field;
- Minimum of 10 years working experience in working management and or organizational development and a proven track record of conducting institutional capacity assessments and developing capacity building plans;
- Technical understanding of social welfare systems and social protection and child protection in particular
- Be able to work independently as well as with a team in an international, multicultural and interdisciplinary environment and establish harmonious and effective working relationships both within and outside the organization.
- Must have excellent research and analytical skills.
- Excellent communication, writing and editing skills, and command of the English language, including ability to present information at different levels and to different technical and non-technical audiences.

The principal consultant will be expected to engage a national consultant(s) (maximum 2 national consultants) to support the work. Any recruited national consultants should have the following qualifications and competencies:

- Candidates should have an advanced degree and academic qualifications in human resources, organizational development, business administration, social sciences or other relevant field;
- Must have at least 5-year experience in a professional field related to social science;
- Conversant with government structures and social welfare systems in Ghana;
- Be able to work independently as well as with a team in an international, multicultural and interdisciplinary environment
- Experience in working with government, civil society and development partners;
- Conversant with national policies, poverty reduction strategies and social welfare systems in Ghana;
- Excellent English communication & facilitation skills;
- Must have strong analytical and writing skills, excellent skills in standard software (MS Word processing, spreadsheets; PowerPoint etc).

11. General Conditions: Procedures and Logistics

The consultant team will work remotely but with regular meeting with UNICEF and stakeholders. It should be noted that the consultants are expected to arrange for their own transport facilities for commuting to office. The team is expected to use their own computer, data storage devices.

The level of payment will be determined by the profile of the proposed consultant(s) and financial proposals. Payments will be made upon submission and acceptance of specified deliverables and submission of invoices.

The selected organization or company will discuss with UNICEF technical and financial staff to plan the final scope of work.

UNICEF reserve 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.

12. Policy both parties should be aware of:

Under the consultancy agreements, a month is defined as 21 working days. Consultants are not paid for weekends or public holidays. No contract may commence unless the contract is signed by both UNICEF and the consultant or Contractor. Signed contract copy or written agreement must be received by the office before travel commences (in the case of individual consultants, TA must be issued).

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.

13. Evaluation Process and Methods

Interested consultants will need to indicate ability, availability and financial proposal to undertake the terms of reference and produce all indicated deliverables. It is expected that the international institution will include partnering with a local institution as part of the submitted technical and financial proposal.

Submitted proposals will be evaluated using Cumulative Analysis Method against a score of 100 points with a maximum of 70 points allocated for the technical proposal and 30 points allocated for the financial proposal. A minimum of 50 points will be required from the technical proposal for further consideration.

No	Evaluation Criteria	Max. points
1.	Technical Evaluation Criteria	
1.1	Completeness of response – <ul style="list-style-type: none"> • General adherence to Terms of Reference and tender requirements • Understanding of scope, objectives and completeness and coherence of response • Team is properly registered a/o has required certifications, memberships, etc. 	10
1.2	Organizational Experience	15

	<ul style="list-style-type: none"> - Experience in working with the government in developing countries, preferably Sub-Saharan Africa in social welfare system strengthening - Proposed Implementation Plan, i.e. how the bidder will undertake each task, and maintenance of project schedules - Deliverables are addressed as per TOR; proposed timelines are clearly spelled out 	
1.3	Understanding of the context	25
	<ul style="list-style-type: none"> - Proposed approach/methodology/tools and management control system - Overall understanding of social welfare systems in developing countries (particularly Ghana): key issues, strategies, policy formulation processes and programming. - Understanding of broader national and sub-national planning and budgeting issues in developing countries. 	
1.4	Technical Team	25
	<ul style="list-style-type: none"> - Experience and suitability of lead expert and team members (as defined below). - Presence of at least one team member who is fluent in local language 	
	Total Technical marks	75
Only proposals which receive a minimum of <u>50 points will be considered further</u>		
2.	Financial proposal (incl. fees, travel costs, DSA as per UN rates)	
	Budget size Financial proposal will be assessed based on the completeness, clarity and appropriateness. The maximum number of points shall be allotted to the lowest Financial Proposal/offer that is opened /evaluated and compared among those technical qualified candidates who have attained a minimum 50 points in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.	25
3.	Overall Evaluation (total technical and financial proposal)	100

14. Application Procedure

UNICEF is requesting for proposals from competent institutions to conduct this assessment. A two-stage procedure will be utilized in evaluating the proposals, with evaluation of the technical proposal being completed prior to any financial proposal being compared. Applications shall therefore contain the following required documentation:

A) **Technical Proposal:** Applicants shall prepare a proposal as an overall response to ToR ensuring that the purpose, objectives, scope, criteria, methodology and deliverables of the assessment are addressed. The proposal shall include detailed breakdown of inception phase and data collection methodology, coverage and the approach and proposed sampling to be used in the assessment. It should also include a brief explanation of data collection, analysis and report writing phases. Draft work plan and timeline for the assessment should be included. The Technical Proposal shall

also include updated profiles/CV and Personal History Forms (P11 forms) of the expert(s) to be part of the assessment, and electronic copies/links of two most recent and relevant assessments performed previously by the team.

B) Financial Proposal: best offer with cost breakdown: Consultancy fees, lump-sum Daily Subsistence Allowance (DSA) and other costs. The Financial Proposal shall be submitted in a separate file, clearly named Financial Proposal. No financial information should be contained in the Technical Proposal.

Financial Proposals must include at least the following items:

- Fees
- DSA (if applicable)
- Travel expenses: international (if applicable) and local
- Other costs

All proposals should be sent to UNICEF Ghana Country Offices Bids at gha-bids@unicef.org. Technical and Financial proposals should be submitted in two documents. All proposals must meet the minimum requirements described above, and those unable to meet these requirements will not be considered.

15. Copyright, Patents and other Proprietary Rights

(a). Subject to paragraph (b) below, UNICEF will be entitled to all intellectual property and other proprietary rights with regard to products, processes, inventions, ideas, know-how, data or documents and other materials ("Contract Materials") that (i) the Supplier develops for UNICEF under the Contract and which bear a direct relation to the Contractor (ii) are produced, prepared or collected in consequence of, or during the course of, the performance of the Contract. The term "Contract Materials" includes, but is not limited to, all maps, drawings, photographs, plans, reports, recommendations, estimates, documents developed or received by, and all other data compiled by or received by, the Supplier under the Contract. The Supplier acknowledges and agrees that Contract Materials constitute works made for hire for UNICEF. Contract Materials will be treated as UNICEF's Confidential Information and will be delivered only to authorized UNICEF officials on expiry or termination of the Contract.

(b) UNICEF will not be entitled to, and will not claim any ownership interest in, any intellectual property or other proprietary rights of the Supplier that pre-existed the performance by the Supplier of its obligations under the Contract, or that the Supplier may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract. The Supplier grants to UNICEF a perpetual license to use such intellectual property or other proprietary rights solely for the purposes of and in accordance with the requirements of the Contract.

(c) At UNICEF's request, the Supplier will take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring (or, in the case, intellectual property referred to in paragraph (b) above, licensing) them to UNICEF in compliance with the requirements of the law and of the Contract.

At the request of UNICEF, the contractor will submit all the necessary deliverables on a standard format which will be shared with the contractor upon the signing of the contract.

