

Summary:

Title	International Consultant -Child Protection System strengthening at sub national level Technical assistance in support of the “Policy to Practice” process.
Purpose	Provide technical support to the Institute of Local Government Studies (ILGS) and Government partners in facilitating the roll out of workforce strengthening in 20 pilot districts.
Expected fee	To be determined
Location	This assignment will be undertaken with missions to Ghana, primarily to the capital Accra but with some travel to some of the 20 districts. Part of the assignment will be undertaken from the consultant’s place of residence.
Duration	April 2016 - December 2017 with approximately 9 months of effective work time within this period
Start Date	April 2016
Type of Contract	International individual/ institutional consultancy
Reporting to	Child Protection Specialist (NOC), focal point for ILGS partnership and workforce strengthening
Budget Code/PBA No	SC/14/0277
Project and activity codes	Government of Ghana/UNICEF Child Protection Programme work plan, act 2.1 and 2.2 (And Linked to strategy 4 of the CFWP)

Background:

The Child Protection Programme of UNICEF Ghana in collaboration with the Government of Ghana and civil society partners supports the implementation of a range of activities with the aim of strengthening child protection systems that prevent and respond to violence, exploitation and abuse of children and ensure justice for children. The system focuses on the establishment of coherent structures, functions and capacities that can prevent and respond to all child protection concerns. It also seeks to integrate the actions of families, children, communities, formal and informal laws and practices, state and non-state actors across all sectors, working together to protect children. In addition, it considers all the actions needed to protect children along a continuum. A system-strengthening approach assumes that when all parts of the system are established and functions effectively and in a coordinated manner, children will be better protected.

To build a sustainable system for child protection, Ghana adapts a three-pronged strategic approach that are applied at national and sub-national levels. These approaches include;

- i) ensuring a more relevant policy, legal and regulatory framework;
- ii) strengthening capacities formal and informal service providers in their roles to prevent and address child protection concerns;
- iii) and supporting initiatives that aim at promoting behavioural and social change.

In February 2015, the Cabinet endorsed the new Child and Family Welfare Policy (CFWP) moving the entire child protection system towards a process of tapping into the positive traditional values, principles and protective practices and mechanisms of an effective system that resonates with Ghanaians. Similar principles and objectives are also contained in the recently approved Justice for Children Policy. Tapping into these positive protective practices and mechanisms are relevant as there are several African community practices that are protective in nature and function as the first line of protection for the overwhelming majority of children. It is therefore critical that the capacities of frontline social workers and other child protection actors are strengthened so they understand how these systems function and how they can be supported and bolstered. This requires significant attention to strengthening the frontline social service workforce that includes knowledge and skills-building in community and family engagement as well as integrated case management practices.

Approaches to strengthening the child protection workforce can take many forms and approaches. The various approaches are guided by respective country's policies, strategies and customs and could be used to address issues of an identified vulnerable group or initiated to implement a selected system of services. Workforce strengthening often includes the acquisition of knowledge, skills and values for frontline and supervisory child protection workers, managers and educators, inclusive of formal and informal actors.

And yet, an institutional assessment conducted by the Department of Social Welfare in 2007 revealed that not all personnel of the department are conversant with legal provisions guiding social services delivery, and that most facets of their work are not guided by manuals or written rules and regulations.¹ Hence, among the seven objectives of the CFWP, the fourth objective makes specific reference to the need to build capacities of service providers at sub national level, recommending a process of engagement, learning and empowerment of key stakeholders as an important step in the roll out and implementation of the Policy at sub-national level. This process of strengthening social work and community development practices is also in line with the recommendations of recent studies undertaken by the Columbia Group for Children in Adversity through the Child Protection in Crisis (CPC) Learning Network in which Ghana was one of the participating countries.²

It is against this background that the Government of Ghana, in collaboration with the Child Protection Programme of UNICEF Ghana, together with other key government partners will embark upon a process of reform and change in 20 districts across the 10 regions of Ghana where dialogue, exploration and learning is expected to result in the following:

¹ MESW (2007) DSW Institutional Assessment

² CPC Learning Network (2014) Social Service Workforce Training in the West and Central Africa Region. Conducted for UNICEF

- 1) Translation of the Child and Family Welfare Policy into practice, especially for social welfare officers and community development officers at sub-national level³.
- 2) Capacity strengthening and empowerment of the social welfare and community development workforce, particularly at the district level;
- 3) Generation of evidence of possible impact of child protection system strengthened at local level for nation-wide application.

Details of the envisaged process is outlined in annex A, attached herewith.

Social welfare and community development services in Ghana are provided by the Department of Social Welfare (DSW) which has recently changed to Department of Social Development under the Ministry of Gender, Children and Social Protection (MoGCSP) and Department of Community Development within the Ministry of Local Government and Rural Development respectively. The approach of workforce strengthening targets the staff of these two key service providers. The focus of the workforce strengthening and reform process is thus these formal service providers. However, in line with the expectations of the Child and Family Welfare Policy, selected informal actors (such as traditional leaders, Chiefs and Queen mothers and civil society organizations) will also be part of the change process.

Justification:

The Institute for Local Government Services (ILGS) has been identified to lead the facilitation of change and reform with stakeholders in the 20 districts under the general leadership and steering of the technical working group, comprised of senior representatives from the Department of Social Development; Department of Community Development; Department of Children; the Ministry of Chieftaincy and the Local Government Services. The ILGS is responsible for continued capacity-strengthening of public civil service and provides also pre-service training and courses for civil servants and to the public. Partnering with ILGS is thus strategic from the perspective of sustainability, long-term capacity building and ensuring that learnings from the process of rolling out the workforce strengthening and the Policy implementation will be absorbed and integrated into future teaching and training of civil servants.

While the ILGS has been identified and has the necessary political and organizational support to lead and help facilitate the process of workforce strengthening in the 20 districts, they will require technical support particularly in the area of Child protection systems strengthening and technical matters on child and family welfare. UNICEF Ghana is therefore seeking a highly technically experienced individual or institution possessing a good understanding of Child protection system strengthening approaches and experience in the sector to provide the needed technical backstopping to the Institute of Local Government Studies. Additional requirements include a good understanding of change management processes, social work and community development as well as policy implementation, including best practices and experiences around the world.

³ It is recognized that in keeping with the aspiration of the Child and Family Welfare Policy, this objective will be achieved by exploring partnerships with 'informal' service providers – traditional leaders, NGOs/CBOs, para-professionals etc. While focus is thus on the formal service provision, informal stakeholders will very much be part of the process.

Either an Individual or an Institutional contract could be the outcome of this solicitation process depending on the legal status of the selected Individual Contractor/Consultant for individuals in personal capacity or Institutional/Corporate Contracts for self-incorporated entities and companies.

This assignment involves technical and dedicated work which is currently not available within the UNICEF Child Protection team and Government partners hence, the request to engage the services of an individual consultant or an institution with required competencies to provide the required technical backstopping with regard to workforce strengthening which forms part of policy implementation at decentralized level.

This process and the technical expertise required is in direct support of the implementation of the Government of Ghana/UNICEF child Protection Programme work plan, specifically Output 2 with regards to social and community development capacity strengthening.

Specific Tasks to be undertaken by contracted individual or institution:

In close collaboration with Government officials leading the process of Policy roll out (technical working group) and under the direct guidance of the Child Protection Specialist and with support from the Chief of the UNICEF Child Protection Programme, the contracted individual or institution is expected to:

Provide technical support, input, feed-back and 'coaching' to the ILGS in undertaking the planning and conceptualizing the various steps envisaged as part of the workforce strengthening in the 20 districts. The specific roles and tasks should be understood and read in conjunction with the Programme Cooperation Agreement (PCA) and its various outputs (this is available on request) signed between the ILGS and UNICEF. Specifically, tasks will involve:

1. With regards to output 1 of the ILGS PCA, discuss with concerned and provide suggestions with regards to the process and content of the workshops envisaged to introduce the Child and Family Welfare Policy and Justice for Children Policy in the 20 districts. Review drafts materials and provide feed-back for finalization before commencement of the initial workshop Provide remote support to ILGS in the conduct of the initial round of sensitization workshops in the selected 20 districts. (April-July 2016).
2. With regards to output 2 of the ILGS PCA related to identification of existing, new and emerging ways and opportunities to prevent and respond to child protection issues, the consultant or institution will help design the workshop sessions and methodology for ensuring the achievement of this result. While providing technical content for the child protection strengthening component of the workshops, support in facilitating these workshops is also required. This will require face-to-face discussions and support. This phase will involve practical and direct support to the conduct of the planned workshops in some 5 out of the 20 districts. The consultant or institution is also expected to provide coaching and capacity-building of staff of the ILGS to enable them to replicate the process in remaining districts. Discuss and

- analyse lessons learnt from the process and continue to make recommendations to improve and strengthen the process. (August 2016- September 2017)
3. As a result of the workshop and dialogues conducted in the phase of exploration, the consultant or institution will assist in the write-up of the practical guidelines, operational procedures and standards expected. The detailed format and content of these documents are expected to emerge as a result of the findings and observations in the 20 districts. While the ILGS will be responsible for the preparation of the documents, the consultant or institution will help to ensure the quality of the documents by providing review, feed-back and – if needed – actual drafting support (September – December 2016).
 4. In relation to output 3 of the ILGS PCA, the consultant is expected to help design training and capacity-building workshops and content to fulfil the expectations of the output. The consultant is expected to be present and help conduct the trainings in at least 5 out of the 20 districts. Continued coaching and capacity-building of those concerned of ILGS and continued support to on-going improvements of the process is expected throughout the phase. (January- June 2017)
 5. With regards to the monitoring and documentation of results, it shall be noted that a separate contract is being awarded an institution to support the evidence generation and documentation process. Nonetheless, the consultant or institution under this contract is expected to assist the ILGS in documenting its learning and findings through the workforce strengthening process. (throughout the contract)
 6. In relation to output 4 of the ILGS PCA of curriculum review and reform, the consultant or institution is expected to provide technical input and peer-review of the different deliverables and stages of the process.

Methodology

The assignment shall be undertaken in the spirit of partnership where the Government of Ghana through the Technical Working Group will provide oversight, co-ordination and linkages with other key players including the institution facilitating the practice process.

Technical support and back-stopping will be provided by the UNICEF Child Protection team. While undertaking this assignment, it will be important that informal and formal planning and progress meetings and discussions are held with the technical working committee and key government representatives - both while in country and by remote - to ensure the process stays on track and produces expected results.

Regular up-dates and discussions with the UNICEF Child Protection team is also envisaged throughout the contract.

The engaged individual consultant or institution is also expected to stay abreast of other development initiatives concerning decentralization, governance and basic social service strengthening in Ghana and make analytical choices about how the child protection system strengthening process might link with these other initiatives and processes.

Expected Deliverables:

Tasks	Deliverables	Timeframe	Location
1. Support the planning and conduct of initial sensitization workshops and provide feed-back on materials and resources	Timely feed-back and technical assistance provided ensuring quality resources for the sensitization workshops	April - July 2016	By remote. Approximately 3 weeks of effective worktime.
2. Support planning and conduct of the workshops exploring existing, new and emerging ways of preventing and responding to child protection issues.	Technical support provided and direct and practical assistance in the conduct of workshops in at least 5 districts; coaching and capacity support provided.	August 2016 – September 2017	Remote and in-country support 7 weeks effective worktime, approximately 6 weeks in country
3. Assist in the write-up of the practical guidelines, operational procedures and standards expected and ensure quality final products.	Technical assistance provided in the process of writing the guidelines, operational procedures and/or standards. Final draft documents submitted through ILGS to UNICEF and partners.	September – December 2016	Remote and in-country 8 weeks effective worktime, approximately 4 weeks in country
4. Help design training and capacity-building workshops and content. The consultant Be present and help conduct the trainings in at least 5 out of the 20 districts. Continued coaching and capacity-building of those concerned.	Training resources finalized; At least 5 trainings conducted with assistance from the consultant; continued capacity-building undertaken.	January –June 2017	Remote and in-country support 8 weeks effective worktime, approximately 6 weeks in country
5. Assist the ILGS in documenting its learning and findings	Reports and notes prepared with ILGS documenting the	throughout the contract	Approximately 4 weeks effective worktime , spread

through the workforce strengthening process.	process and shared with UNICEF and partners.		out throughout the contract.
6. Provide technical inputs and peer-review of the different deliverables and stages of curriculum review and reform process.	Technical assistance provided, captures in various reports and notes shared with ILGS and UNICEF.	Throughout 2017	Approximately 6 week of effective worktime , spread out within 2017.
			Approximately 36 weeks of work, both in-country and remote

Payment schedule.

- 10% of fee upon completion of deliverables under 1 above
- 20% of fee upon completion of deliverables under 2 above
- 30% of fee upon completion of deliverables under 3 & 4 above
- 10% of fee upon completion of deliverables under 5 above
- 30% of fee upon completion of deliverables under 6 above

Time Frame:

This contract shall commence in April 2016 and end by December 2017. As indicated below under the “Expected Deliverables” table, the total work period under this consultancy is approximately 36 weeks (or 9 months) expected to be delivered within a 20 month period.

Reporting:

The engaged consultant or institution is expected to formally report to the Child Protection Specialist with regular up-dates to Government stakeholders including the technical working team on workforce strengthening.

It is expected that the consultant or institution will prepare brief monthly plans and reports, outlining planned tasks and concrete steps to be undertaken and progress notes on what has been achieved. Regular discussions will be held whilst in country. While out-of-country, the consultant or institution is expected to stay in touch via e-mails and other means such as Skype.

Expected Background and Experience required for Individual consultants:

To support the process outlined above, UNICEF is seeking to engage an individual with the following background and experience.

- At least 10 years of experience in child protection system strengthening and reform; social work practices; community development and Policy implementation;
- Advanced university degree in the social sciences including social work.
- A clear understanding of policy translation into implementation processes at sub national levels particularly in developing countries;
- Sound knowledge and skills in the area of child protection system; social work, community development workforce strengthening and reform in developing countries;
- Excellent process, planning and change management skills and ability to work in partnership with Government and other stakeholders;
- Strong facilitation skills;
- The individual should also have experience in presenting/communicating complex trends and concepts in clear, engaging language;
- Previous work experience in West Africa or Sub Saharan Africa is an asset.
- Strong team working and interpersonal competencies

Other competencies recommended:

- A high level of organizational and coordination skills;
- An excellent command of the English language – both written and oral;
- Ability to produce quality work within stipulated deadlines;
- Highly developed communication and facilitation skills;

Expected Background and Experience required for institutions:

UNICEF is looking for an international consultancy organization/institution that have in their employment or contract, a team of experts who can together execute this assignment and deliver on the expected outcome. They must the following requirements:

- At least 10 years of experience in child protection system strengthening and reform; social work practices; community development and Policy implementation;
- Advanced university degree in the social sciences including social work. Demonstrated excellent experience in conducting participatory approaches, and very strong facilitation skills;
- Excellent process, planning and change management skills and ability to work in partnership with Government and other stakeholders;
- The consultancy firm should have experience in presenting/communicating complex trends and concepts in clear, engaging language;

- Previous work experience in West Africa or similar country context is an asset.

The institution/organization is also expected to stay abreast of other development initiatives concerning decentralization, governance and basic social service strengthening in Ghana and make analytical choices about how the child protection system strengthening process might link with these other initiatives and processes.

Other competencies of proposed team:

- A high level of organizational and coordination skills;
- An excellent command of the English language – both written and oral;
- Ability to produce quality work within stipulated deadlines;
- Highly developed communication skills;
- Motivated and has the ability to work independently as well as in a team environment.

Application Process for only Institutions:

Interested institutions should present a technical and financial proposals:

The technical proposal for the assignment should indicate clearly how the assignment will be tackled. The proposal should include proposed methodology and approaches to be used. A financial proposal for the assignment will be presented separately. Submitted proposals will be evaluated using the criteria below. Other certifications required for contracting an institution will be requested if selected.

Evaluation Criteria:

CATEGORY:	POINTS
1. Technical Evaluation Criteria	
1.1 Overall Response	20
- Completeness of response	
- Overall concord between RFP requirements and proposal	
- In addition, submission of similar works done in this area.	
1.2 Experience of the and key personnel	
15	
CVs of key personnel of the consultancy firm profile indicating expertise	
1.3 Proposed Methodology and Approach	35
<u>Total Technical:</u>	70

Only proposals which receive a minimum of [55] points will be considered further.

2. Price Proposal

30

The total amount of points allocated for the price component is [30]. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price;

e.g.: Max. score for price proposal * Price of lowest priced proposal

Score for price proposal X= -----

Price of proposal

X

Total Technical and Price=

100

Pts

****The price proposal should also include the estimated cost for travel arrangements (including visa fees) and DSA for the missions to be undertaken.**

The contracted institution/organization will then arrange their own travel and UNICEF will reimburse the actual cost – up to the maximum ceiling as mentioned in the contract.

General Conditions: Procedures and Logistics for Individual Consultancy

- Consultant will be responsible to identify his/her own accommodation arrangements whilst during missions in Ghana. DSA will be paid as per UNICEF Ghana policies whilst on missions.
- Consultant is expected to work from the Institute of Local Government studies whilst in country on missions with visits to UNICEF office for meetings and discussions.
- The consultant should provide his/her own materials, i.e. computer, office supplies, etc.
- UNICEF Ghana will make UNICEF transport (vehicle) available for field visits during missions but not for city travel in Accra.
- As a consultant, lump sum payment will be issued based on completed deliverables as noted above. The consultant is not entitled to paid leave or paid sick leave and would be expected to make up the total number of days/weeks worked to be able to complete the expected deliverables.
- UNICEF Ghana will pay for the flight costs at economy fare for the 5 missions expected during the duration of the contract. The timeframe for the missions may be adjusted. The number of missions may be adjusted depending on the needs upon consultations and discussions between UNICEF and the consultant.

General Conditions: Procedures and Logistics for Institutions:

- The contracted organization/institution is expected to work from their registered location of office and undertake approximately 4 country visits to Ghana (however this will be further elaborated in the proposals);

- The contracted institution/organization is expected to work closely with the UNICEF Child protection Programme. This will be done remotely through emails, tele/skype conferences or over the phone.

Policy both parties should be aware of:

- 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. Signed contract copy or written agreement must be received by the office **before Travel Authorisation is issued.**
- No consultant may travel without a signed travel authorisation prior to the commencement of the journey to the duty station.
- Unless authorised, UNICEF will buy the tickets of the consultant. In exceptional cases, the consultant may be authorised to buy their travel tickets and shall be reimbursed at the “most economical and direct route” but this must be agreed to 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 upon arrival, at the HR Section.
- **** **Please consult with HR on entitlements as many are set by UNICEF rules.**

ANNEX 1

The following presents the proposed process through which the objectives above would be met, ensuring a strong policy-practice-research interface.

Timeframe	Policy to Practice		Practice to Evidence	
	What? How?	Who?	What? How?	Who?
Phase 1: June-August 2015	1. Introducing Policy at local level to social welfare officers/community development officers; 20 districts ⁴ . Undertaken through 2-3 day workshops involving not only the formal service providers but also ‘informal’ actors – Chiefs, CBOs/NGOs etc.	Technical team , led by GoG (DSW/DCD and Local Government) with support from technical resource persons.	Research/assessment process, led by research organization with associated local partner/s: In the 15-20 districts, assess ‘baseline’ of current relevance, effectiveness, efficiency of services.	Research units of DoC, DSW and DCD with support of international research organization/Academic institution
	<div style="background-color: #1a3d4d; color: white; padding: 5px; text-align: center;"> <i>Outcome: Key social welfare and community development officers would have been sensitized of aspirations of Child and Family Welfare Policy (and forthcoming Justice for Children Policy) and would be ready to try new and “indigenized” approaches to their work</i> </div>		<div style="background-color: #008000; color: white; padding: 5px; text-align: center;"> <i>Outcome: Baseline report on service status in selected districts.</i> </div>	
Phase 2: September-March 2016	2. Defining local level solutions and implication of policy at local level through a process of “Implementation Lab” out of which new practices will emerge. Undertaken through a series of dialogues/meetings/workshops at local level. These shall engage not only the formal service providers (DSW/DCD) but also informal actors.	Technical team , with support from child protection experts and experts in facilitating change processes.	Research team to document lessons learnt, writing up case studies.	Research units of DoC, DSW and DCD with support of international research organization/Academic institution

⁴ It is expected that 2 districts per the 10 regions in Ghana will be selected. These shall represent areas with different “profiles” in terms of child protection issues; poverty profile; formal service providers human resource base; geography (rural/urban) etc.

Outcome: Local, appropriate solutions identified to child protection problems. New and “indigenized” approaches and practices by DSW/DCD and allied sectors emerging.

Outcome: At least 5 case studies on effective, innovative solutions found for effective child and family welfare and justice for children at local level.

Phase 3: January- March 2016	3.“Codifying” local solutions found by articulating/developing in guidelines, protocols, tools to inform service practices.	Technical team with close engagement with research team (Universities and external partners).	Research team to assess <u>impact</u> at <u>local level</u> of the changes in services (relevance, efficiency, effectiveness, appropriateness, sustainability). Perceptions at community level will be measured as well as analysing impact of changes in the services with possible trends in child protection data.	Research units of DoC, DSW and DCD with support of international research organization/Academic institution
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Outcome: New Operational Procedures, guidelines, Job Descriptions, protocols etc developed in line with Policies and grounded in the reality of practitioners.

Outcome: Policy impact assessment report, determining positive or negative impact of changes. Research would also inform the finalization of procedures, guidelines etc for subsequent roll out.

Phase 4: April – August 2016	4.Going to scale through a progressive engagement with additional districts - support sensitization and capacity-building of social welfare and community development workforce, using the guidelines, protocols, operational procedures etc.	Technical team, implementing through dissemination of tools and training/workshops for capacity building and replication of ‘what works’.	Research team to continue gather evidence of impact, documenting stories of change. Production of papers reflecting the process and result of social workforce strengthening and Policy implementation.	Research units of DoC, DSW and DCD with support of international research organization/Academic institution
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Outcome: New and “indigenized” approaches to social work and community development embraced by key officers within the social welfare and community development workforce in all 10 regions.

Outcome: Stories of change documented; lessons learnt analysed; global papers for global Journals and conferences prepared.

The process as envisaged above, will be led by the Department of Social Welfare (DSW) of the Ministry of Gender, Children and Social Protection and the Department of Community Development (of the Ministry of Local Government and Community Development) in close partnership with the Local Government Service Secretariat and MMDAs in selected districts. UNICEF will be providing necessary technical support and input to the process. Linkages with other actors supporting child protection system strengthening will be critical in every step of the process. These would include allied sectors (i.e Ghana Health Service; Ghana Education Service; Ministry of Chieftaincy and Traditional Affairs and the chieftaincy structures; Ghana Police Service); INGOs/NGOs and other Development partners, particularly those supporting social welfare capacity strengthening (ie. EU and USAID).