Job Title: Consultant, Scoping of Social Service Workforce Strengthening Normative Framework in Eastern and Southern Africa (home-based)

Reports to: Alliance Director

Posted date: April 29, 2020

POSITION SUMMARY
The primary role of the Alliance Consultant, Scoping of Social Service Workforce Strengthening Normative Framework in Eastern and Southern Africa, is to carry out a desk review, scoping and analysis of the normative framework and human resource information management systems in Eastern and Southern Africa.

BACKGROUND
The social service workforce\(^1\) plays a central role in supporting children and families in communities by preventing and responding to violence, abuse, neglect, exploitation and family separation. To enable countries to address these issues across the development and humanitarian spectrum, a well-developed and qualified social service workforce is essential. The Global Social Service Workforce Alliance partners with UNICEF to ensure that a qualified social service workforce coordinates efforts and resources to provide support to children and families across all sectors in a systematic way.\(^2\) UNICEF is the lead United Nations agency working on child protection, where a vital element is a strong social service workforce with a clear mandate to care for and protect children. Social service workforce strengthening has been identified as strategic priority to both achieve the Sustainable Development Goals as well as the internal child protection goals in the UNICEF Strategic Plan (2018-2021).\(^3\) The Global Social Service Workforce Alliance hosted by Tides is a network that promotes the knowledge and evidence, resources and tools, and political will and action needed to address key social service workforce challenges.

UNICEF partnered with the Alliance to produce the *Guidelines to Strengthen the Social Service Workforce for Child Protection*\(^4\) to accelerate progress toward the UNICEF strategic plan and outline ways to better plan, develop and support the social services workforce with national and regional partners.

The social service workforce is often the first line of response for children and families in vulnerable situations and is therefore a critical element for the development of a functional child protection system. In addition, the workforce often performs multiple functions including the administration and monitoring of social protection programs. When the right number of workers have the right knowledge and skills as well as are in the right position and location, children will be able to access a more efficient and appropriate level of care and support.\(^5\)

To strengthen the social service workforce, sound quality assurance systems are a necessary condition. UNICEF’s Strategic Plan defines such systems to be characterized with four elements: 1) normative

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\(^1\) Per the Global Social Service Workforce Alliance definition here: http://socialserviceworkforce.org/defining-social-service-workforce

\(^2\) Including, but not limited to: social protection, justice, health, education, security and disaster risk management

\(^3\) UNICEF’s Strategic Plan, Goal 3

\(^4\) Guidelines to strengthen the social service workforce for Child protection, United Nations Children’s Fund and Global Social Service Workforce Alliance, January 2019

\(^5\) Social Service Workforce Mapping Toolkit, Global Social Service Workforce Alliance, 2019
framework; 2) system of supervision and support; 3) licensing and accreditation of the workforce; and 4) the national data collection system of human resource information for the social service workforce.

The Global Social Service Workforce Alliance will be supporting efforts in the Eastern and Southern Africa region to feature examples and create models of different aspects of quality assurance systems. At the same time, countries in the region are actively working to adapt their methods of service provision during the COVID19 pandemic. Workforce strengthening is especially needed during this time, as featured in the recently issued technical note Social Service Workforce Safety and Wellbeing during the COVID-19 Response.

ESSENTIAL DUTIES AND RESPONSIBILITIES

a) Analysis of normative frameworks

A normative or regulatory framework for the social service workforce aims to establish standards for the social service workforce working with children, families and communities. The regulatory framework may be defined as a model that identifies and describes standards, responsibilities, skills, and requisite knowledge and skills outlined in a single document or multiple pieces of legislation that are officially approved, or endorsed, by the appropriate governmental entity. The regulatory framework should be consistent with national policy frameworks so that the model aligns with the structures and services outlined in the relevant policy frameworks.

- Work with the Alliance team to identify the process for carrying out the work (literature review, Key informant interviews, etc), creating an analytic framework and method for obtaining needed information
- Carry out a scoping of available laws and policies that describe the role and function of the social service workforce across up to 21 countries in the Eastern and Southern Africa region, with support from the Alliance team and UNICEF regional and country offices
- Assess the alignment with relevant international standards
- Provide an overview of key common elements of these frameworks
- Provide analysis of any gaps in the frameworks from countries in the region, and the implications of those gaps

b) Review of national human resource information systems for the social service workforce

A data collection system or Human Resource Information System (HRIS) is defined by the existence of a system, whether electronic or paper, to keep up-to-date records on workforce data such as, at a minimum, the number of workers by cadre (as defined through a national regulatory framework), by sex and geographic area. Additionally, including data on the number of positions authorized and comparing this to the number of workers currently in place will identify vacancy rates. The project will:

- Review the HRIS used in different countries in the region with analysis of types of information that it contains and types of analysis the system generates. This analysis should include the ways in which the data collection system features community-based workers; and, those who are deployed on short term basis in humanitarian situations.
- Develop a regional framework that outlines recommendations for a concrete process to strengthen/establish the systems with a few different options. This includes a data collection mechanism for the workforce to respond to humanitarian situations.
- Produce at least one case study in the region that captures good practice that fits to the local reality.

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6 Description is per UNICEF Results Framework of Social Service Workforce Strengthening 2019, (internal document)
DELIBERABLES AND TIMELINE
The consultant will produce the following deliverables:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
<th>Number of days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normative framework 1: Compilation of national laws, policies and standards by country</td>
<td>By end May 2020</td>
<td>4</td>
</tr>
<tr>
<td>Normative framework 2: Analysis report</td>
<td>By end July 2020</td>
<td>5</td>
</tr>
<tr>
<td>HRIS 1: Multi-country analysis of the use of HRIS</td>
<td>By end June 2020</td>
<td>4</td>
</tr>
<tr>
<td>HRIS 2: Report outlining recommendations for a process to establish HRIS</td>
<td>By end July 2020</td>
<td>5</td>
</tr>
<tr>
<td>HRIS 3: One case study</td>
<td>By end July 2020</td>
<td>2</td>
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<tr>
<td><strong>TOTAL</strong></td>
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<td><strong>20</strong></td>
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</tbody>
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LOCATION
The consultancy may take place in any location, providing there is reliable communication with UNICEF regional and country offices and Alliance staff (who are based in the US). This work will not require travel. Consultant will provide own internet, computer and other tools for carrying out this work.

PERIOD OF PERFORMANCE - COMPENSATION
The consultancy is estimated to be completed through 20 days of work, equivalent to 160 hours, during the period of May 2020 – July 2020. Payment will be based on submission of monthly invoices and deliverables up to the maximum number of days of work identified above.

EDUCATION AND EXPERIENCE
- Demonstrated knowledge and technical capacity in social service workforce strengthening and child protection programming
- Master’s degree in social work and 8+ years of experience – or - Bachelor’s degree in social work and 10+ years of experience in social services with a focus on child protection and social service system strengthening
- Minimum 3 years of experience:
  - working with international agencies or institutions in developing countries
  - implementing programs for vulnerable children and families based on core child protection and human rights principles, guidelines and standards
- Experience engaging effectively with USAID, PEPFAR and other bilateral agencies; the United Nations and other international agencies; national governments and counterparts; non-profit organizations; professional associations and other key stakeholders.

KNOWLEDGE, SKILLS AND ABILITIES
- Knowledge of elements of human resources information management systems
- Experience with desk reviews and reporting on social service workforce strengthening, particularly normative framework reviews
- Strong understanding of the collaborative approach of networks; ability to facilitate partnerships and collective learning across organizational boundaries
- Strong critical thinking, creative problem-solving and organizational skills in diverse environments and under pressure
- Excellent time management and personal organization with the demonstrated ability to meet and report on project objectives in a timely manner
• A high degree of diplomatic skills: personable, flexible, sense of humor and good at community mobilization
• Demonstrated high degree of cultural competency
• Strong written and verbal communication skills in English required; knowledge of another UN official language is an advantage
• Proficiency in the use of Microsoft Office suite, including Word, Excel, PowerPoint and Outlook

ORGANIZATIONAL RELATIONSHIPS
The Consultant reports to the Alliance Director. The Consultant will also interact with organizational partners and stakeholders interested in becoming engaged in social service workforce strengthening activities with the Alliance.

TO APPLY
Please send your cover letter, resume and budget reflecting your daily rate to: contact@socialserviceworkforce.org Applications will be reviewed on a rolling basis. Once funding for the position is confirmed, only finalists will be notified.

ORGANIZATIONAL OVERVIEW
The Global Social Service Workforce Alliance is a non-profit network of 2600 members in 141 countries and works toward a world where a well-planned, well-trained and well-supported social service workforce effectively delivers promising practices that improve the lives of vulnerable populations. The mission of the Alliance is to promote the knowledge and evidence, resources and tools and political will and action needed to address key social service workforce challenges, especially within low to middle income countries. The Alliance pursues this by:
• Serving as a convener for an inclusive, representative network of stakeholders including government organizations, nongovernmental organizations, academic institutions, donor groups, professional associations and community practitioners to create a forum for discourse and collective learning
• Generating knowledge and building the evidence base for effective SSWS by deriving, organizing and disseminating critical evidence-based research, resources, tools, models and best practices
• Building capacity of humanitarian and development actors to implement strategies to strengthen the social service workforce
• Promoting effective advocacy and stimulating an active network of workforce strengthening advocates through information sharing, collaboration, and networking

Tides Center acts as the fiscal sponsor of the Alliance and therefore oversees staff contracts or secondments of staff to the Alliance. A 13-member Steering Committee oversees and guides the direction and development of the Alliance and provides support to the Alliance Secretariat. For more information, please visit: www.socialserviceworkforce.org

Tides is an equal opportunity employer. We strongly encourage applications from women, people of color, and bilingual and bicultural individuals, as well as members of the lesbian, gay, bisexual, and transgender communities. Applicants shall not be discriminated against because of race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, gender identity, color, marital status, or medical condition including acquired immune deficiency syndrome (AIDS) and AIDS-related conditions. Also pursuant to the San Francisco Fair Chance Ordinance, we encourage and will consider for employment qualified applicants with arrest and conviction records.
Reasonable accommodation will be made so that qualified disabled applicants may participate in the application process. Please advise in writing of special needs at the time of application.