# **4. Sample Terms of Reference - Team Lead, Workforce Mapping Team**

(Name of Implementing Entity)

**Background**

In order to achieve a strong social service system, a well planned, developed and supported social service workforce must be in place. The social service workforce is defined as (insert definition here).

**Purpose / Rationale**

The purpose of a workforce mapping is to create and analyze a baseline of information and data on the status of the social service workforce in (NAME OF COUNTRY) in order to guide and assist country-level action plans to strengthen the social service workforce. It will ultimately help address the question of whether the current workforce system is adequate to address the needs of vulnerable children and families, and if not, will help identify approaches to fill gaps.

In harmony with established global indicators of workforce strengthening, this workforce mapping will:

* Provide a basic overview of the context for ***workforce planning***, including:
  + Relevant policies and regulations related to the social service workforce, including statutory frameworks
  + Financial and other resources currently dedicated to hiring, employing and training social service workers
  + The number of social service workers responsible for child protection per 100,000 children, according to type (governmental and non-governmental) and vacancy rates where available
  + Certification, registration and/or licensing requirements and practices
* Provide a basic overview of the context for ***workforce development and training***, including:
  + Availability of different levels of education, training, and field placements/practice learning
  + Workers’ perceptions of availability and accessibility of ongoing professional development opportunities
* Provide an overview of the context for ***workforce support***, including:
  + Workers’ perceptions of challenges and opportunities, supervision and career paths
  + The presence, role, size and effectiveness of professional associations
* Identify implications and recommendations for social service workforce strengthening to be integrated into national strategic frameworks or action plans.

**Activities and Tasks**

The purpose of this role is to support mapping and assessment of the social service workforce. A process will be undertaken to engage a national leadership group in developing the full scope of the process. The NLG will also hold meetings to discuss preliminary findings and recommendations for strengthening and advocating for the social service workforce. The Team Lead will supervise the work of the mapping team member(s), the data manager (or data gatherers if multiple). The Mapping Team will work closely with and support the NLG and present information from this process in a final report.

Under the supervision of (NAME OF ORGANIZING ENTITY), the Team Lead will be responsible for carrying out the following tasks:

1. Prepare data gathering plan including finalization of data gathering tools based on NLG feedback

* Develop draft mapping tools for review by (NAME OF ORGANIZING ENTITY)
* Support (NAME OF ORGANIZING ENTITY) to facilitate invitation to and engagement of NLG members including representatives from key entities involved in planning, producing, managing, and supporting the country’s social service workforce, for example all relevant government institutions, civil society and non-profit organizations, religious organizations, universities, professional associations, social service workforce, bilaterals and multilaterals such as the UNICEF Country Office
* Support (NAME OF ORGANIZING ENTITY) to host NLG first meeting, preparing presentations and information as needed with (NAME OF ORGANIZING ENTITY)
* Finalize mapping tools and data gathering plan based on NLG feedback, identifying roles and responsibilities of NLG members in providing assistance with data gathering

1. Oversee and carry out data collection and data analysis

* Support team members to collect data per NLG plans, carrying out follow up discussions with key stakeholders as needed to fill in any gaps in data
* Support data manager on data cleaning and analysis, maintaining organized database to be shared with (NAME OF ORGANIZING ENTITY)

### Review and refine preliminary data analysis, charts and tables prepared by data manager as needed

### Distribute draft data to the NLG prior to meeting to validate the data

* Hold follow up meetings with KIs and groups of social service workers to review and validate the data, also obtaining their initial ideas on recommendations to suggest to the NLG for inclusion in the report

1. Support NLG meetings to identify recommendations for strengthening and advocating for the social service workforce based on preliminary data

* Facilitate meeting to review preliminary country level data and a following meeting to identify recommendations for a future workforce strengthening strategic framework or action plan

1. Preparation of final workforce mapping report

* Incorporate feedback into a first draft analysis report for review by (NAME OF ORGANIZING ENTITY, NAME OF FUNDING PARTNER)
* Integrate feedback to prepare second draft of report for review by NLG
* Finalize report for dissemination
* Work with NLG on dissemination plan and identification of detailed next steps

**Key Results and Deliverables**

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| Result 1: Preparation of data gathering plan including finalization of data gathering tools based on NLG feedback |
| Result 2: Completion of data collection and data analysis resulting in preparation of initial findings for review by NLG and a draft database |
| Result 3: National meetings held by NLG to identify recommendations for strengthening and advocating for the social service workforce and to finalize report |
| Result 4: Preparation of final workforce mapping report and dissemination of report |

**Location and Travel**

(Outline here location of work, if office or home based, parameters around access to telecommunications such as holding meetings via Skype). This work may require approximately X days of travel. (Note here if the Team Lead will coordinate own travel plans and/or travel for other team members. Note how travel costs will be discussed and approved in advance and reimbursed.)

**Period of Performance - Compensation**

The work is estimated to be completed through **X days of work** during the period of (DATE RANGE) at a rate of **x** per day. **Performance Based Contract:** 2 equal payments will be based on completion of 1) results 1-2 and 2) results 3-4 per above schedule.

**Qualifications**

The successful team lead will be able to demonstrate skills in the following areas:

* University degree in social work or equivalent;
* At least 10 years of professional experience in social work or other social service workforce areas;
* Demonstrated knowledge and technical capacity in social service workforce strengthening and child protection programming
* Minimum 3 years of experience working with international agencies or institutions in developing countries and implementing programs for vulnerable children and families based on core child protection and human rights principles, guidelines and standards
* Experience engaging effectively with bilateral agencies; the United Nations and other multilateral agencies; national governments and counterparts; non-profit organizations; universities; professional associations and other key stakeholders.
* Excellent data collection and analysis skills as evidenced through previous work examples;
* Strong demonstrated skill in creating and utilizing Excel spreadsheets
* Administrative and planning skills, including the ability to organize and support NLG meetings;
* Fluency in (NAME OF LANGUAGE) languages is required; (NAME OF LANGUAGE) as an additional language is preferred.