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# **1.** **Sample Terms of Reference -**

# **National Leadership Group**

# **for Social Service Workforce Mapping**

**Introduction**

To protect children from violence, abuse and exploitation, as well as support their access to justice and quality care, it is imperative to have an effective child protection system. One critical element of that system is a strong social service workforce with a clear mandate. The working definition of the social service workforce is: *Paid and unpaid, governmental and nongovernmental professionals and paraprofessionals working to ensure the healthy development and well-being of children and families. The social service worker focuses on preventative, responsive and promotive programs that sup port families and children in our communities by alleviating poverty, reducing discrimination, facilitating access to needed services, promoting social justice, and preventing and responding to violence, abuse, exploitation, neglect and family separation.*[[1]](#footnote-1)

However, limited data about the workforce and the systems that support the workforce make it challenging for all relevant government departments and partners to identify and implement evidence-based solutions to strengthen the workforce and improve services and support to vulnerable children and families. It is also well-established that the complexity of social service workforce structures and employment dynamics require a collaborative approach.

For these reasons, (NAME OF ORGANIZING ENTITY), decided to carry out a comprehensive mapping and assessment of the social service workforce in (NAME OF COUNTRY). This study will be implemented by (NAME OF IMPLEMENTING ORGANIZATION) who will be responsible for developing a final report and recommendations. In (NAME OF COUNTRY) the process will be led by a National Leadership Group (NLG), which will offer an important platform for bringing stakeholders together to participate in, guide and own the process.

The purpose of the mapping and assessment is to create and analyse baseline information and data on the status of the social service workforce in (NAME OF COUNTRY) in order to guide the development and implementation of country-level action plans to strengthen the social service workforce. It is meant to reflect the work of national stakeholders to improve policies, programs, advocacy and knowledge generation on workforce strengthening.

**Purpose and role the National Leadership Group**

The main goal of NLG is to guide, support and contribute to a national mapping and assessment of the social service workforce and ensure usage of the data gathered to develop priority workforce strengthening actions and a strong national workforce strengthening plan.

The roles of the NLG are to:

* Participate in meetings and roundtables and contribute to the discussions on a regular basis during the implementation of the mapping and assessment exercise
* Agree on the parameters of the workforce mapping, the definition of the social service workforce and the range of workers to be included in the mapping
* Review and validate the assessment methodology and tools and discuss and agree with the implementing entity on the approach to ensure an effective date collection and assessment process
* Ensure linkages to other efforts to map or strengthen child protection and social service systems
* Provide the implementing entity with information and reports reflecting the status of the social service workforce in the country, as it is documented in national legislation, strategies, policies, etc
* Support timely and constructive engagement of the relevant actors possessing required data
* Provide feedback on the initial data, helping to identify gaps in order to ensure that the information gathered is an adequate representation of the country’s situation
* Provide initial recommendations for next steps based on preliminary data, to be included in report
* Provide feedback on the draft and final report that presents the findings
* Disseminate country and regional findings
* Support development of priority actions to strengthen the social service workforce, leading to a national social service workforce strengthening strategic framework or action plan
* Provide reflections on the process, making suggestions for improvements for future processes

**Members of the National Leadership Group**

The NLG will be led by the (NAME OF ORGANIZING ENTITY) and will be composed of approximately 15-20 members, representing the 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. The role of an NLG member is performed on a voluntary basis. The role continues through the period of the study and also supports the development and implementation of the recommended actions. NLG members are expected to commit to the full term.

**Periodicity of meetings of the Country-level Task Group**

(NAME OF ORGANIZING ENTITY) will convene NLG meetings on a regular basis during implementation of the mapping and assessment. This will entail:

* 1-2 meetings to discuss the purpose of the assessment, clarify definitions, share assessment methodology and tools, review role of the NLG members, create mapping timeline
* 1 meeting to provide update on the progress on data collection
* 1 one-day workshop to validate data collected and discuss initial recommendations
* 1-2 check ins or meetings during the period of data analysis and report writing
* 1 half day validation workshop of the final report and to gather recommendations for next steps
* After completion of the final report, 1-3 meetings to discuss the implementation of the action plan and format for the group moving forward

**Factors that Support Effectiveness of NLG Work**

### Members commit to serving on the NLG for the duration of the assessment in order to avoid, as much as possible, changes to the group composition. Ideally, members commit to continuing to meet past the mapping and assessment phase to work together on implementation of the recommendation actions.

### The group develops and commits to clear timeline completion dates, holding an adequate number of meetings during that time

### Each meeting is chaired by (NAME OF ORGANIZING ENTITY)

### Meeting agenda and notes are developed by the implementing entity and shared with those who may have missed the meeting

1. *from www.socialserviceworkforce.org/social-service-workforce* [↑](#footnote-ref-1)