Social Welfare Workforce Strengthening for Orphans and Vulnerable Children (OVC) Care, Support and Protection in Nigeria

Capacity*Plus* Scoping Visit Report

In-country dates: 17th to 23rd February 2011

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March 2011

Background:

The 2008 Situation Assessment and Analysis of OVC in Nigeria (FMWA&SD, 2008) indicates that approximately 11% of an estimated 70 million children in Nigeria can be characterized as 'vulnerable' – additionally 2.23 million children are reported to be orphaned by AIDS. It is also estimated that around 1 in every 10 households in Nigeria are providing care for an orphan (PEPFAR, 2007).

As part of its national policy and programming response for OVC the Federal Government of Nigeria has initiated the *Child's Rights Act* (2003) which has been promulgated in fifteen States (UNICEF, 2007). The *Nigeria OVC National Plan of Action: 2006-2010* was further developed and launched, with oversight and direction provided through the *OVC National Technical Coordinating Group* (NTCG). New *National Guidelines and Standards of Practice for OVC* have also been produced and disseminated, along with a consolidated *National Monitoring & Evaluation Framework for the OVC Plan of Action*. Additional work is currently ongoing in terms of the drafting of a new national *Nigeria Children's Policy*, as well as a related *Social Security Policy,* which will cut across all sectors and - in doing so - further influence and inform the OVC agenda.

Implementation of the Nigeria OVC National Plan of Action (NPA) has been less successful than anticipated, with a lack of available information for planning identified as one of the main constraints. OVC care, support and protection services are not well integrated with planning processes at national, sub-national and community levels. Consequently, there are very limited resources available to communities for OVC (2008), and social welfare offices are seldom functional in many rural areas (2007). It is further recognized that a significant component of OVC care, support and protection services are provided mainly through a broad range of non-governmental (NGO) and faith-based organizations (FBO), as well as civil society organizations (CSO) and networks (FMWASD, 2008). In this context it is estimated that in excess of half of the available workforce for OVC in Nigeria is voluntary. Underlying the difficulty in establishing a national snapshot and profile of the existing available social welfare workforce for OVC is that there is, as yet, no comprehensive list of all organizations and institutions providing OVC services throughout the country (USAID/Project SEARCH, 2009).

The breadth and scope of OVC services is complex in Nigeria and requires an effective and collaborative multi-disciplinary and multi-sectoral approach. The core components for OVC care, support and protection services as defined in the current OVC National Plan of Action include: *Health; Education; Social Protection; Psychosocial Support; Service Delivery Environment; Household Level Care; Economic Strengthening; and Monitoring & Evaluation.* Of equal importance but less explicit in the NPA are the areas of: *Nutrition; Shelter; Child Protection; Juvenile Justice; Disability and Rehabilitation; Resource Mobilization; and Management & Networking of OVC Resources.*

Purpose:

This initial scoping visit by CapacityPlus took place between 17th and 23rd February 2011. The main purpose of the visit was to support ongoing work aimed at strengthening the social welfare workforce

(SWW) for OVC care, support & protection services in Nigeria. Specifically, the focus was to facilitate and support country-led efforts to define a context-relevant strategic framework and action plan for strengthening the SWW for OVC. It is anticipated that this workforce strengthening framework and plan will be included as a key component of the next Nigeria OVC National Plan of Action.
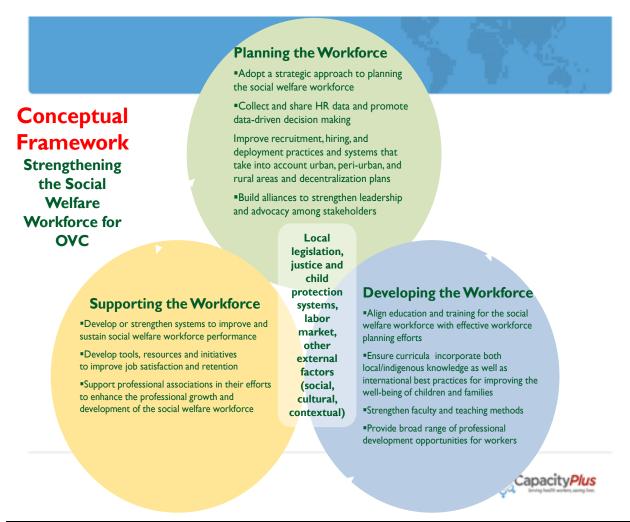
The visit also provided an opportunity to engage first-hand with a broad range of key stakeholders on a variety of SWW strengthening gaps and needs in Nigeria. Preliminary documentation and data sources for the SWW for OVC were also identified. The outcomes of this initial work will also help inform the process, methodology and scheduling required for a proposed gap analysis and capacity development needs assessment of the SWW for OVC, to be undertaken at a later date. The scoping visit therefore is a first step towards providing an overview of existing social welfare workforce capacity, the regulatory framework, current practices, levels of training and workforce utilization for OVC care, support & protection.

Approach to strengthening the social welfare workforce for OVC in Nigeria

As indicated, Nigeria is revising and updating its existing OVC National Plan of Action. The current NPA does not include a specific workforce strengthening component which integrates both the formal and informal / voluntary sectors. Existing mandates and responsibility for the social welfare workforce for OVC are spread across multiple ministries and departments at both Federal & State levels – including Federal Ministries for Women's Affairs and Social Development (FMWASD), Health and Education. Additionally, social welfare workforce structures at State level often do not reflect the Federal composition and structure. In particular, functions and capacity are very often inconsistent and can vary significantly from State to State, as well as between Local Government Areas (LGA).

It is proposed that a broad assessment of the OVC social welfare workforce be carried out to help map out the existing workforce situation and determine gaps and possible interventions for both short-term and longer-term action that will form the basis of the SWW component of the next Nigeria OVC National Plan of Action. Although the main focus in the first instance is on the role and scope of the SWW in the areas of OVC care, support and protection; this work will also help inform the broader social work practice environment in Nigeria. The assessment will specifically look to establish a baseline of what is currently in place in terms of OVC SWW availability, core functions, practices, skills mix and competency requirements across the broad range of formal (i.e. social welfare officers, child welfare officers, assessors, etc.) and informal providers (i.e. volunteers, care givers, etc.). The following social welfare workforce strengthening framework (Figure 1) provided a useful guide to help key stakeholders locate the specific OVC workforce strengthening work in context – in particular by helping to tie this in with the continuous action cycle of planning, developing, supporting and sustaining the workforce.

Figure 1: The Social Welfare Workforce Framework

Conceptual Framework
Strengthening the Social Welfare Workforce for OVC

Planning the Workforce
- Adopt a strategic approach to planning the social welfare workforce
- Collect and share HR data and promote data-driven decision making
- Improve recruitment, hiring, and deployment practices and systems that take into account urban, peri-urban, and rural areas and decentralization plans
- Build alliances to strengthen leadership and advocacy among stakeholders

Local legislation, justice and child protection systems, labor market, other external factors (social, cultural, contextual)

Supporting the Workforce
- Develop or strengthen systems to improve and sustain social welfare workforce performance
- Develop tools, resources and initiatives to improve job satisfaction and retention
- Support professional associations in their efforts to enhance the professional growth and development of the social welfare workforce

Developing the Workforce
- Align education and training for the social welfare workforce with effective workforce planning efforts
- Ensure curricula incorporate both local/indigenous knowledge as well as international best practices for improving the well-being of children and families
- Strengthen faculty and teaching methods
- Provide broad range of professional development opportunities for workers

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Stakeholder Consultation:

A comprehensive range of central and state level stakeholders were consulted over the course of the initial visit, representing a broad spectrum of key agencies and networks engaged in OVC care, support and protection. These included:

- The Permanent Secretary & Senior Management Team of the Federal Ministry of Women's Affairs & Social Development (FMWASD); Director for Social Welfare (FMWASD); Director: Child Development & OVC Unit (FMWASD); Permanent Secretary: Presidency Cabinet Secretariat; Nigeria Governor's Forum Secretariat; National Association of Social Workers; National Association of Social Work Educators; Child Protection Network (CPN); Association of OVC Non-Governmental Organizations of Nigeria (AONN); Federal School Social Work, Enugu; University

of Nigeria Social Work Department.; American International Health Alliance (AIHA) Twinning Centre program; CDC; UNICEF; USAID and PEPFAR.

Additionally, key stakeholders from the Gombe State Ministry of Women's Affairs and the Centre for Community Health & Development were consulted. A short field trip to Lagos State was also arranged, which included discussions with:

- The Permanent Secretary and Senior Management Team of the Lagos State Ministry of Youth, Sports & Social Development; Director: Citizens Rights: Lagos State Ministry of Justice; National Association of Social Workers: Lagos chapter; AONN: Lagos chapter; and UNICEF, Lagos.

Existing Successes:

Building upon work to date since the 2004 Nigeria National OVC Conference and Rapid Assessment, Analysis and Action Planning Process (RAAAPP) were initiated, the required national policy, statutory and institutional frameworks are now in place for OVC care, support & protection - underpinned by the Nigeria OVC Plan of Action, and the Child's Rights Act (CRA). This in turn has helped increase awareness and engagement on children's issues throughout the country - in particular through the establishment of active structures, mechanisms, civil society networks, communities, groups and actors which include:

- OVC National Technical Coordinating Group
- Social Welfare structure with explicit social welfare responsibilities defined at national, state and LGA levels
- Schemes of Service defined for formal Social Welfare Officers
- Strong informal systems & networks of volunteers
- Increased involvement of beneficiaries
- Improved community ownership and participation
- Study programs of Schools of Social Work, both in polytechnics and universities
- Active National Association of Social Workers
- Active National Association of Social Work Educators
- Evolving community-based justice system in line with the Child Rights Act
- National Agency for the Prohibition of Traffic in Persons (NAPTIP) and its focus on implementing the CRA
- Emerging networks created to support relevant aspects of Social Welfare (e.g. Child Protection Network)

Key Challenges & Gaps:

Existing workforce: Within the current OVC workforce there are limitations in terms of skills, competency levels and expertise. Additionally, there are ill-defined minimum certification or experience requirements in place for most formal Social Welfare positions, due in most part to an inherent lack of understanding and low subsequent valuing of the Social Work field in Nigeria. From the LGA level - where OVC front-line support resides in a Desk Officer, most likely with no Social Work training - to the national level where the minimum criteria may simply be a degree in the Social Sciences (psychology,

sociology, and such), the Social Welfare agenda is largely overseen and delivered by staff without the requisite grounding in Social Work.

Schemes of Service at all levels are not fully aligned with appropriate job profiles and competency requirements for social welfare and related support of OVC. Once in these roles, additional social work training, professional development and in-service support to incumbent post holders are practically non-existent, unless provided through NGOs, FBOs or development partner agencies. Additionally, this has led to a high turnover of staff and serves to sustain a persistently transient social welfare workforce at all levels.

There is a commensurate lack of attention given to the various existing informal social welfare workforce cadres which are sustained through NGOs, FBOs, and CSOs. Without overarching coordination and regulation, Para-social workers and community volunteers are continuing to be trained and deployed with little quality assurance of training curricula and content, or trainer skills and qualifications. Additionally, the means to continually support and monitor effective performance within the informal workforce requires attention.

While the polytechnics in Nigeria have set minimum accreditation standards in Social Work, other key training institutions such as the university schools of social work have not yet achieved such accreditation. Additionally, most university schools are not actively recruiting promising students for social work programs through bursaries and therefore university schools often struggle to train sufficient numbers of students to fill the social welfare need. Furthermore, students emerging from university and polytechnic social work programs are *'certified'* only if they graduate with a Bachelor of Science degree in Social Work. There is no national certification process to assure the quality of Social Workers deployed, nor requirement to continually update and refresh their skills over time. As most university schools have no formal placement service with government, and there are no pro-active deployment plans in place for their absorption into the public service, many emerging Social Work graduates struggle to find employment in their field.

Workforce planning: The OVC workforce area has been given insufficient planning attention to date and the Nigeria OVC National Plan of Action (NPA) is lacking an explicit workforce component. A further constraint of the NPA is the limitation of available data & information sources (incl. databases) needed to inform planning projections and decision-making around the OVC workforce. This information is particularly critical to enable more effective production, deployment, utilization and tracking of OVC service providers and practitioners at all levels and better coordinate services through formal and informal networks to help maximize access and reach.

Mandates, roles & responsibilities: There are multiple and conflicting mandates, roles & responsibilities on OVC-related service provision among various key agencies. These are further hindered by a lack of clear guidance on implementation within the NPA and CRA, as well as the spread of OVC components across various sectors and agencies (i.e. Health, Social Development, Education, Justice, Youth Affairs,

Sports, civil society, etc). In particular, more focused integration and coordination with NGO/FBO, civil society groups and the informal workforce are needed. Although there are seconded social work-related post-holders from the FMWASD at many of these agencies, there is limited overall strategic coordination of their roles or positions within these agencies, to help advocate for and promote the Social Welfare and OVC agenda. Additionally, the roles and mandates of the National Association of Social Workers and the National Association of Social Work Educators remain undermined and lacking capacity; which further perpetuates the perceived low status and value of the Social Work profession.

There is no overarching formal mechanism or framework in place (FMWASD) to coordinate and harmonize the OVC social welfare function & workforce across multiple agencies and stakeholders. Overall leadership, direction and accountability on OVC require attention. In particular, there is a lack of clarity on where the OVC portfolio should be best located within the Federal Ministry of Women Affairs & Social Development (FMWASD) - added to this a need to ensure better engagement and participation among the various line ministries, directorates, departments and key stakeholders responsible for OVC services. The FMWASD currently struggles to advocate for resources or build political will at the national level; as a result while there are laws and policies to protect children and for working with OVC, implementation and concrete action on many of these is lagging behind.

Concurrently, within the FMWASD itself, the social welfare portfolio is distributed over multiple departments (Child Development; Social Welfare; Rehabilitation) with limited coordination of the social welfare agenda, particularly in regard to service provision for OVC vis-à-vis workforce availability and capacity. This insular approach leads to departments competing for resources, duplicating work, and failing to take advantage of opportunities to work collaboratively, thereby not leveraging the minimal resources available for the social welfare agenda to best effect.

Regulatory framework: In terms of institutional and regulatory capacity, there are mechanisms identified within the NPA and CRA to help facilitate implementation and coordination at all levels (i.e. mandated and defined steering committees, coordination and monitoring units to be established at federal, state, LGA and community level, etc); however, many of these are non-functioning at present; are not comprehensive in scope; and their effectiveness has been limited to date. Momentum has also stalled in terms of recognizing Social Work as a valued and professional discipline within the context of Social Welfare legislation, as well as requirements for accreditation and certification. A Bill proposal to establish a Nigeria Institute for Social Work - aimed at professionalizing, promoting and sustaining the highest standards of practice and management in social work and care - has not as yet been approved, despite its initial submission to Senate back in in 2005; most stakeholders interviewed are unsure of the status of the Bill, yet felt its passage and enactment will be critical in helping to raise and protect the professional standing and profile of Social Work in Nigeria.

Implementation: The implementation of the Nigeria OVC National Plan of Action and the Child Rights Act is inconsistent across the country - with limited promulgation of the CRA across all states; and further inconsistency in its interpretation and implementation among states where the CRA is in place.

There are perceptions among stakeholders that a lack of political will, as well as limited dissemination, orientation, adoption and understanding of the NPA and CRA - particularly among key State, LGA and community level stakeholders - are principal causes of this. The resultant weakened governance, coordination and cooperation, coupled with the continued fragmentation and lack of role clarity and mandates in terms of who is responsible to oversee and implement the NPA and CRA across various agencies and departments agencies is not helped by this. .

As noted earlier, related mechanisms and structures identified in the NPA and CRA are non-functional. For example, Children's Rights Implementation Committees are proposed at National, State and LGA levels – and there are clearly established roles, functions and membership identified for these outlined within the document. However in many places these are as yet to be convened and there remains little visible action from these.

The inherent diversity of Nigeria's 36 states and Federal territory make standardized adoption and implementation of any law a challenge. Both the NPA and CRA speak directly to values around parenting and the role of the child, sensitive topics in any culture. Many stakeholders cite the vast cultural differences within Nigeria as a key stumbling block to future standardized application of the NPA and CRA.

Coordination: The National Technical Coordination Group on OVC has yet to meet to discuss the outcomes and implications of the US government-supported November 2010 Cape Town social welfare workforce strengthening conference, to which a delegation comprising Government representatives, donors and implementing partners from Nigeria actively participated. It is an unknown, therefore, as to the level of awareness of this key national OVC leadership group on both the proposed SWW strengthening framework, as well as the status of plans to adapt this to the Nigerian context – in particular to conduct a planned '*Gap analysis and capacity development needs assessment of the SWW*' which will help feed in to the development of the next NPA. Additionally, there is as yet no established multi-stakeholder 'technical' team assigned as a sub-group of the OVC NTCG to provide the key 'hands-on' collaborative work in developing the OVC SWW component and strategies for the next NPA.

Key Messages

Without integrated multi-sector planning and stakeholder engagement at all levels the social welfare workforce response to OVC will continue to be fragmented and OVC service provision will remain weakened, uncoordinated and under-resourced.

 Federal and State level support for social welfare workforce strengthening is essential. Sustained advocacy will be needed to raise the SWW profile and increase attention on this - in particular to better strengthen linkages between the formal and informal workforce at all levels.

NGO/FBO, professional bodies, the private sector & civil society networks will be expected to play a significantly increased role in the planning and provision of OVC services – particularly at the state, LGA

and community levels. With the anticipated increase in demand for services - including outreach support to communities - their participation and engagement on social welfare workforce orientation, oversight, strengthening and support is essential.

Next Steps

Given the breadth of challenges facing the capacity and developmental needs of Nigeria's social welfare workforce for OVC, the following proposed recommended options and next steps have both an immediate and longer-term focus.

Immediate
Identify and engage key counterparts: Scan the social welfare workforce environment, both formal and informal, and identify those stakeholders and actors whose knowledge, expertise, and position are critical in driving the OVC SWW agenda forward
Establish a Technical Task Team for OVC SWW strengthening: With the abovementioned key counterparts, establish a guiding coalition with a vested interest in championing the OVC SWW agenda. This coalition would operate as an assigned Technical Task-Team of the National Technical Coordination Group on OVC, with Terms of Reference that describe its mandate, set deadlines, expected deliverables, and co-opted membership where required – thereby ensuring their agenda and path forward is clearly defined and that they are enabled to act upon their mandate effectively.
Facilitate high-level engagement (Federal, State, and LGA): As the scope of this Technical Task Team unfolds, effort should be made to include strategic high-level linkages and engagement with key actors at the national, state and LGA-level thereby creating ownership.
Clarify social welfare workforce terminology and scope: Currently, there is a lack of agreed-upon terminology to define the scope of working in the SWW context, especially in regards to OVC. Counterparts often use interchangeable language such as "social welfare workforce"; "child welfare workforce"; "social welfare" and "OVC" when, arguably, these terms have distinct and different meanings. Gaining clarity and concurrence on exactly what aspects of OVC SWW strengthening to address will be a critical first step in setting the agenda of the Technical Task Team.
Longer-term
Refine SW workforce specifics of the policy, government, and practice environment: After clarifying and defining the overall scope and social welfare workforce strengthening agenda, a <u>pre-assessment desk review</u> should be conducted vis-à-vis the workforce specifics of the current policy, governance and practice environment for OVC. A rapid review of existing documentation and available data sources will help lay the groundwork for a more comprehensive <u>gap analysis and needs assessment</u> to be conducted.
Identify and engage key counterparts for the gap analysis and needs assessment: Ensuring

Government ownership of this endeavor will be key; therefore, enlisting appropriate counterparts and stakeholders to help inform, plan and implement the gap analysis and needs assessment process is critical from the outset. Collectively refining and agreeing upon areas for further investigation such as stakeholder mapping, workforce profiling of both formal and informal cadres of the SWW; defining core mandates and functions; workforce planning; mapping competencies with skill gaps and needs; training and development; enabling workforce systems; and such are important components to be defined in the gap analysis & assessment process.

Assessment and analysis process: A corresponding detailed work-plan for implementation of the analysis and assessment process should be defined in collaboration with appropriate national, State and LGA counterparts – and the process implemented as planned. Likewise, aggregate data should be collated and analyzed according to the defined scope; additionally, specific states, LGAs, etc for proposed field study should be identified and agreed in advance with government, including assessment visit schedules, focal point counterparts and expected deliverables – including a situation analysis and preliminary findings

Stakeholder dialogue and consensus: Using data and information generated through the assessment and field studies, gather key stakeholders to review the preliminary analysis findings and facilitate options and consensus on a path forward. Every effort to achieve broad participation and unanimity should be made as this is where true ownership of the process and its outcomes can be best achieved.

SWW strengthening strategic options and strategies for the next OVC National Plan of Action: Defined outcomes from the gap analysis and assessment process - and subsequent stakeholder engagement - will inform and feed in to strategies, activities and deliverables for the next iteration of the Nigeria OVC NPA.

Annex 1:   Visit Schedule

Monday 14th February
- Travel from Washington DC to New York
- Meeting in New York with Iran Ajufo: Director for Social Welfare, Federal Ministry of Women's Affairs & Social Development

Tuesday 15th & Wednesday 16th February
- Travel from New York to Abuja, Nigeria

Thursday 17th February
- In-brief with USAID, CDC & UNICEF counterparts
- Participatory workshop session with Implementing Partners
- Meeting with USG, USAID, CDC & UNICEF representatives
- In-brief with Carl Hawkins (HIV Lead: USAID / PEPFAR)

Friday 18th February
- Discussion with Director: Child Development and OVC Unit representatives (Federal Ministry of Women's Affairs & Social Development)
- Meeting with Nigeria National Association of Social Workers
- Meeting with Nigeria National Association of Social Work Educators

Saturday 19th February
- Lunch meeting with the Child Protection Network, FCT Chapter

Sunday 20th February
- Travel from Abuja to Lagos (Paul Marsden & Noriko Izumi, UNICEF)

Monday 21st February (Paul in Lagos & Laura in Abuja)
- (Paul) with representatives of UNICEF Lagos and the Association of OVC Non-Governmental Organizations of Nigeria, Lagos Chapter
- (Paul) with Nigeria National Association of Social Workers, Lagos Chapter
- (Paul) with the Permanent Secretary and Senior Management Team of the Lagos State Ministry of Youth, Sports & Social Development
- (Paul) with the Director: Citizens Rights: Lagos State Ministry of Justice
- (Paul) Travel back to Abuja
- (Laura) with representatives from Gombe State Ministry of Women's Affairs
- (Laura) with Gombe State Centre for Community Health & Development & AONN representatives

Tuesday 22nd February
- Meeting with Federal School Social Work, Enugu; University of Nigeria Social Work Department; and American International Health Alliance (AIHA) Twinning Centre program representatives
- Meeting with Civil Service Commission
- Discussion with Nigeria Governors' Forum Secretariat members

Wednesday 23rd February
- De-brief presentation to the Permanent Secretary & Senior Management Team of the Federal Ministry of Women's Affairs & Social Development (FMWASD)
- De-brief presentation to USG and UNICEF Senior Management at the US Embassy
- Wrap-up meeting on next steps with Noriko Izumi (UNICEF, Nigeria)

Annex 2: *Expected contribution and approach for the initial visit*

The outcome of the interim visit is to help further inform and shape the agenda for future social welfare workforce (SWW) strengthening in Nigeria – in particular, by catalyzing and supporting country-led efforts to define a contextually relevant framework and action plan for the SWW. In doing so, initial stakeholder consultation and review of available documentation and data sources will be undertaken as a first step towards providing a snapshot of SWW capacity, practices, training and utilization. The following is indicative of potential issues and areas for in-depth discussion and analysis.

Desk Review:

- Nigeria's OVC National Plan of Action
- M&E Capacity Assessment conducted by the Federal Ministry of Women Affairs and Social Development
- National Guidelines and Standards of Practice on OVC
- Ministry Organizational Charts to track SWW positions
- Key civil service job descriptions in the SWW
- Curricula of accredited Schools of Social Work or other training curricula
- Other key documents (TBD)

Stakeholder consultation issues / questions:

1) To determine where and who the legal mandate sits with to oversee the provision of social services to OVC and caregivers
   - Legal framework in Nigeria: Social protection legislation / Rights of the Child Act?
2) To define how they are sensitized to deliver their mandate
3) To identify the policy environment, levels of authority, functions and roles overseeing the SSW as defined within existing government structures
   - Are these defined, appropriate and functional? If not, why not?
4) To assess if a gap exists re: taking policy-to practice-to implementation
   - What do you see as the major strengths in terms of the capacity of human resources and human resource management for implementing Nigeria's NPA?
   - What do you see as the major weaknesses in terms of the capacity of human resources and human resource management for implementing the NPA?
   - What suggestions do you have for strengthening the human resource capacity and human resource management for improved implementation of the NPA?
5) To identify core job functions of 'formal' service providers:
   - Levels of Social Worker/Social Assistant/Auxiliary…do they have job descriptions?
   - Are there defined roles and responsibilities - aligned with what they actually do?
   - Are there defined Schemes of Service?

6)   To define key competencies, credentials and standards as cited for these positions

7)   To determine which cadres of Social Welfare volunteers are available
- Are there quality standards in place for these?

8)   To identify what may be required to address critical competency and skills gaps

9)   To map-out specific education/training programs which support the establishment and development of various SWW cadres within Nigeria
- E.g. existing capacity and positioning of universities, etc re: social development?
- Separation of case work from social work? How current and appropriate is training?
- Curriculum for Social Work training? NGO training? How / where do we get copies?
- Licensing and accreditation? Endorsed by the Federal School of Social Work?

10)   To establish a baseline to track and monitor the OVC and the SWW
- Any database in place to track OVC? If so, where? How is it used?
- Any database to track the social services workforce? If so, where? How is it used?
- Can we use the NPA as a baseline? …is it costed?

11)   To determine mechanisms for – and who is providing – supportive supervision

12)   Identify and engage with Social Workers Associations, Child Advocacy Groups, etc that are active in Nigeria
- How does the Nigerian Social Workers Association strengthen the Nigerian SWW?
- Is there an IPG in Nigeria? If so, how effective is it?

13)   In terms of health care, determine what systems of monitoring exist…do they work?

14)   To gather perspectives on how is Twinning Center's work unfolding vis-à-vis PSW training?

Annex 3:   Reference Documents & Resource Links

- Nigeria OVC National Plan of Action 2006 – 2010, Federal Ministry of Women Affairs and Social Development, 2006

- Monitoring and Evaluation Plan for the Orphans and Vulnerable Children (OVC) Response in Nigeria, Federal Ministry of Women Affairs and Social Development, 2009

- National Guidelines and Standards of Practice on Orphans and Vulnerable Children, Federal Ministry of Women's Affairs & Social Development, 2007

- Child's Rights Act, Federal Government of Nigeria, 2003

- Information Sheet: The Child's Rights Act, UNICEF Nigeria, 2007

- Information Sheet: HIV/ AIDS, UNICEF Nigeria, 2007

- The 2008 Situation Assessment and Analysis on Orphans and Vulnerable Children (OVC) in Nigeria, Federal Ministry of Women's Affairs & Social Development, December 2008

- Nigeria Research Situation Analysis on Orphans and Other Vulnerable Children in Nigeria, Country Brief, Project SEARCH, 2009

- Nigeria Orphans and Vulnerable Division Website, Federal Ministry of Women's Affairs & Social Development
  http://www.ovcnigeria.org/

- OVCsupport.net: A Global Hub on Children & HIV
  http://www.ovcsupport.net/s/

- HIV/AIDS Twinning Center program of the American International Health Alliance
  http://www.twinningagainstaids.org/

- HRH Global Resource Centre
  http://www.hrhresourcecenter.org/