TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANT (SSA)/ CONTRACTOR

PART I

<table>
<thead>
<tr>
<th>Title of Assignment</th>
<th>Case Management Consultant</th>
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<tbody>
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<td></td>
<td>To further strengthen the South African integrated case management</td>
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<tr>
<td>Section</td>
<td>Social Policy and Child Protection</td>
</tr>
<tr>
<td>Location</td>
<td>Pretoria, South Africa</td>
</tr>
<tr>
<td>Duration</td>
<td>9.75 months</td>
</tr>
<tr>
<td>Start date From:</td>
<td>12 March 2018</td>
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<td>To:</td>
<td>31 December 2018</td>
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Background and Justification

South Africa is a middle income country with less than 24 years into the advent of democracy with remarkable progress to improve the wellbeing of its citizens. South Africa is recognised for strong legislative framework and policies, including to implement children’s rights as articulated in the Convention on the Rights of the Child, enshrined in the Constitution and the Children’s Act. South Africa is faced with the triple challenge of enduring poverty, inequality and unemployment, which impacts the lives of children in particular. Almost two thirds of the South African children live below the upper bound of the poverty line with children in rural and those living in female headed households particularly at risk.

Case management is increasingly seen as an effective way to maximise effective multi-sectoral services to children and other at risk populations in need of individualised social work-type support – for instance the Social Service Alliance is increasingly focusing on case management. Definitions of case management vary, and are often used interchangeably with the term case work\(^1\). For the purposes of this concept note, case management is defined as:

A process practiced by social service workers that supports or guides the delivery of social service support to vulnerable children and families and other populations in need. It begins when a person or family is identified having a vulnerability or is a difficult situation requiring support or assistance. Case management involves a social service worker or para professional social service worker who collaboratively assesses the needs of a client (and when appropriate the client unit) and arranges, coordinates, monitors, evaluates and advocates for a package of services\(^2\) [and supports]

Single sector case management, which is often in place within a specific (or single) sector is commonly in place, while challenges remain in many countries, including South Africa to ensure effective and integrated case management.

Integrated case management refers to the effective integration of services to individual children [adults] and families in need across different social service professionals and sectors\(^3\).

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1. Case work is the term most commonly used in South Africa to describe case work undertaken by social workers. Child and Youth Care Workers also undertake a form of case management when they work in the life space of a child and family and develop individual and family development plans. As such the term ‘case management’ is used to include these processes undertaken by both social workers and child and youth care workers as well as their respective auxiliary workforces.

2. Core Concepts and Principles of Effective Case Management: Approaches for the Social Service Workforce, Global Social Service Workforce Alliance, 2018

3. This is adapted from the following definition of ‘integrated case management system’ is a case management system that is coordinated across different technical sectors and that delivers direct services. It is built upon all functioning system components within each relevant technical sector, working across two or more sectors to address the multiple needs of a child whose rights are being violated or are at risk of being violated. This involves harmonization and coordination (that is, integration) at multiple levels among the sectors, including policies, role assignments, standard operating procedures and data management” Integrating Case Management for Vulnerable Children, UNICEF and Maestral, 2017
The Department of Social Development (DSD), the South African Council of Social Service Professionals (SACSSP), together with the support of UNICEF and the Government Capacity Building Project (GCBP) have developed a project to further strengthen in South African integrated case management, which is required to ensure that children, adults and families in need receive coordinated, effective and timely services that address their full range of needs. This project will focus on strengthening integrated case management for at risk children and adults conducted by social service professionals, in particular social workers, child and youth care workers and their respective auxiliary workforces. This will include how social service professionals coordinate amongst themselves and collaborate with other sectors, but will not include case management conducted solely by other sectors, such as health or education.

In South Africa, there are strong foundations and building blocks of an integrated case management system in place. Key strengths include:

- Strong legal and policy frameworks for the social service sector
- A large regulated workforce including Social Workers, Child and Youth Care Workers and Community Development workers at both professional and auxiliary levels
- Extensive pre-service qualifications and in ongoing in-service training programmes
- Innovative programmes and services, with an expanding evidence base of impact
- Significant investment of financial resources from both government and other sources
- Decentralised service delivery modalities
- Sector specific procedures for managing cases are generally in place and/or in the process of refinement
- Policies and standards for statutory child protection procedures are in place

However, a number of gaps remain which result in children or adults at risk of or exposed to violence, abuse and exploitation falling between the cracks in terms of how their cases are managed. A diagnostic review of the government’s response to violence against women and children identified a number of relevant key gaps including:

- Limited or ineffective inter-sectoral collaboration with lack of alignment in goals and strategies across government departments;
- Delivery of services remains largely sector specific and uncoordinated, with inconsistent referral to other services. As a result, children or adults do not systematically receive a multi-sectoral package of services or are required to attempt to navigate between different services as referral pathways are not sufficiently clear and/or appropriately implemented;
- Funding for programmes for violence against children (and women) is inadequate, there is a lack of predictability in funding to NPOs, and there insufficient coherence and at times, competition between departments funding requests to Treasury;
- There is a shortage of skilled professionals, existing staff capacities are not being optimally utilised and there is need for more specialisation in addressing violence against children and women among the workforce;
- Inadequate monitoring, reporting and evaluation of violence against children and women programmatic responses and their effectiveness is hampering efforts to more effectively address VAC.

In addition, other studies have found that although sector specific procedures are generally in place, or in the process of being revised, follow-up including of emergency cases where children or adults are in danger, is often insufficient or not timely, with insufficient collaboration between police, social workers and health sector workers, which can have deadly consequences for children. There is also a need to clarify the roles and responsibilities of different types of social service professionals, particularly Child

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4 Report of Diagnostic Review of the State’s Response to Violence Against Women and Children, March 2016, Department of Planning, Monitoring and Evaluation, Department of Social Development and KPMG

5 Mathews S., Abrahams N., & Martin J., 2013. Child death reviews in the context of child abuse fatalities – learning from international practice Briefing paper produced jointly with the Gender and Health Research Unit, Medical Research Council & Forensic Medicine and Toxicology, University of Cape Town.
and Youth Care Workers and Social Workers, and standardise how these practitioners can effectively work together and with other sectors to provide multi-sectoral services to children including clarifying and standardising referral pathways and procedures. Within the social service workforce, there is a need to streamline procedures, particularly documentary requirements and reporting to reduce duplication and time spent on administrative procedures. Ensuring timely and effective response to high risk cases is a crucial priority. Digitisation of key aspects of reporting and case management is needed to facilitate assessment, referral and tracking of children’s needs and their response by social service professionals. Building capacity of frontline service providers, particularly social service professionals, police and health care workers on integrated management of cases and how to effectively work together is also required. Supervision of case work and limited availability of government social workers after hours and on the weekends have also been identified as key challenges.

There are a number of key initiatives related to case management within the Social Service Sector upon which this project will be build. In addition, other sectors, such as education, the police, the judiciary and health also have their own case management procedures and referral pathways, some of which are under refinement - for instance, Department of Education is refining referral and reporting procedures for various forms of violence against children. In particular, The DSD Administrative Tools taskforce, led by the Directorate Service Standards, Quality Assurance and Governance, has been working for the last 1-2 years to develop standardized tools for the generic intervention processes. The aim is to harmonise and streamline the tools and processes used by social service professionals within DSD to strengthen professionalism, record management, reporting and planning. The task team consists of National DSD, GCBS which include PACT & Mott MacDonald, UNICEF and Provincial DSD in Mpumalanga. The taskforce has streamlined and refined the generic case management tools, developed a case management workflow process and simplified the reporting processes including the digitization of this reporting process. The taskforces is also refining the administrative tools for group work, community work, NPO work, and is testing the entire package of case work and other administrative tools in 2 provinces from October 2017 to February 2018. Based on the piloting of the tools, the tools will be revised and consultation with national DSD departments and civil society will be conducted in March 2018 with the aim to have the revised tools endorsed in April 2018.

This project is to describe a strategy to strengthen integrated case management within South Africa by Social Service Professionals, building upon existing initiatives and efforts to date. This project has been developed based on consultations with key partners including the Department of Social Development and South African Council for Social Service Professionals and is informed by the existing literature on social service professionals and violence against children and women in South Africa. It is also informed by global tools and good practice in strengthening integrated case management in specific settings.

Scope of Work

1) **Goal and Objective:** This consultancy is to strengthen the social welfare workforce to provide effective, timely, integrated case management to at risk children and adults through support to:
   - Strengthening integrated case management through development and testing of standard operating procedures for social service professionals
   - Administrative Standards tools finalisation, endorsement and rollout in 5 Provinces

2. **Provide details/reference to AWP areas covered:**
   This consultancy is linked to Social Policy and Child Protection work plan: Design the case management system and pilot it in the field as part of the cash, care and protection model

3. **Activities and Tasks:** UNICEF will provide administrative and logistical support necessary for implementing the project for the consultant to undertake the following activities:
Support DSD and SACSSAP to strengthen integrated case management as follows:

3.1 Collate and map existing case management tools and processes for social service professionals and associated workforces
3.2 Produce powerpoint presentation on the project for partners to use in consulting with their management and staff/members
3.3 Conduct and produce report on field visits with partners in four provinces to identify challenges and good practices
3.4 Prepare, co-facilitate and document 2 consultative workshops with partners on the SOPS
3.5 Develop first draft of the SOPS and revise based on feedback during consultative workshop to produce field testing version of SOPS
3.6 Coordinate with partners to organise field testing in 4 locations
3.7 Prepare training package on SOPS and referral pathways in 4 location
3.8 Conduct training of social service professionals and associated workforces in 4 locations
3.9 Support case management meetings in the 4 locations once every 2 months
3.10 Support bilateral meetings at national level to consult on remaining issues as required including revision of any tools as required
3.11 Prepare and document the Project Management Committee meetings every two months

Revision, endorsement and rollout of DSD administrative tools
3.12 Support Administrative standards taskforce to produce presentation summarising the findings of the piloting
3.13 Support preparation and documentation of the consultations at national level on the administrative tools
3.14 Revise training package for the rollout of the tools
3.15 Support preparation and co-facilitate 5 trainings on the administrative tools in provinces
3.16 Participate in field missions to five provinces following the training and support the documentation of the results of these missions

4. Work relationships:
The consultant will work under the guidance of the Project Management Committee for Integrated Case Management (SACSSP and DSD) and the Administrative Standards Taskforce (DSD) and will report to the Child Protection Specialist in UNICEF.

5. Outputs/Deliverables:

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<tr>
<th></th>
<th>Administrative standards deliverables</th>
<th>Integrated case management deliverables</th>
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<tbody>
<tr>
<td>March 2018</td>
<td>Presentation on field testing of administrative standards tools</td>
<td></td>
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<tr>
<td>April</td>
<td></td>
<td>Ppt presentation on the administrative standards</td>
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<tr>
<td>May</td>
<td></td>
<td>Report on field consultations for the SOPS</td>
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<tr>
<td>June</td>
<td>Revised training package for administrative standards tools</td>
<td>Field testing Draft of SOPS</td>
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<tr>
<td>July</td>
<td></td>
<td>Training package for SOPS finalised</td>
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<tr>
<td>September</td>
<td>Summary of trainings on SOPs conducted</td>
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<tr>
<td>December</td>
<td>Summary of trainings on Administrative tools conducted</td>
<td>Report on recommended amendments to SOPS based on training, field support missions and consultations</td>
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Note: All reports and deliverables to be submitted electronically and in English. Details of the content and length of the SOPS and other reports will be agreed in the inception meeting.

**Payment Schedule**

The consultant will be paid upon submission of an invoice to be divided accordingly for each of the following deliverables:

- 30% upon submission of Presentation on field testing of administrative standards tools and Powerpoint presentation on Integrated Case Management project
- 40% upon submission of Presentation on field consultations for SOPS, Revised Training package for Administrative standards tools and Field testing draft of SOPS
- 30% upon submission of Training package for SOPS, Summary of trainings on SOPs and Administrative Tools and Report on recommended amendments to the SOPS

These will be disbursed in three tranches as stated above and each expected deliverable will be signed off by UNICEF Child Protection Specialist in consultation with the relevant partners.

**Desired competencies, technical background and experience**

The consultant must be a person who has commitment to and experience working on case management in the Social Service Sector. Additionally:

- The consultant should have at the minimum a Master’s Degree in Social Work, Child and Youth Care Work, Counselling or similar fields;
- Extensive experience (8-10 years) in social work, child and youth care work and demonstrated understanding of both social work and child and youth care work
- Strong background and understanding of the South African tools and procedures as it relates to case management for social service professionals and related fields
- Knowledge and understanding of global tools and standards on case management as well as other country examples
- Strong experience in development of trainings and procedures as it relates to case management
- Excellent English writing skills, specifically in developing user friendly tools for front line workers. Knowledge of another South African language an advantage.
- Previous work experience working with government and civil society social service providers desirable
- Proven record of facilitating consultative meetings and workshops with various stakeholders including government and Civil Society and to conduct focus group discussions with social service professionals
- Proven ability to deliver efficiently and on time and drive to achieve results
- Proven ability to work independently with guidance and supervision as required.

**Administrative issues**

The consultant will primarily be operating from his/her own office, using her/his own office resources and materials in the execution of this assignment. Meetings will be conducted with the
respective teams (Project Committee for the Integrated Case Management project and the Administrative Standards Taskforce) every one to two months and the consultant will have regular (at least every 2 weeks) meetings with the UNICEF Senior Child Protection Specialist to update on progress and if necessary adjust the timeline and work plan accordingly. A mid-term evaluation will be completed.

**Conditions**

- The service provider is not allowed to use the materials gathered for this assignment in any other work assignment without the explicit written permission of UNICEF.
- The service provider will work on her/his own equipment and use her/his own office resources and materials in the execution of this assignment. The consultant’s fee shall is inclusive of all office administrative costs
- Airport transfers (where applicable) will be covered in accordance with UNICEF’s rules and tariffs.
- Flight costs will be covered at economy class rate as per UNICEF policies.
- Any air tickets for travel, will be authorized by and paid for by UNICEF directly, and will be for the attendance of meetings and workshops
- The consultant will be required to sign a health statement for consultants prior to taking up the assignment
- As per UNICEF DFAM policy, payment is made against approved deliverables. No advance payment is allowed unless in exceptional circumstances against bank guarantee, subject to a maximum of 30 per cent of the total contract value in cases where advance purchases, for example for supplies or travel, may be necessary.
- The candidate selected will be governed by and subject to UNICEF’s General Terms and Conditions for individual contracts.

**Risks**

The development of the above process requires commitment from and availability of the key partners noted above. In addition, the development of the SOPS requires consensus and input from all partners, and may take longer than anticipated depending on the number and scope of technical issues that may need to be negotiated. Regular meetings with partners and UNICEF will be used to mitigate these risks (see above)

**How to Apply**

Interested and qualified candidates are requested to submit their application to the following link: https://www.unicef.org/about/employ/?job=511217 by 02 March, 2018.

This notice will also appear on http://www.unicef.org/about/employ/, http://www.unicef.org/southafrica, UN Job List, UN Jobs.

Please indicate your ability, availability and daily/monthly rate (in ZAR) to undertake the terms of reference above (including admin cost if applicable) and include writing sample.

Applications submitted without a fee rate will not be considered.

We invite you to watch a short video on the system on how to apply: https://www.youtube.com/watch?v=ePgDIQ9RVYs&feature=youtu.be
If you have not been contacted within 1.5 months of the closing date please accept that your application was unsuccessful. Regret emails will be sent only to shortlisted/contacted candidates.

UNICEF is committed to diversity and inclusion within its workforce, and encourages qualified female and male candidates from South African nationals, religious and ethnic backgrounds, including persons living with disabilities, to apply to become a part of our organisation.