

Terms of Reference for Institutional Contracts on strengthening case management capacity for the Integrated Child Protection Model Pilot

1. Background to the Project

Child Protection is one of UNICEF China's programme areas. It supports the Government of China in developing an equitable and integrated child protection system that benefits all children in China.

While violence against children has been a global concern, it has also affected many children in China. The All-China Women's Federation found that family violence affected nearly one third of all families in China. A meta-analysis of 68 studies on child maltreatment in China undertaken in 2015 concluded that an estimated 20% of children under 18 suffered emotional abuse, 27% physical abuse, 9% sexual abuse and 26% neglect. Violence has a deep impact on a child's life with both immediate impacts on their health and education, and severe mid- to long-term health and social consequences.

However, the child protection system in China is far behind any other public service system. It provides limited long-term and regular services, and lacks preventative measures at the community level. In addition, there is a lack of licensing and a unified code of ethics, staff are not adequately trained to deal with child abuse and neglect cases, and the number of qualified social work service organizations remains low, in particular in less-developed and/or rural areas, where most children live.

In recent years, the government of China has been taking steps to develop China's child protection system. In particular, the Family Violence Law, adopted at the end of 2015 and coming into force in March 2016, recognizes that violence is no longer a family matter but a public issue that requires government action. It emphasizes the importance of prevention and provides special protection for children. It also requires mandatory reporting of violence against children for all staff and officials of schools, kindergartens, medical institutions, residents' committees, village committees, social work service agencies, assistance and management institutions, and welfare institutions.

Furthermore, the revised Law on the Protection of Minors (effected on 1 June 2021) has further articulated an ambitious agenda for child protection and gives the Ministry of Civil Affairs (MCA) a legal obligation to lead and co-ordinate government safeguarding of child rights. This provides a unique opportunity for furthering the development of China's child protection system. In July 2020, in partnership with the MCA, UNICEF launched the Integrated Child Protection Model Pilot in nine counties in four provinces (Jiangxi, Shandong, Guangxi, Ningxia).

The project seeks to improve the quality and supply of child protection services that provide support and interventions to promote child and family wellbeing, to protect children who are at risk of abuse and neglect within their families or whose families do not have the capacity to provide adequate care and protection, and to support children who have experienced abuse and neglect. The experiences and lessons learned from this project are being used to inform the improvement and enforcement of laws and policies as well as to inform scale up.

2. Purpose/objectives

One of the core components of the Integrated Child Protection Model Pilot project is to support vulnerable children, particularly those living in dysfunctional families and children who are at risk of or experiencing abuse and neglect. To better meet the needs of these children and their families, the project is implementing a capacity building strategy starting from a case management training and coaching program for 40 frontline caseworkers identified from the nine UNICEF supported project sites and from other areas in China, who are providing child protection case management services and have development needs. To date, two foundational workshops have been conducted, and two more workshops and case

management coaching and supervision are lined up for the second half of 2021 and mid-2022. Meanwhile, through researching and consolidating good practices globally, and through an iterative process with feedback provided by the trainees and a wider range of child protection actors in China, the project plans to develop a training manual and a service guideline on child protection case management services for the frontline caseworker and other child protection stakeholders in China.

The objective of this contract is to provide capacity building to child protection caseworkers/social workers on the provision of safe, ethical and competent case management services for children and their families.

3. Scope of Work and Expected Deliverables

1. Facilitation of capacity building for the 40 identified frontline caseworkers

- Conduct a periodic capacity assessment and skills analysis for the 40 caseworkers in case management, including attitude, knowledge, social work skills, etc.
- Design and deliver two advanced training workshops (four days for each workshop) on case management for the 40 caseworkers (venue and cost for the participants will be covered by UNICEF by a separate budget).
- Conduct monthly coaching and case supervision for the 40 caseworkers.

2. Mapping resources and good practices on case management services provision

- Research and consolidation of good practice on child protection case management globally and in China.
- Convene a consultation on practices of child protection case management services in China

3. Development of a standardized service guideline and a training manual on case management services

Based on the outputs from 1 and 2,

- Develop a service guideline on the provision of safe, ethical and competent child protection case management
- Develop a training manual on child protection case management services for children and their families.

No.	Tasks	Expected Products/Deliverables	Timeframe (Deadlines)
1	Set out implementation plan with UNICEF and MCA Project Management Office on requirements of the assignment.	1.1 Detailed work plan with timeline based on requirements and the roadmap of the Integrated Child Project Services Model Pilot	5 August 2021
2	Conduct a periodic capacity assessment and skills analysis for the 40 caseworkers in case management, including attitude, knowledge, social work skills, etc.	2.1 Draft assessment plan with questionnaire and tools 2.2 Report on capacity assessment and skills analysis of the 40 trained caseworkers	5 August 2021 30 June 2022

3	Design and deliver two advanced training workshops (four days each) on case management	<p>3.1 First training workshop delivered with a brief report (no more than 4 pages) summarizing outcomes of training experience with recommendations for continuation of capacity building plan.</p> <p>3.2 Second training workshop delivered with a brief report (no more than 4 pages) summarizing outcomes of training experience with recommendations for continuation of capacity building plan.</p>	<p>31 October 2021</p> <p>30 June 2022</p>
4.	Conduct coaching and case supervision for the 40 caseworkers.	<p>4.1 Draft workplan for coaching and supervision developed</p> <p>4.2 At least eight group coaching sessions (online) delivered</p> <p>4.3 Individual case supervision (online) provided to the 40 caseworkers</p> <p>4.4 Two progress reports (midterm and final report) summarising outcomes of coaching and supervision experience with recommendations for continuation of capacity building and strengthening case management practices</p>	<p>9 August 2021</p> <p>16 August to 31 May 2022</p> <p>from August 2021 to June 2022</p> <p>31 January 2022 30 June 2022</p>
5.	Mapping resources and good practices on case management services provision Convene a consultation workshop on practices of child protection case management services in China	<p>5.1 Workshop proposal with agenda and tentative invitees list</p> <p>5.2 Consultation workshop on practices of child protection case management convened with a brief report (no more than 4 pages) summarising highlights and outcomes of the workshop</p>	<p>31 August 2021</p> <p>31 October 2021</p>
6.	Develop a service guideline with standards of practice for the provision case management services for children and their families	<p>6.1 Outline of the service guideline</p> <p>6.2 Periodic consultation meetings with UNICEF, MCA PMO and external experts as needed, for comments and feedback to improve the draft</p> <p>6.3 Service guideline with standards of practice for the provision of safe, ethical and competent child protection case management services</p>	<p>15 September 2021</p> <p>throughout during of whole contract</p> <p>15 December 2022</p>

7.	Develop a standardized training manual on child protection case management.	7.1 Outline of the training manual on child protection case management	30 September 2021
		7.2 Periodic consultation meetings with UNICEF, MCA PMO and external experts as needed, for comments and feedback to improve the draft	throughout during of whole contract
		7.3 Standardized training manual	15 December 2022

4. Payment schedule

All payments will be against deliverables as outlined above. No advance payments will be entertained by UNICEF. Payments will be made upon the submission and acceptance of deliverables as follows:

Payment	Expected Products/Deliverables	Timeframe (Deadlines)
10%	1.1 Detailed work plan with timeline based on requirements and the roadmap of the Integrated Child Project Services Model Pilot 2.1 Draft capacity assessment plan with questionnaire and tools 4.1 Draft workplan for coaching and supervision	9 August 2021
20%	3.1. Outline for the first training workshop 4.2 Group coaching sessions (online) delivered (20%) 4.3 Individual coaching and case supervision (online) provided (20%) 5.1 Consultation workshop proposal with agenda and tentative invitees list 6.1 Outline of the service guideline 7.1 Outline of the training manual	30 Sept. 2021

20%	<p>3.1 The first training workshop delivered with a brief report (no more than 4 pages) summarizing outcomes of training experience with recommendations for continuation of capacity building plan.</p> <p>4.3 Individual coaching and case supervision (online) provided (20%)</p> <p>5.2 Consultation workshop convened with a brief report (no more than 4 pages) summarising highlights and outcomes of the workshop</p>	31 November 2021
20%	<p>4.2 Group coaching sessions (online) delivered (30%)</p> <p>4.3 Individual coaching and case supervision sessions (online) provided (20%)</p> <p>4.2 & 4.3 mid term review report on coaching and case supervision for the caseworkers</p> <p>6.2 & 7.2 I drafts of a) Service Guideline and b) Training Manual, for review and comments drafts of a) Service Guideline and b) Training Manual, for review and feedback</p>	31 Jan 2022
20%	<p>2.2 Report on capacity assessment and skills analysis of the 40 trained caseworkers</p> <p>3.2 Second training workshop delivered with a brief report (no more than 4 pages) summarizing outcomes of training experience with recommendations for continuation of capacity building plan.</p> <p>4.2 Group coaching sessions (online) delivered (50%)</p> <p>4.3 Individual coaching and case supervision (online) provided (40%)</p> <p>4.4 A report (no more than 6 pages) summarising outcomes of coaching and supervision experience with recommendations for continuation of capacity building and strengthening case management practices</p> <p>6.2 & 7.2 II drafts of a) Service Guideline and b) Training Manual, for review and comments</p>	31 July 2022
10%	<p>6.3 & 7.3 A consultation meeting conducted to review and finalise the service guideline and training manual</p> <p>6.3 Submission of service guideline with standards of practice for the provision of case management services</p> <p>7.3 submission of the standardized training manual on child protection case management</p>	31 December 2022

5. Duration: 17 months

Expected start date: 1 August 2021 depending on the bidding progress

Expected completion date: 31 December 2022

Travel Required: deliverable 5.1, 6.3 and 7.3 the consultation meetings will involve travel of participants to the venue, which should be included in the budget.

Support provided by UNICEF: UNICEF will work with the PMO of MCA to supervise the assignment

Supervisor: Child Protection Officer and Child Protection Specialist

Type of Supervision Required: Regular review of progress and technical advice

6. Documents/Information Available to Candidates

- Project management manual of the Integrated Child Protection Model Pilot
- Baseline report
- UNICEF's global resources for child protection case management
- Reports of the previous training workshops

7. Evaluation criteria

The evaluation procedure will focus on both technical and financial suitability. The weights of 70% and 30% shall be applied for technical and financial compliance respectively. Only firms scoring at least 70% of the maximum score during technical evaluation will be considered for financial evaluation.

Technical Evaluation Criteria

Item	Technical Evaluation Criteria	Max. Points Obtainable
1	Overall Response The understanding of the assignment by the proposer and the alignment of the proposal submitted with the ToR	10
1.1	Completeness of response	5
1.2	Overall concord between RFP requirements and proposal	5
2	Proposed Methodology and Approach	25
2.1	Relevance and quality of proposed methodology	15
2.2	Project timelines and workplan	10
3	Experience and qualifications of firm and key personnel	35
3.1	Range and depth of organizational experience with similar projects	10
3.2	Samples of previous work.	10
3.3	Key personnel: relevant experience and qualifications of the proposed team for the assignment	15
	TOTAL TECHNICAL SCORES	70

Minimum technical required score: 49

. Qualification requirements

To meet minimum qualification requirements, the team should have proven experience in communicating for development, good understanding of child rights and preferably be capable of mobilizing a network of national media outlets for publicizing pilot best practices. Experience of working with local government partners is an asset.

8. Content of technical proposal

1) Structure of the Technical Proposal

The Technical Proposal should include but not be limited to the following:

- Providing company profile with names and skills of professional staff who would be assigned to work on this assignment.
- Consideration of adhering to ethical and security guidelines and the code of conduct.
- Providing examples of previous work in relation to communicating for development, in particular, those involving working with local government partners.
- Price proposal (your financial bid), as detailed below.

2) The Price Proposal shall include, but not be limited to, the following:

The format shown on the following pages should be used in preparing the price schedule. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

PRICE SCHEDULE				
DESCRIPTION OF ACTIVITY/ITEM		NUMBER OF STAFF	UNIT RATE	ESTIMATED AMOUNT
1.	REMUNERATION			
1.1	Services in office			
1.2	Services in field			
2.	OUT OF POCKET EXPENSES			
2.1	Travel			
2.2	Per diem allowances			
2.3	Communications			
2.4	Reproduction and reports			
2.5	Equipment and other items			

***Continue separately as necessary**

9. Award Criteria

Further to para 9 above, the following methodology will be used for evaluation of price proposals and contract award. Only price proposals of the technically responsive Offerors will be opened and evaluated.

The price should be broken down for each component of the proposed work. The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal } X = \frac{30 * \text{Price of lowest priced proposal}}{\text{Price of proposal } X}$$

All prices/rates quoted must be exclusive of all taxes as UNICEF is a tax-exempt organization.

The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money.

UNICEF will award the contract to the vendor whose response is of high quality, clear and meets the project goals. The price/cost of each of the technically compliant proposals shall be considered only upon evaluation of the above technical criteria.