Detailed Terms of Reference: Implementation of Foster Care Minimum Standards and Guidelines

1. Background

UNICEF partners with the Ministry of Gender Equality and Child Welfare (MGECW) in order to strengthen and expand their programmes aimed at children in need of care or protection. Foster care is central to the entire system of alternative care (which includes temporary places of safety, foster care and institutional care) and is in urgent need of overhaul.

In 2008 the MGECW undertook an alternative care assessment study to assess the volume and quality of alternative care provision and informal care, assess the capacity of the MGECW to manage alternative care systems for children, critically analyse policy, law, standards and practice in the provision of alternative care, and development recommendations.

In 2009 the Ministry undertook a follow up evaluation to assess the existing framework for foster care specifically, to compile information on foster care frameworks and guardianship legislation utilised in other countries, and to make recommendations for new approaches to foster care and foster care grants. In 2010 UNICEF continued to support the MGECW to develop foster care minimum standards and guidelines, and an accompanying training manual.

2. Justification

The consultancy aims to take forward the major recommendations from the 2010 foster care consultancy, namely to pilot the implementation of the foster care minimum standards and guidelines.

The activity proposed is part of the 2011 workplan between UNICEF and MGECW and the funding is available from PBA 2006/182 (DFID) until end March 2011.

3. Purpose:

UNICEF Namibia with the Ministry of Gender Equality and Child Welfare plans to undertake a consultancy with the overall outcome of implementing the newly developed Foster Care Minimum Standards and Guidelines.

The standards and guidelines are to be rolled out countrywide with a step-by-step implementation approach starting with two existing Foster Care Service Providers (FCSP): Hope’s Promise (HPOM) and the Church Benevolence Board (CBB). Children from the MGECW Namibian Children’s Home (NCH) in Windhoek, will be assessed on the possibility of reintegration into their own (extended) family or for the need for formal foster care. In cooperation with the CBB new foster families will be recruited and assessed. The selected group of children in need for formal foster care will be placed with these families after they have been trained and/or placed with cluster foster care families of HPOM. Guidelines related to support and supervision will need to be tested through this.

Detailed tasks include the following:

a) Assessment of new foster parents and children in the Namibian Children’s Home
b) Foster care parents trained to equip them to manage as foster parents
c) Methodology around group support and supervision developed
d) Development of a National Family Register
e) Undertake regional needs assessment to assess need for alternative care in regions
f) Training of trainers on foster care training manual
g) Evaluation of results, and recommendations made for continued follow up

a) **Assessment of new foster parents and children in the Namibian Children’s Home**
   Key Ministry staff and staff of Church Benevolence board and HPOM are trained in the use of family assessment tools. All house parents, social workers at NCH, and key staff assist to finalise new approach. This is required to turn the NCH into a short term shelter whilst simultaneously developed group homes for teenagers.

b) **Foster care parents trained to equip them to manage as foster parents**
   Training programme compiled from existing African foster care training materials, and localised to Namibian context. Foster care service providers (CBB & HPOM) and key Ministry staff trained on manual.

c) **Methodology around group support and supervision developed**
   The HPOM, CBB and NCH working groups to review guidelines and develop methodology for individual support and supervision. Toolkit for group support developed and tested, and training of trainers provided to a pilot group of social workers, social auxiliary workers or community child care workers. The toolkit is to consist of materials for group work with children and group work with foster parents, and should be useful for groups of adopters, and kinship carers. This training should take place once regional needs assessments are completed (task ‘e’).

d) **Development of a National Family Register**
   Register to be linked to the existing MGECW !Nam Child Wiki. The Register would include all existing and new foster parents, as well as assessed unsuitable persons (unsafe with children). It would serve as a central register for all foster care service provider databases. User-interface would be required to ensure controlled access and input into the register. The register would prevent unsuitable applicants from re-applying through another Regional office. It will do so by sharing information between national and regional social workers, and foster care service providers. The Family Register would need to be integrated within the !Nam child Wiki.

e) **Undertake regional needs assessment to assess regional alternative care needs**
   The system is developed for the regional needs assessment, including the questionnaire and a one day meeting with representatives of each region to introduce the needs assessment tools and methodology. A further follow up meeting to take place three months afterwards to review the methodology for reporting and mapping the needs countrywide. Regional assessment undertaken in 13 regions to assess the need for alternative care: kinship, foster, cluster foster care and family type residential care.

f) **Training of trainers on foster care training manual**
   Suitable trainers identified from Foster Care Service Providers and key Ministry staff and trained on amended Foster care training manual.

g) **Evaluation of results, and recommendations made for continued follow up**
   Consultative workshop facilitated where stock take is made of results of consultancy, and additional steps for continued followed up towards national implementation of foster care guidelines and standards.

4. **Indicative Deliverables**
   1. Approved Logframe and Schedule for consultancy;
   2. Training programme and training delivered for maximum of 10 social workers and key staff of MGECW and management of HPOM;
   3. Workshop report of house parents and social workers at NCH as start of process with regular review meetings during implementation
   4. Foster care training programme for foster parents developed, and report compiled on training of foster care service providers and key Ministry staff
   5. Support and Supervision methodology developed for individual and group support
   6. Toolkit for group support developed and tested.
7. Training provided to pilot group of social workers, social auxiliary and/or community child care workers
8. National Family Register development and tested
9. Questionnaire, tools and assessment manual developed
10. Workshop for regional social workers developed and delivered
11. Regional needs assessment carried out
12. Process consultancy report describing consultancy process, methodology, key results, and agreed upon next steps

5. Required skills and qualifications
   - International consultants and/or institutions may be required to work with a local (Namibian consulting firm or individuals).
   - The consultant must have at least 10 years experience in the field of foster care and should have a Master’s degree in social sciences, education, sociology, public health or related field.
   - The consultant should have prior knowledge of foster care systems in one or more countries, and preferably in a developing country.

6. Technical criteria and Relative Points for Evaluation of Submissions

<table>
<thead>
<tr>
<th>Technical Criteria</th>
<th>Technical Sub-Criteria</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Response</td>
<td>Complement of Response</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Overall concord between request for proposal requirements and proposal</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Maximum Points</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Company and Key Personnel</td>
<td>Range and depth of experience with similar projects</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Number of customers, size of project, number of staff per project</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Client references</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Key Personnel: relevant experience and qualifications</td>
<td>10</td>
</tr>
<tr>
<td>Maximum Points</td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>Proposed methodology and Approach</td>
<td>Project Management, monitoring and quality assurance process</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Technologies used, and compatibility with UNICEF</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Innovative Approach</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Instructional Strategies</td>
<td>5</td>
</tr>
<tr>
<td>Maximum Points</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Total Maximum</td>
<td></td>
<td>70</td>
</tr>
</tbody>
</table>