

Terms of Reference
for a research company

**Selection of a Research Company to Conduct the National Mapping of the
Child-Focused Social Service Workforce in Georgia**

1. Background

Strengthening the social service workforce is a priority for UNICEF Georgia for improving outcomes for children and families. While important legislative, policy, and programmatic reforms have been introduced in recent years, the absence of a comprehensive and consolidated workforce baseline continues to limit the ability to measure progress, identify capacity gaps, and plan workforce development effectively.

UNICEF Georgia with the support of the European Union is undertaking a comprehensive workforce mapping exercise, building on tools developed by the Global Social Service Workforce Alliance¹, and in line with the UNICEF White Paper on Statutory Family Support in Europe and Central Asia² (2025).

The mapping exercise will generate a robust, up-to-date evidence base on the size, distribution, roles, qualifications, and regulatory environment of the workforce responsible for child protection, social welfare, and family support. As a result of the mapping process, Georgia will have information and data about the status of the child-focused social service workforce. It will inform national decision-making on workforce planning, capacity development, professionalisation, and long-term financing to ensure high-quality services for children and families in line with the long term plan for social service development and forthcoming reforms in social sphere.

As part of this process, UNICEF has already developed a Georgia-contextualized mapping toolkit, including an adapted methodology, a draft definition and typology of the social service workforce and draft data collection tools — informed by a preliminary desk review of specialists and professional roles defined across Georgia's legislative and regulatory framework governing child protection, justice, health, education, and municipal systems. This toolkit will be provided to the selected research company as the working basis for finalizing the mapping methodology and tools under this assignment.

¹ [Global Social Service Workforce Alliance's Mapping Toolkit](#)

² [UNICEF White Paper on Statutory Family Support in Europe and Central Asia](#)

The mapping process will be led and coordinated by UNICEF Georgia and guided by a National Leadership Group (NLG) composed of representatives from relevant ministries, civil society organizations, universities and academic institutions, and professional associations.

2. Overall Objective of the Assignment

The overall objective of the assignment is to design, administer, and deliver a comprehensive national mapping of the child-focused social service workforce in Georgia, applying the contextualized mapping methodology and tools (Annex 1)³, to generate a robust, evidence-based baseline that enables informed decision-making on workforce planning, professionalization, capacity development, and financing.

The mapping will apply a mixed-methods approach, combining desk-based legal and policy analysis with primary data collection. It will begin with a desk review and legal analysis of national laws, regulations, and policies governing the social service workforce, alongside an analysis of current and forthcoming reforms affecting workforce requirements. Primary data collection will be predominantly quantitative, administered through an online survey at both institutional and individual (worker/supervisor) level, targeting government ministries/agencies, non-government organizations, educational and training institutions, and professional associations across all regions of Georgia. Where necessary to address information gaps or deepen understanding of key findings, this will be supplemented by qualitative methods — focus group discussions or key informant interviews — conducted in person or remotely, as appropriate.

3. Specific Tasks

The selected research company will be responsible for:

Inception, Work Planning, and Tool Finalization

- Conduct a desk review and legal analysis of existing national laws⁴, regulations, policies, and terms of reference (job descriptions) governing the social service workforce in Georgia, to

³ Contextualized mapping methodology is adapted from the Global Social Service Workforce Alliance's Social Service Workforce Mapping Toolkit available at: <https://socialserviceworkforce.org/resources/social-service-workforce-mapping-toolkit/>

⁴ UNICEF has conducted a preliminary desk review mapping the specialists and professional roles defined across Georgia's legislative and regulatory framework governing child protection, justice, health, education, and municipal systems, including their responsibilities as set out in relevant legal instruments. This baseline document will be provided to the selected research company as a starting point, to be built upon and developed into the fuller legal and gap analysis required under this task.

identify gaps, inconsistencies, or overlaps in scope, role definitions, and regulatory coverage, and to inform the finalization of the workforce definition, typology, and data collection tools

- Analyze current and forthcoming policy and legislative reforms that generate demand on the child-focused social service workforce, including a review of relevant policy documents, to assess whether the existing (mapped) workforce meets these requirements in both qualitative and quantitative terms, and to identify the scale and profile of additional workforce capacity that would be required to meet them.
- Review all background documentation provided by UNICEF, including the adapted mapping methodology described in the Social Service Mapping Toolkit for Georgia, the Georgia-adapted definition and typology of the social service workforce, the consolidated list of professional categories, and draft data collection tools.
- Prepare and submit a detailed inception report, including a refined work plan, timeline, data collection strategy, sampling approach (aiming for the widest possible coverage given the absence of a prior baseline), and a risk/mitigation plan.
- Finalize the translation and visual/functional design of all questionnaires, including adaptation for online survey administration compatible with both mobile phones and computers.
- Present the inception report and finalized tools to UNICEF and the NLG for review and validation.
- Refine and, where necessary, adjust the scope and coverage of the social service workforce categories included in the mapping — based on findings from the desk review, legal analysis, and consultations with UNICEF and the NLG — while maintaining the overall mapping objectives and timeline

Survey Administration

- Administer surveys to government ministries/agencies, non-government organizations, educational and training institutions, and professional associations identified through the prior legal, policy, and institutional analysis. Administer a quantitative online survey — at both institutional and individual (worker/supervisor) level — to government ministries/agencies, non-government organizations, educational and training institutions, and professional associations identified through the prior legal, policy, and institutional analysis, supplemented, where necessary, by qualitative methods (focus group discussions or key informant interviews, per the task below) to address information gaps or deepen understanding of key findings.
- Deploy the survey via an accessible online platform (with QR codes and distribution via email/messaging platforms as needed) to maximize response rates and inclusivity.
- Ensure a mandatory informed-consent process and that no personally identifying information is collected that would allow attribution of responses to specific individuals.
- Collect aggregated data according to the contextualized methodology.
- Track response rates and follow up with non-responding institutions to maximize coverage.
- Determine, in consultation with UNICEF and the NLG, where focus group discussions or key informant interviews are required to address information gaps or deepen understanding of key findings, and, if so, develop and apply discussion guides.

Data Management and Analysis

- Consolidate all data collected into a well-structured database.
- Clean and systematically analyze all data, including cross-tabulations across questionnaire variables to identify significant trends, relationships, and gaps.
- Produce clear, user-friendly visualizations (graphs, charts, tables) to present key findings, disaggregated by sector, region, and workforce category as feasible.

Validation of Preliminary Findings

- Present aggregated preliminary findings to the NLG to validate accuracy and completeness.
- Incorporate feedback and address any identified gaps or data limitations through follow-up data collection where feasible.
- Facilitate a discussion with the NLG on the policy, service delivery, and education/training implications of the findings.

Reporting

- Prepare a draft final mapping report, including: purpose and background; the nationally agreed definition of the social service workforce; methodology; findings presented by indicator with supporting infographics, charts, and tables; an analytical discussion of key findings; and practical, actionable recommendations.
- Submit the draft report to UNICEF and the NLG for review and comment, and incorporate feedback to finalize the report
- submit the finalized report to UNICEF.
- Provide the final, cleaned, and anonymized dataset and all data collection tools to UNICEF in an agreed, editable format for future use and repeat mapping exercises.
- Support UNICEF in preparing dissemination materials (e.g., presentation slides, summary briefs) to communicate findings to a broader national audience.

Expected Results:

- A comprehensive, validated national evidence base on Georgia's child-focused social service workforce, addressing the long-standing absence of a national baseline.
- A shared, evidence-based understanding across government, civil society, academic, and professional stakeholders of the workforce's size, distribution, roles, and capacity gaps.
- Informed national decision-making on workforce planning, professionalization, capacity development, and financing, laying the foundation for a national action plan and sustained policy dialogue on workforce strengthening.

Deliverable	Payment
1. Inception, Work Planning, and Tool Finalization	<i>[25%]</i>

• A detailed draft inception report including a refined work plan, timeline, data collection strategy, sampling approach, and risk/mitigation plan. • Finalized initial questionnaires and data collection tools , translated, and adapted for online administration compatible with mobile and computer. • The inception report and finalized tools validated by, UNICEF and the NLG. • A desk review and legal analysis report on regulations and terms of reference governing the social service workforce • An analysis of current and forthcoming policy and legislative reforms affecting the child-focused social service workforce	
2. Survey Administration • A progress report on survey administration submitted, including response-rate tracking and a summary of follow-up actions with non-responding institutions. • Discussion guides for focus groups or key informant interviews developed and applied, where determined necessary.	<i>[20%]</i>
3. Data Management and Analysis • A cleaned, consolidated master database containing all data collected delivered to UNICEF. • Clear, user-friendly data visualizations (graphs, charts, tables) produced, presenting key findings disaggregated by sector, region, and workforce category as feasible.	<i>[20%]</i>
4. Validation of Preliminary Findings • A preliminary findings package (charts, tables, and a summary of key findings) presented to and validated by the NLG. • A summary record prepared of the feedback received and any follow-up data collection undertaken. • A short summary of the NLG discussion on policy, service-delivery, and education/training implications documented.	<i>[15%]</i>
5. Reporting • A draft final mapping report submitted to UNICEF and the NLG for review and comment. • The final mapping report submitted, incorporating feedback received, together with the final cleaned and anonymized dataset and all data collection tools/instruments, provided to UNICEF in an agreed, editable format.	<i>[20%]</i>

Dissemination materials (e.g., presentation slides and summary briefs) prepared to support communication of findings to a broader national audience.	
Contract Total	<i>USD 50 000</i>

4. Required Qualifications, Experience, and Competencies

In its technical proposal, the applying company/organization should propose a realistic level of effort (team composition and person-days), taking into account the need for national geographic coverage, the absence of a prior workforce baseline in Georgia, and the volume of institutions and workers to be surveyed, and should demonstrate the following qualifications and expertise:

1. Proven Institutional Experience — Demonstrated experience conducting national-level mappings, labour-market assessments, or large-scale social research in Georgia or comparable contexts.
2. Demonstrated experience in legal and regulatory analysis, policy review, or comparable desk-based research relevant to social welfare or public administration systems.
3. Qualified Team — A proposed team with relevant qualifications in social work, social policy, or social sciences, legal analysis, including a Team Lead with substantial relevant experience, strong quantitative and qualitative data management and analysis skills, and sufficient logistical capacity to reach respondents across all regions of Georgia within the assignment timeline.
4. Survey and Data Expertise — Demonstrated experience in survey design, online survey administration, data cleaning, and statistical/thematic analysis.
5. Stakeholder Engagement — Experience engaging effectively with government ministries, UN agencies, civil society organizations, universities, and professional associations.
6. Language Capacity — Working proficiency in Georgian and English, with capacity to translate and adapt research instruments.
7. Research Ethics — Demonstrated understanding of and adherence to ethical research standards, informed consent, and data protection principles.
8. Demonstrated flexibility to adjust the scope, coverage, and methodology of the assignment in response to findings from the desk review, legal analysis, or stakeholder consultations, without compromising the overall timeline or quality of outputs.

The research company will designate a Team Lead as the primary point of contact with UNICEF, supported by a Data Manager and, as needed, regional data gatherers/enumerators. The Team Lead will participate in NLG meetings as required to present methodology, progress, and findings.

5. Timeframe and Duration

The assignment is expected to be carried out over approximately **10** months from contract signature. Actions should start at once after the signing of the agreement.

6. Supervision

The research company will work under the overall guidance and direct supervision of UNICEF Georgia's Child Protection Section, and in close coordination with the National Leadership Group (NLG).

Performance of the research company will be evaluated against the following criteria: timeliness, responsibility, initiative, teamwork, and quality of the products delivered.

7. Payment Modality

Payments to the contracted research company will be made in accordance with a pre-determined schedule developed before signing the contract, in proportion to the work to be performed. Each payment will be based on submission of a deliverable for the work already completed.

8. Selection and Evaluation Process

Evaluation Criteria: The evaluation ratio between the technical and financial proposal is 70:30.

Technical Proposal: 70

- Overall correspondence between ToR requirements and proposal (specific tasks, deliverables, proposed methodology) — 15
- Institutional experience in similar assignments (national-level mapping, labour-market assessment, or large-scale social research) — 25
- Qualifications and expertise of the proposed team, including the Team Lead and Data Manager — 20
- Proposed sampling approach, geographic coverage strategy, and logistical capacity — 10

Total: 70. Only proposals which receive a minimum of 70% (49 points) will be considered further.

Price Proposal: 30

The price proposal in USD should include a detailed breakdown of all listed tasks and deliverables.

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 bidders who 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.:

Score for price proposal X = (Max. score for price proposal) × (Price of lowest priced proposal) / (Price of proposal X).

Total Technical and Price: 100 points.

UNICEF will award the contract to the company whose response is of high quality, clear, and meets the project goals. The final evaluation of the proposal shall have two components — the technical evaluation score and financial evaluation score. For the overall proposal evaluation, the following formula will be applied, whereby the technical proposal has a weight of 0.7 and the price proposal has a weight of 0.3.

The final score is calculated as follows:

$SC_{com} = 100 \times (0.7 \times TP_{com} / TP_{max} + 0.3 \times FP_{min} / FP_{com})$, where:

- SC_{com} = final score of the company (between 0 and 100)
- TP_{max} = maximum technical score (≤ 70)
- TP_{com} = technical proposal score of the respective company
- FP_{min} = minimum financial score (≤ 30)
- FP_{com} = financial proposal score of the respective company

9. Termination of Contract

Either party may end the contract before its expiry date by giving 14 days' notice in writing to the other party. However, if termination is on the ground of misconduct, UNICEF will be entitled to end the contract immediately, without earlier notice. In case of early termination of the contract, the Contractor will be compensated on a pro-rata basis for no more than the actual amount of work completed to the satisfaction of UNICEF.

10. Application Should Include

- A technical proposal detailing the proposed methodology, work plan, and approach to the tasks and deliverables described in this ToR.
- A proposed team composition (Team Lead, Data Manager, and other proposed staff) with CVs and a list of responsibilities within the project.
- A detailed proposed budget with indication of all activities, level of effort, and proposed fees.
- A proposed timeline aligned with the tasks and deliverables in this ToR.
- 3 references to prove the requested institutional and team experience.

11. Confidentiality and Data Protection

The research company is responsible for ensuring the confidentiality and privacy of all survey respondents and institutions throughout the assignment. This includes:

- Ensuring no personally identifying information is collected that would allow attribution of individual responses.
- Including a mandatory informed-consent section in all questionnaires.
- Storing and handling all data in accordance with ethical research standards and applicable data protection principles, with access limited to the mapping team.
- Reporting findings only in aggregated form, and using direct quotes (if any) without any information that could identify the respondent's employer or identity.
- Ensuring participation in all surveys, interviews, and focus groups remains fully voluntary.

Funding Source

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