

STRATEGIC CORRECTIONS PARTNERSHIP PROJECT
PHASE TWO
SHORT TERM CONSULTANCY – POLICY EXPERT
TERMS OF REFERENCE

1.0 BACKGROUND

The Department of Correctional Services (DCS) was established in 1975 and tasked with the primary mandate of managing Jamaica’s Corrections System; contributing to national security by implementing world-class rehabilitation and reintegration programmes in our correctional institutions and probation services, while maintaining the safe custody of offenders.

Many correctional facilities in Jamaica do not meet international minimum standard. The two main adult correctional centres, which were built in 1655 and 1844, are overcrowded. Staff capacity needs strengthening and strategies for managing correctional services need improvement. As a consequence, the ability of the prison system to support the rehabilitation and reintegration of offenders is limited, which in turn contributes to high rates of re-offending. In 2016, 42% of those convicted of a crime had at least one previous conviction.

2.0 Project Overview and Objectives

2.1 Overview

The Strategic Corrections Partnership Project (JSCPP) is a United Kingdom (UK) Government funded project under the Department for International Development (DFID) and the UK Ministry of Justice (MoJ) and will be administered in partnership with the Government of Jamaica (GoJ) through the Department of Correctional Services (DCS) in two phases. Phase 1 was completed on March 31, 2018 and this engagement is for Phase 2.

The project will support the Government’s initiatives to tackle crime and violence through the 5 Pillar Strategies; Effective Policing, Swift and Secure Justice, Crime Prevention through Social Development, Situational Crime Prevention and Rehabilitation and Redemption.

The overall aim of the project is to improve the capacity of the DCS, reduce recidivism of offenders, and provide reintegration support.

2.2. Purpose of the Consultancy

The overall objective of the consultancy is to:

- (1) develop two policies for the DCS:
 - (a) an Offender Management Policy; and
 - (b) a Behavior Modification Policy for Juveniles.
- (2) coach five (5) members of staff in the fundamentals of policy development

Specifically,

The Policy Expert will:

- i. Examine existing Policies, Standard Operating Procedures, Manuals and related documents to enhance understanding of the dynamics;
- ii. Compare and analyze existing policies elsewhere (regional and international) for triangulation and benchmarking;
- iii. Develop an Offender Management Policy and a Behaviour Modification Policy that outlines the statutory basis and procedural guidance for managing offenders within the

Department to capitalize on opportunities to reduce their risk of re-offending. (*Guided by International and national legislative provisions for the management of offenders*)

- iv. To validate draft policies with key stakeholders.
- v. Coach five (5) members of staff in the fundamentals of policy development

3.0 SCOPE OF WORK

The Policy Expert will be expected to:

- i. Produce a work plan and inception report;
- ii. Coach five (5) staff members in the fundamentals of policy development
- iii. Gather and review all relevant documentation (policies and procedural manuals);
- iv. Compile a comprehensive situational analysis to inform stakeholder consultation and ultimate policy formulation;
- v. Examine offender management and behaviour modification practice (s) regionally and internationally to ascertain additional ideas to enrich the policy being developed;
- vi. Synthesizing secondary and primary data collected to address the objective of the policy formulation exercise;
- vii. Develop a comprehensive overarching Offender Management Policy;
- viii. Develop a Behaviour Modification Policy;
- ix. Develop a costed strategic plan to implement the policy;
- x. Present the draft documents to the key stakeholders at Project Steering Committee meeting and;
- xi. Incorporate comments as necessary and finalize documents accordingly.

4.0 OUTCOME

Upon the completion of this assignment, the DCS will have a Behavior Modification Policy for children and an Offender Management Policy that will be guide the management of offenders within the remit of the Department of Correctional Services.

5.0 DELIVERABLES

Deliverables for the assignment correspond with the Scope of Work above. Specifically, they will comprise:

Deliverables	Timeline
1. Preparation of an Inception Report and Work Plan which outlines how the functions will carry out over the duration of the assignment	Within two (2) weeks of signing the contract
2. Build the capacity of five (5) staff members by coaching them in the fundamentals of policy development	Ongoing
3. Produce 1st draft of the Policies	Within six (6) weeks of contract signing
4. Validation Meeting	Within eight (8) of contract signing
5. Submission of revised draft Policies	Within nine (9) weeks of contract signing
6. Final Policy documents received	Within the 11 th week of signing the contract

6.0 REPORTING RESPONSIBILITIES

The consultant will:

- Report to the Commissioner
- Be required to liaise and attend meeting with project stakeholders including the Chief Technical Director of MNS, DFID, the Commissioner of Corrections and other senior DCS staff.

7.0 CONFIDENTIALITY AND OWNERSHIP

The consultant agrees:

- i. to keep confidential all information garnered for the purpose of this project from all interests other than that of members of the Steering Committee and other personnel mentioned herein.
- ii. that all tools, instruments and the final products under this project will remain the property of the Department of Correctional Services.
- iii. that no public disclosures regarding this project and related activities will be made by the consultant unless written permission is granted by the MNS/DCS.

8.0 ELIGIBILITY CRITERIA

The preferred candidate should meet the following criteria:

- i. Holder of a graduate degree or equivalent in social science
- ii. Five (5) years' experience in policy development
- iii. Sound knowledge of the correctional environment
- iv. Excellent coaching skills
- v. Good analytical and report writing skills;
- vi. Good communication and facilitation skills;
- vii. Good interpersonal skills; and
- viii. Computer literacy.

9.0 PROJECT DURATION

The duration of the consultation will be for four (4) months commencing December 2018.

10.0 REMUNERATION, TIMEFRAME AND DURATION

The Consultant will be paid \$1,500,000.00 in phases upon completion and submission of key deliverables. The payment schedule will be as follows:

1. Thirty percent (30%) of the contract sum will be paid upon submission of a satisfactory Work Plan and Inception Report;
2. Twenty percent (20%) of the contract sum will be paid upon submission and acceptance by the client of the first draft of the policies;
3. Thirty percent (30%) of the contract sum upon submission of revised draft Policies; and
4. Twenty percent (20%) of the contract sum upon submission Final Policy documents received.