



# **DEPARTMENT OF CORRECTIONAL SERVICES**

## **TERMS OF REFERENCE**

### **AGRICULTURAL SPECIALIST**

**Date: September 2018**

## **1.0 MINISTRY/DEPARTMENT**

Department of Correctional Services (DCS)

## **2.0 REPORTING ARRANGEMENTS**

The Agricultural Specialist will report directly to the Commissioner of Corrections

## **3.0 BACKGROUND**

- The Department of Correctional Services (DCS) was established and tasked with the primary mandate of managing Jamaica's Correctional System. The Department is responsible for, among other things, the rehabilitation of offenders on custodial and non-custodial sentences which is undergirded by local and international best practices.
- The custodial offenders are housed in 11 Correctional Centers (7 adult and 4 juvenile centres) and have a combined population of approximately **3737** sentenced offenders. Additionally, the Department operates sixteen (16) Probation Offices island-wide which supervise approximately **4000** clients serving non-custodial sentences.
- Agriculture (crop production and or animal husbandry), is taught (theory and or practical) within all the Correctional Centers to facilitate rehabilitation and provide future livelihood alternatives to inmates and wards. The crops harvested and meat produced is primarily used to feed the inmates and wards. However, with the 279 acres of arable lands, owned by the Department, less than 20 (7%) acres are being utilized.
- COSPROD Holdings Limited was established as the productive arm of the DCS with the responsibility for carrying out a wide range of farming and farm related activities utilizing inmates' labour. COSPROD operations are carried out in three (3) Correctional Centres (Tower Street, Richmond Farm and Tamarind Farm Adult Correctional Centres). Farm-produced crops and goods are sold at a discounted rate to the DCS.

- The Department’s strategic objective is to become self-sufficient in the area of Agriculture; thereby, reducing its reliance on the Government for budgetary support to feed its population. Additionally, to utilize Agribusiness as a means to generate revenues which can be used to supplement the Department’s budgetary allocation.
- It is against this background that the Department is seeking to procure the services of an Agricultural Specialist to provide technical and managerial expertise/support in the implementation of a comprehensive Agricultural Programme within the Correctional Centers.

**4.0 SCOPE OF WORK**

The Department of Correctional Services seeks to procure the services of an Agricultural Specialist to develop and implement a comprehensive Agricultural Programme within the Department’s Correctional Centres; as well as have responsibility for the monitoring and evaluation of the Agricultural Programme. The Specialist will also be responsible for the supervision of Correctional Officers assigned to the Agriculture Programme. Additionally, the Specialist, in collaboration with the Commissioner and other relevant staff, will review the draft Agricultural Plan and make the necessary amendments to ensure operational effectiveness, clarity, consistency and alignment with national priorities.

**5.0 DELIVERABLES**

The major deliverables include the following:

<b>Deliverables</b>
<ul style="list-style-type: none"> <li>• Undertakes a comprehensive review of the Department’s draft Agricultural Plan, within the first two (2) months of the contract, to include the review of all Agricultural Programmes/Projects with a view to identify gaps/shortfall and finalise the document. The review should include a Strengths Weaknesses Opportunities and Threats (SWOT) analysis of the existing Agricultural Programmes within the Department</li> </ul>
<ul style="list-style-type: none"> <li>• Develops and implements a strategic plan for the seamless transfer of COSPROD Holdings Limited operations to the Department of Correctional Services</li> </ul>
<ul style="list-style-type: none"> <li>• Develops an Agricultural Risk Management Strategy</li> </ul>

<ul style="list-style-type: none"> <li>• Prepares production and sales forecasts, and operating budgets and submits for approval</li> </ul>
<ul style="list-style-type: none"> <li>• Spearheads the implementation of the Agricultural Plan within the Correctional Centres</li> </ul>
<ul style="list-style-type: none"> <li>• Spearheads the development/review of policies, procedures and operational/work plans and all other relevant documents to support the successful implementation of the Department's Agricultural Plan and to ensure that they are aligned with the Department's strategic objectives</li> </ul>
<ul style="list-style-type: none"> <li>• Produces monthly, quarterly, half-yearly and annual performance reports for submission to the Commissioner</li> </ul>
<ul style="list-style-type: none"> <li>• Ensures that the specially assigned Correctional Officers and inmates are exposed to the requisite training</li> </ul>
<ul style="list-style-type: none"> <li>• Develops Monitoring and Evaluation framework for the effective assessment of the Agricultural Plan, farming processes and procedures</li> </ul>
<ul style="list-style-type: none"> <li>• Develops and maintains a Database on the Agricultural Programmes/Projects</li> </ul>
<ul style="list-style-type: none"> <li>• Produces a Final Report</li> </ul>

#### **5.0 PERFORMANCE INDICATORS:**

- Agricultural Plans reviewed and amended within the first two (2) months of the contract
- Monthly, Quarterly, Half-Yearly and Annual Performance Reports prepared within agreed timelines
- Production and sales forecasts and operating budgets prepared within agreed timelines
- Database developed and maintained
- Training needs identified and training implemented
- Implementation and Monitoring of Projects conducted

#### **7.0 DUTIES AND RESPONSIBILITIES**

The Specialist is required to perform the following core tasks:

- Identifies new and emerging Agricultural practices to enhance the Agricultural Programmes/Projects within the Correctional Centres

- Provides technical support in all areas of crop production, livestock production, soil management, harvesting, agro-processing and up to date information on new technologies
- Implements appropriate disaster mitigation measures, ensuring a high level of preparedness within the institutions, carrying out damage surveys and developing appropriate strategies to restore productivity
- Collaborates with the specially assigned Correctional Officers in each Correctional Center in the development and implementation of the Department's Agricultural Programmes/Projects
- Provides leadership and guidance to specially assigned Correctional Officers through effective planning, supervision, communication, training and coaching
- Maintains an up-to-date database, giving full details of the type of Agricultural Programmes/Projects, cropping patterns, type of livestock production, location and size of holdings
- Collaborates with the Principal Carl Rattray Staff College and Director of Training in relation to the delivery of Agricultural training programmes for specially assigned Correctional Officers and inmates
- Directs and engages consultation with other agencies/stakeholders (RADA, USAID, MICAF) as required
- Ensures the collection of accurate and timely data on agricultural crop and livestock production in the Correctional Centres including projected yields and harvest dates
- Conducts pest and disease surveillance as required
- Manages the purchase requisitions, warehousing, distribution and sales of the produce and the control of all inventories
- Prepares and submits project proposals for external funding as required
- Ensures alignment of Agricultural Programmes/Projects with DCS's Corporate Plan to ensure the Department's targets and performance indicators are being met within specified timeframe and allocated budget
- Analyzes and evaluates the implementation of the Agricultural Plan with regards to compliance with standards and procedures, timelines, achievement of targets and the compilation of findings that will inform project performance reviews and planning

- Informs the Commissioner on significant divergence, actual/or impending from targets set in Agricultural Plan, and facilitates the development of strategies to close performance gaps as they are identified
- Establishes and maintains an environment that fosters a culture of team work, employee empowerment and commitment to the Agricultural Programme goals
- Analyze and report on data gathered to measure and optimize impact of initiatives implemented

**Other Responsibilities:**

- Such other duties and responsibilities as maybe determined by the Commissioner of Corrections from time to time.

**9.0 MINIMUM REQUIREMENTS FOR ASSIGNMENT**

**A. Qualifications & Experience**

The preferred candidate should meet the following criteria:

- i. Holder of a Post Graduate Degree in Business Administration, Economics or any other related area
- ii. A First Degree in Agriculture
- iii. At least five (5) years related experience in the field of Agriculture.

**B. Specific Knowledge & Skills**

- Excellent interpersonal skills
- Excellent oral and written communication skills and strong persuasive presentation skills
- Sound problem solving and decision making skills
- Excellent knowledge of organizational policies and procedures
- Excellent analytical, diagnostic and strategic thinking skills
- Sound project management skills
- Excellent proficiency in the use of relevant computer applications
- Excellent working knowledge of monitoring and evaluation processes
- Good understanding of environmental practices in Agriculture

- Competence in data collection, including means of estimating areas, yields, potential harvest dates, etc
- Thorough knowledge of the agricultural and agri-business sectors

**C. Competencies:**

- Ability to manage limited resources in order to achieve challenging output targets
- Sound personal and professional integrity
- Ability to prioritise amongst conflicting demands on time and make rational decisions which will lead to improved agricultural production and productivity
- Excellent use of initiatives and judgment

**10. SPECIAL CONDITIONS AND REQUIREMENTS ASSOCIATED WITH JOB:**

- Required to visit to all the Correctional Centres which are located island wide
- Required to work beyond normal hours of work when necessary
- Possess a Motor Vehicle

**11. DURATION OF CONTRACT**

The Agricultural Specialist will be contracted for a period of two (2) years.

**12. REMUNERATION**

Compensation will be at a rate of Five Million Dollars (\$5,000,000.00) per annum. Payments will be made in equal monthly installments.

**13. COMMUNICATION METHODOLOGY**

The Agricultural Specialist is required to provide progress report as follows:

- Weekly meetings with the Commissioner on activities progress, challenges and solutions and to discuss overall implementation, gaps and change requirements
- Written monthly, quarterly, half yearly and yearly progress report duly signed for submission to the Commissioner. Report is to be submitted electronically and in hardcopy format

- Plans, Programme/Project documents, budgets and all other relevant documentations are to be submitted in electronic format and in hardcopy within agreed timelines

#### **14. CONFIDENTIALITY & OWNERSHIP**

The Agricultural Specialist will agree:

- To keep confidential all information garnered under this consultancy/contract from all interests other than the agreed parties.
- All tools, instruments and the final products produced under this project will remain the property of the Department of Correctional Services.
- No public disclosures regarding this contract/consultancy and related activities will be made by the Consultant unless written permission is granted by the Department of Correctional Services thereof to do so.

THE END