

## **TERMS OF REFERENCE**

### **CONSULTANCY TO IMPROVE DOMESTIC AND SEXUAL VIOLENCE REPORTING IN SURINAME**

#### **1. Background and Justification**

- 1.1. Domestic and gender-based violence prevention is a priority area for the Government of Suriname. International comparative data on the prevalence and severity of the problem suggest that the problem is severe. For example, the 2018 Women's Health and Lifestyles Survey, the first nationally representative survey on women's experiences with domestic violence, indicates that 32 percent of women who have ever lived with a partner have experienced at least one act of physical and/or sexual violence by the partner in their lifetime and that 14 percent of Surinamese women experienced sexual violence over their lifetime, from a non-partner. About one in three women who have experienced such violence have never disclosed their experience and most survivors have not sought or received any help from state agencies tasked to provide such services. These factors contribute to Suriname having the highest rate of intimate partner homicides relative to total homicides within a regional sample of states in 2016 (UNODC, 2019).
- 2.2. Extant literature affirms that the most appropriate state responses to domestic and sexual violence involve a comprehensive, wrap-around services delivery model. Such a model requires, at a minimum, an integrated approach to providing preventive services, psychosocial counselling, medical care, police investigation and legal assistance. More expansive welfare models also include financial support to victims, perpetrators and witnesses of violence as well as training opportunities, housing and employment to minimize dependencies in the relationship. The Surinamese government envisages such a model as the core tenet to its domestic and sexual violence prevention efforts.
- 3.3. To facilitate integrated service delivery, data on the scope of the problem and effectiveness of state responses is critical. Article 19 (2) of the Domestic Violence Control Act adopted and entered into force in 2009 states that it is the duty of any investigating officer responding to a report of domestic violence to use a domestic violence registration form (DVRF), which is included in the National Domestic Violence Register that was established by state authorities and maintained by the Korps Politie Suriname (KPS). The DVRF collects demographic and relational data on the victim, perpetrator and other actors as well as descriptive data on the domestic violent incident to facilitate classification and summary reporting. The form then facilitates state responses at both the operational level and policy level across several agencies.
- 4.4. The DVRF has been in use since 2018 and works in parallel with the existing serious crime incident reporting digital database of the KPS. However, in practice, the collection of domestic and sexual violence data has been sub-optimal. The reasons for the under-reporting are presently unknown but may be related to several factors such as public distrust in the reporting process, lack of institutional resources, duplication with the serious crime database or the need for more information than the form currently provides for effective state responses.

#### **2. Objectives**

- 1.1. The objective of this consultancy is to create a more streamlined and robust approach to the reporting on domestic violence in Suriname, through an evidence-based reform of the current system. This consultancy will entail (i) a review of institutional mechanisms for domestic and sexual violence data entry, management and analysis; (ii) delivery of training on updates and reforms to the national reporting framework on domestic and sexual violence, once approved; and (iii)

submission of recommendations for improving the national reporting framework, towards informing policy and monitoring operational responses to domestic violence.

### **3. Scope of Services**

- 1.1. Consultancy category and modality: Individual Consulting firm  
Estimated duration: Sixty-five (65) non-consecutive working days over an eight (8) month period  
Place(s) of work: Country of the consulting firm and/or Paramaribo, Suriname.
- 2.2. The consulting firm will be required to assess the reporting gaps and redundancies within the current regime for capturing information on domestic violence. This diagnostic assessment should yield a clear description of how to improve deploying and managing the DVRF.
- 3.3. The consulting firm must deliver training to key stakeholders regarding the entry, management, analysis, presenting and application of domestic and sexual violence data for state responses at the strategic and operational level.
- 4.4. Through close cooperation with key stakeholders in the public sector, private sector and civil society, the consulting firm must conceptualize and pilot an updated reporting framework, with the DVRF at the center, that facilitates improved incident- and summative-reporting, case tracking and data sharing with existing and expected domestic and sexual service provider data collection systems.
- 5.5. The consulting firm must produce a summative report with recommendations on the detail the resources needed, be they finances, personnel or technology, to implement and maintain said framework as well as the appropriate governance structure to ensure sustained, inter-agency coordination.

### **4. Key Activities**

- 1.1. The consulting firm shall perform the following tasks:
  - Research and examine the current administrative and operational arrangements for collecting domestic violence data using the DVRF to determine the main factors contributing to the under-reporting of domestic violence cases. This initial assessment should specify where deficits exist regarding, but not limited to, the following areas:
    - Hardware/software equipment
    - Data flows and administrative protocols for centralizing the data
    - Functional scope of the DVRF
    - Personnel training and competencies
    - Compatibility with other crime reporting forms currently in use
    - Information security management.
  - Liaise with key stakeholders, including persons involved in the development of the DVRF, to better understand (i) the reporting experience for victims of domestic violence; (ii) business processes and user requirements for databases with data related to domestic violence; and (ii) the use of data as evidence by decision makers.
  - Propose and justify suitable approaches for maintaining the DVRF database including the appropriate governance structure (eg location(s) and oversight responsibility); detailed

descriptions of business processes to be re-engineered; alignment with existing crime reporting databases within the KPS; storage requirements; potential software solutions; changes to the DVRF template; training needs and security protocols.

- Conceptualize an updated database for the DVRF, with at least the following capabilities:
  - Exists online while complementing the current regime of paper-centric reporting
  - Facilitates data entry by service providers, access to data modules for end users and management of the system by administrators, within an appropriate and secure authorization scheme
  - Uses offense and relationship codes that are compatible with international incident-based crime reporting systems
  - Provides for data analysis based on relevant disaggregations such as geography, age, gender, nationality, ethnicity, religion, marital status, and employment
  - Allows for daily/monthly/annual validation and presentation of data using appropriate tools such as fact sheets, GIS maps or dashboards
  - Accommodates data sharing with complementary or superordinate databases within the criminal justice sector, whether in existence or pending.
- Upon approval of proposed database redesign by key stakeholders, deliver a series of training sessions to key stakeholders on the change management approaches necessary to transition to a more integrated and modern database. At a minimum the training should include (i) guidance on how to identify and document domestic violence case for frontline personnel; (ii) domestic violence data analysis and presentation by end users; and (iii) the use of domestic and sexual violence data analysis for strategic decision making by senior law enforcement personnel.
- Pilot the updated database for the DVRF for the minimal time required to facilitate analysis of one (1) month of reported domestic and sexual violence incident data.
- Report summatively on the effectiveness of the training sessions and the updated DVRF database pilot.
- Produce recommendations and an implementation plan to guide full implementation of the new system.

## **5. Expected Outcome and Deliverables**

1.1. The consulting firm shall prepare and submit the following in Dutch and English:

1. Inception Report and Work Plan
2. Diagnostic Assessment
3. DVRF database redesign proposal(s)
4. Report on DVRF database redesign pilot
5. Final report with recommendations and implementation plan

## **6. Project Schedule and Milestones**

1.1. The consulting firm will be free to propose their specific working methods and schedules in their

submission. However, the consulting firm should anticipate submission of deliverables according to proposed timelines. The proposed project schedule for submitting deliverables under this consultancy is as follows:

DELIVERABLES		
No.	Description	Timeline
1	Inception Report and Work Plan	Within ten (10) working days of contract signing
2	Diagnostic Assessment	By the end of eight (8) weeks
3	DVRF database redesign proposal(s)	By the end of sixteen (16) weeks
4	Report on DVRF database redesign pilot	By the end of twenty six (26) weeks
5	Final report with recommendations and implementation plan	By the end of thirty two (32) weeks

## 7. Reporting Requirements

- 1.1. All reports shall be delivered electronically, with all supporting documentation in editable format.
- 2.2. At a minimum, the consulting firm must confer with the Public Management Sector Senior Specialist on a bi-weekly basis, either by email, videoconference, or telephone.
- 3.3. The IDB and JUSPOL will be required to provide feedback to the consultancy firm, in writing, within 10 working days after receiving each report.

## 8. Acceptance Criteria

- 1.1. The first deliverable of an inception report should provide an accurate description of the preparatory and implementation processes for the database development. When the work plan is reviewed there must be clear descriptions of the diagnostic process – the schedule of stakeholder conversations; the topics to be covered during site visits; the learning outcomes for each conversation and site visit; and the modality by which existing gaps will be identified and quantified where possible. The inception report should detail any pre-conversation assignments and assessment tools to be completed by key stakeholders. A draft inception report will be reviewed by the Inter-American Development Bank (IDB) Public Management Sector Senior Specialist and, upon her approval, the approved inception report can be submitted by the consulting firm to facilitate the first payment under this contract. Both submission and approval of the draft inception report can be done via electronic correspondence. The approved inception report must be submitted in soft copy to the Public Management Sector Senior Specialist, who will provide her acceptance of the deliverable via electronic correspondence.
- 2.2. The second deliverable of a diagnostic assessment should be in accordance with the approved inception report. The consulting firm should provide an accurate description of the preparatory and implementation processes for the assessments. To further verify the extent or severity of systemic deficiencies, there should be evaluation of available resources and system protocols based on metrics from standardised assessment tools that were approved previously by the Public Management Sector Senior Specialist. In addition, examples of system deficiencies should be

documented by photos, where appropriate, and submitted to the Public Management Sector Senior Specialist via electronic correspondence. The Public Management Sector Senior Specialist will provide her acceptance of these submissions via electronic correspondence.

- 3.3. The third deliverable of a DVRF database redesign proposal(s) must reflect the unique circumstances of the DVRF's mandate, legislative environment, organisational context and assessment by key stakeholders; while reflecting international requirements and best practices in the management of these databases. The draft DVRF database redesign proposal(s) will be reviewed by the Public Management Sector Senior Specialist and, upon her approval, the approved DVRF database redesign proposal(s) that reflects all comments from the Bank and JUSPOL will be submitted to facilitate the third payment for this consultancy. The approved DVRF database redesign proposal(s) must be submitted in soft copy to the Public Management Sector Senior Specialist, who will confirm her acceptance via electronic correspondence.
- 4.4. The fourth deliverable of the DVRF database redesign pilot should be in accordance with the approved DVRF database redesign proposal. The consulting firm should provide an accurate description of the preparatory and implementation processes for the pilot. To further verify the execution of the pilot there should be daily database log sheets taken at the end of each pilot day as well as an evaluation of the skill and/or knowledge acquisition of pilot participants both pre- and post-pilot, based on their responses to a standardized assessment tool that must be approved previously by the Public Management Sector Senior Specialist. In addition, examples of exercises completed during the delivery of the pre-pilot training sessions and photos of training participants should also be submitted to the Public Management Sector Senior Specialist via electronic correspondence. The Public Management Sector Senior Specialist will provide her acceptance of these submissions via electronic correspondence.
- 5.5. The fifth deliverable of a final report with recommendations and implementation plan should incorporate feedback from key stakeholders as well as recommendations on key next steps for continued institutionalisation of the DVRF database. The final report must contain a general summary of the conduct and effectiveness of support activities proposed by this consultancy that is a minimum twelve (12) pages in length and covers the key processes and decisions made related to establishing the DVRF database going forward. The final report should also include recommendations for future training refreshers or capacity building exercises needed in support of the respective DVRF's institutional mandate, with a clear description of the rationale for said activities, proposed delivery modalities and suggested sources for additional reference information. The draft final report with recommendations and implementation plan will be reviewed by the Public Management Sector Senior Specialist and, upon her approval, an approved final report with recommendations and implementation plan that reflects all comments from the Bank and JUSPOL will be submitted to facilitate the final payment under this contract. The approved final report with recommendations and implementation plan must be submitted in soft copy to the Public Management Sector Senior Specialist, who will provide her acceptance of the deliverable via electronic correspondence.

## **9. Other Requirements**

- 1.1. The consulting firm must retain personnel who are bilingual (Dutch/English).
- 2.2. The consulting firm will retain the relevant expertise with at least 5 years of demonstrable experience in the development of databases for justice sector, social protection or public health

agencies in a developing state context.

- 3.3. The consulting firm is expected to retain personnel with a good understanding of the Surinamese Government's civil service structures including a thorough understanding of issues regarding the information and communication technology of the bureaucracy.
- 4.4. The consulting firm must also retain personnel with internationally recognized certification in quality and information security management systems such as ISO 9001 and ISO 27001.
- 5.5. The consulting firm will be expected to retain the relevant qualifications and experience to include the following: Graduate-level University degrees preferably in Public Administration, Computer Sciences and either Criminal Justice, Social Work or Public Health.

## 10. Supervision and Reporting

- 1.1. The consulting firm will work under the direct supervision of Dana King ([danak@iadb.org](mailto:danak@iadb.org)) and Jason Wilks ([jwilks@iadb.org](mailto:jwilks@iadb.org)), in coordination with the Technical Team from the Ministry of Justice and Police.

## 11. Schedule of Payments

- 1.1. Payments will be based on the submission of key documentation and the completion of technical assistance as approved by the Bank. Any feature of the deliverables not meeting the Bank's satisfaction will have to be reworked at no additional cost to the Bank. The proposed payment schedule for this consultancy is as follows:

DELIVERABLES		
No.	Description	Payment Percentage
1	Inception Report and Work Plan	10%
2	Diagnostic Assessment	20%
3	DVRF database redesign proposal(s)	25%
4	Report on DVRF database redesign pilot	20%
5	Final report with recommendations and implementation plan	25%

## **TERMS OF REFERENCE**

### **CONSULTANCY TO DESIGN A FEDERATED DATABASE MANAGEMENT SYSTEM ON DOMESTIC VIOLENCE DATA FOR SURINAME**

#### **1. Background and Justification**

- 2.2.** Domestic and gender-based violence prevention is a priority area for the Government of Suriname. International comparative data on the prevalence and severity of the problem suggest that the problem is severe. For example, the 2018 Women's Health and Lifestyles Survey, the first nationally representative survey on women's experiences with domestic violence, indicates that 32 percent of women who have ever lived with a partner have experienced at least one act of physical and/or sexual violence by the partner in their lifetime and that 14 percent of Surinamese women experienced sexual violence over their lifetime, from a non-partner. About one in three women who have experienced such violence have never disclosed their experience and most survivors have not sought or received any help from state agencies tasked to provide such services. These factors contribute to Suriname having the highest rate of intimate partner homicides relative to total homicides within a regional sample of states in 2016 (UNODC, 2019).
- 3.3.** Extant literature affirms that the most appropriate state responses to domestic violence involve a comprehensive, wrap-around services delivery model. Such a model requires, at a minimum, an integrated approach to providing preventive services, psychosocial counselling, medical care, police investigation and legal assistance. More expansive welfare models also include financial support to victims, perpetrators and witnesses of violence as well as training opportunities, housing and employment to minimize dependencies in the relationship. The Surinamese government envisages such a model as the core tenet to its domestic violence prevention efforts.
- 4.4.** To facilitate integrated service delivery, data on the scope of the problem and effectiveness of state responses is critical. Article 19(2) of the Domestic Violence Control Act adopted and entered into force in 2009 states that it is the duty of any investigating officer responding to a report of domestic violence to use a domestic violence registration form, which is included in the National Domestic Violence Register that was established by state authorities and maintained by the Korps Politie Suriname (KPS). The KPS often receives the first formal reports of domestic violence. However, in practice, it has been shown that the threshold to file a formal complaint at the police station is too high for many victims, and the treatment by the police does not often meet the coherent preventive approach desired. Accordingly, as well as to ensure proper coordination of response, it is critical to ensure that data from other first responders, such as health providers and schools, is gathered to have a fulsome picture of the phenomena and the state's response.
- 5.5.** The state's response to domestic violence therefore needs a more comprehensive and robust data collection system that will allow greater understanding on the magnitude of the problem in Suriname and be used to generate knowledge on the nature of violence and its consequences.

#### **12. Objectives**

- 1.1.** The objective of this consultancy is to design a federated database management system (FDMS) to support efforts to prevent and reduce domestic violence. The FDMS must (i) allow for quantitative data entry, management and analysis in the Dutch language on the prevalence and incidence of domestic violence from administrative sources; (ii) consolidate the administrative data



flows from relevant state agencies and their non-state partners<sup>1</sup> into a single data repository, towards reducing data repetition and improving data accuracy; (iii) produce routine and ad hoc reports on trends, prevalence and incidence of domestic violence with socio-demographic and spatial data disaggregation; and (iv) facilitate data management and analysis.

**2.2. The key outcomes of the FDMS are to:**

- 12.2.□.1. Improve monitoring of the incidence of domestic violence by tracking the antecedents, correlates and details of the various manifestations of this violence.
- 12.2.□.2. Improve surveillance and management of state responses to reported domestic violence incidents towards identifying and refining effective policy and operational interventions.
- 12.2.□.3. Improve inter-agency coordination in identifying potential risk factors for the onset of domestic violence and undertaking preventative approaches to mitigate said risks and improve the resilience of families to avoid this behavior.

### **13. Scope of Services**

**1.1. Consultancy category and modality: Firm**

Estimated duration: Sixty (60) non-consecutive working days over a five (5) month period

Place(s) of work: Country of the firm/organization and Paramaribo, Suriname.

- 2.2.** The consulting firm will be required to address the reporting gaps and redundancies within the current regime for capturing information on domestic violence. This diagnostic assessment should yield a clear description of the improvements needed for managing domestic violence data by state responses.
- 3.3.** Through close cooperation with key stakeholders in the public sector, private sector and civil society, the consulting firm must conceptualize the FDMS.
- 4.4.** The consulting firm must detail the necessary resources, be they finances, personnel or technology, to implement and maintain the system as well as the appropriate governance structure to ensure sustained coordination in using the FDMS.

### **14. Key Activities**

**1.1. The consulting firm shall perform the following tasks:**

- Research and examine the current administrative and operational arrangements for databases with information relevant to domestic and gender-based violence across state agencies and, where necessary, key non-government organization (NGO) partner agencies to determine the best model(s). This initial assessment should specify deficits involving but not limited to the following areas:
  - Hardware/software equipment
  - Network facilities, connectivity and Infrastructure
  - Functional scope of existing domestic violence data collection systems and forms

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<sup>1</sup> Chief Inspector Deekman to list preliminary list of key stakeholders here.



- Personnel training and competencies
- Information security management.
- Liaise with key stakeholders to better understand (i) the reporting experience for victims of domestic violence; (ii) business processes and user requirements for databases with data related to domestic violence; and (iii) the use of data as evidence by decision makers.
- Conceptualize the FDMS, with at least the following capabilities:
  - Exists online and web-based, while complementing existing paper-centric databases
  - Facilitates data entry by service providers, access to data modules for users and management of the system by administrators, within an appropriate and secure authorization scheme
  - Generates reports based on the input of data
  - Provides for data analysis based on relevant disaggregations such as geography, age, gender, nationality, ethnicity, religion, marital status, and employment
  - System should allow for Daily/Monthly/annual validation and reporting of data using appropriate tools such as fact sheets, GIS maps or dashboards
  - Interoperability with complementary or superordinate database management systems within the criminal justice sector, whether in existence or pending.
- Propose and justify suitable approaches for establishing the FDMS including governance (eg location and oversight responsibility); detailed descriptions of recommended re-engineering of business processes; storage requirements; potential software solutions; reporting formats; training needs and security requirements.
- Pending selection of a preferred approach by key stakeholders, deliver an implementation plan and procurement documents for the FDMS that includes the budget, timeline and change management approaches necessary to transition to a more integrated and modern database management system.

## **15. Expected Outcome and Deliverables**

1.1. The Consultant shall prepare and submit the following in Dutch and English:

6. Inception Report and WorkPlan
7. Diagnostic Assessment
8. FDMS Design Proposal(s)
9. Procurement Documents
10. Implementation Plan and Presentation

## **16. Project Schedule and Milestones**

1.1. The consulting firm will be free to propose their specific working methods and schedules in their submission. However, the consulting firm should anticipate submission of deliverables according to proposed timelines. The proposed project schedule for submitting deliverables under this consultancy is as follows:

DELIVERABLES		
No.	Description	Timeline
1	Inception Report and Work Plan	Within ten (10) working days of contract signing
2	Diagnostic Assessment	By the end of eight (8) weeks
3	FDMS Design Proposal(s)	By the end of sixteen (16) weeks
4	Procurement Documents	By week nineteen (19)
5	Implementation Plan and Presentation	By the end of twenty (20) weeks

## 17. Reporting Requirements

- 1.1. All reports shall be delivered electronically, with all supporting documentation in editable format.
- 2.2. At a minimum, the consulting firm must confer with the Public Management Sector Senior Specialist or his/her designate on a bi-weekly basis, either by email, videoconference or telephone.
- 3.3. The IDB and JUSPOL will be required to provide feedback to the consultancy firm, in writing, within 10 working days after receiving each report.

## 18. Acceptance Criteria

- 1.1. The first deliverable of an inception report and work plan should provide an accurate description of the preparatory and implementation processes for the database development. When the work plan is reviewed there must be clear descriptions of the diagnostic process – the schedule of stakeholder conversations and site visits; the topics to be covered during conversations and site visits; the learning outcomes for each conversation and site visit; and the modality by which existing gaps will be identified and quantified where possible. The inception report should detail any pre-conversation assignments and assessment tools to be completed by key stakeholders. A draft inception report and work plan will be reviewed by the Inter-American Development Bank (IDB) Public Management Sector Senior Specialist and, upon her approval, the approved inception report and work plan can be submitted by the consulting firm to facilitate the first payment under this contract. Both submission and approval of the draft inception report can be done via electronic correspondence. The approved inception report and work plan must be submitted in soft copy to the Public Management Sector Senior Specialist, who will provide her acceptance of the deliverable via electronic correspondence.
- 2.2. The second deliverable of a diagnostic assessment should be in accordance with the approved inception report and work plans. The consulting firm should provide an accurate description of the preparatory and implementation processes for the assessments. To further verify the extent or severity of systemic deficiencies, there should be evaluation of available resources and system protocols based on metrics from standardised assessment tools that were approved previously by the Public Management Sector Senior Specialist. In addition, examples of system deficiencies should be documented by photos, where appropriate, and submitted to the Public Management Sector Senior Specialist via electronic correspondence. The Public Management Sector Senior

Specialist will provide her acceptance of these submissions via electronic correspondence.

- 3.3. The third deliverable of a FDMS Design Proposal(s) must reflect the unique circumstances of the FDMS's mandate, legislative environment, and inter-organisational context; while reflecting international requirements and best practices in the management of these databases. The draft FDMS Design Proposal(s) will be reviewed by the Public Management Sector Senior Specialist and, upon her approval, the approved FDMS Design Proposal(s) that reflects all comments from the Bank and JUSPOL will be submitted to facilitate the third payment for this consultancy. The approved DVRF database redesign proposal(s) must be submitted in soft copy to the Public Management Sector Senior Specialist, who will confirm her acceptance via electronic correspondence.
- 4.4. The fourth deliverable of the Procurement Documents should be in accordance with the approved DVRF database redesign proposal. The consulting firm should provide an accurate description of the terms of reference, selection criteria and selection criteria guide that would facilitate procurement of a consulting firm to develop the FDMS. The terms of reference should include a clear description of the technical specifications required in the FDMS, the key activities to be undertaken, proposed deliverables and timelines for submission of said deliverables. IN addition, the terms of reference should include the minimum qualifications for the prospective consulting firm to develop the FDMS. The selection criteria should include weighted measures to assess fit with the consultancy in accordance with various classifications such as work experience and qualifications, which are clearly explained and justified by the selection criteria guide. The Public Management Sector Senior Specialist will provide her acceptance of these submissions via electronic correspondence.
- 5.5. The fifth deliverable of an Implementation Plan and Presentation should incorporate feedback from key stakeholders as well as recommendations on key next steps and timelines for developing the FDMS. The Implementation Plan and Presentation must consider the institutional context of all relevant stakeholder agencies and cover the key processes and decision points to be made related to establishing the FDMS going forward. The Implementation Plan and Presentation should also include recommendations for future training refreshers, capacity building exercises needed and equipment acquisition necessary in support of the FDMS's institutional mandate, with a clear description of the rationale for said activities, proposed delivery modalities and suggested sources for additional reference information. The draft Implementation Plan and Presentation will be reviewed by the Public Management Sector Senior Specialist and, upon her approval, an approved Implementation Plan and Presentation that reflects all comments from the Bank and JUSPOL will be submitted to facilitate the final payment under this contract. The approved Implementation Plan and Presentation must be submitted in soft copy to the Public Management Sector Senior Specialist, who will provide her acceptance of the deliverable via electronic correspondence.

## **19. Other Requirements**

- 1.1. The consulting firm must provide consultants who are bilingual (Dutch/English).
- 2.2. The consulting firm will retain the relevant expertise with at least 5 years of demonstrable experience in the development of justice sector agencies, social protection or public health MIS projects in a developing state context.
- 3.3. The consulting firm is expected to retain personnel with a good understanding of the Surinamese Government's civil service structures including a thorough understanding of issues regarding the

information and communication technology of the bureaucracy.

- 4.4. The consulting firm must also retain internationally recognized certification in quality and information security management systems such as ISO 9001 and ISO 27001.
- 5.5. The consulting firm will be expected to provide consultants with the relevant qualifications and experience to include the following: Graduate-level University degrees preferably in Public Administration, Computer Sciences and either Criminal Justice, Social Work or Public Health.

## 20. Supervision and Reporting

- 1.1. The consulting firm will work under the direct supervision of Dana King ([danak@iadb.org](mailto:danak@iadb.org)) and Jason Wilks ([jwilks@iadb.org](mailto:jwilks@iadb.org)), in coordination with the Technical Team from the Ministry of Justice and Police.

## 21. Schedule of Payments

- 1.1. Payments will be based on the submission of key documentation and the completion of technical assistance as approved by the Bank. Any feature of the deliverables not meeting the Bank's satisfaction will have to be reworked at no additional cost to the Bank. The proposed payment schedule for this consultancy is as follows:

DELIVERABLES		
No.	Description	Payment Percentage
1	Inception Report and Work Plan	10%
2	Diagnostic Assessment	20%
3	FDMS Design Proposal(s)	30%
4	Procurement Documents	20%
5	Implementation Plan and Presentation	20%

**Job Title:** Consultancy to support publication of data of national gender-based violence survey

**Background of this search:** The Innovation in Citizen Services Division of the Institutions for Development Department (IFD/ICS) is looking for a data anonymization consultant with a background in anonymization of data from national household surveys and surveys on gender-based violence prevalence.

**The team's mission:** IFD/ICS conceptualizes, prepares, and supports the execution and supervision of the IDB's sector operations related to governance, public sector strengthening and reform, and citizen security. Its functions include preparing the Bank's related sector policies, strategies, operational guidelines and programs; conducting relevant research and analytical work; and providing specialized technical support to borrowing member countries. IFD/ICS works with the country departments to design and execute country and regional financial and non-financial programs and projects and evaluates the development results of such interventions.

**What you'll do:** The consultant's key responsibilities will be:

- To review the Women's Health Survey (WHS) micro-datasets for Suriname and Trinidad & Tobago in light of the methodology, principles and recommendations for anonymisation of micro-datasets of national prevalence surveys on gender-based violence in CARICOM, prepared by UN Women and UN ECLAC.
- To consult with the survey firms that prepared the WHS datasets to understand measures taken to minimize disclosure risk and anonymize data.
- To prepare recommendations for any additional measures to further anonymize the two datasets to minimize disclosure risk.
- To update the WHS micro-datasets of Suriname and Trinidad & Tobago, as necessary, applying the recommendations ensuing from the review.

**What you'll need:**

**Citizenship:**

- You are a citizen of one of our 48-member countries. We may offer assistance with relocation and visa applications for you and your eligible dependents.

**Consanguinity:** You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

**Education:** A Master's Degree in any of the following areas: Economics, Statistics, Public Health, Gender and Development **OR** a Bachelor's Degree with ten years of experiences in these areas can be accepted.

**Experience:**

- At least fifteen years' direct experience anonymising micro-datasets from large household surveys.
- Experience working in small island developing states of CARICOM
- Proven experience with undertaking at least 1 large survey-based initiative that has produced gender statistics.
- Proven experience with engaging with users and producers of gender statistics or gender equality research.
- At least five years direct experience anonymising Women's Health Survey micro-datasets.
- A minimum of three years working on social and /or gender statistics.

**Languages:** Fluency in written and oral English is required.

**Core and Technical Competencies:**

- Strong statistical analysis and social research and analytical skills.
- Excellent written and oral communications skills including the conveying complex concepts and recommendations, in a clear and persuasive style tailored to match different audiences.
- Ability to interact independently as part of a team.
- Ability to multi-task and operate effectively in stressful situations.
- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Stakeholder Engagement;

**Opportunity Summary:**

**Type of contract:** Product and External Services Contractual (PEC)

**Length of contract:** 12 days over the period of September 2021 – November 2021.

**Starting date:** September 1, 2021

**Location:** The consultancy will be home-based (no travel is required/expected).

**Responsible persons:** IFD/ICS Specialists Jose Antonio Mejia-Guerra (joseAM@iadb.org) and Dana King ([danak@iadb.org](mailto:danak@iadb.org))

**Requirements:** You must be a citizen of one of the [IDB's 48 member countries](#) and have no family members currently working at the IDB Group.

**Our culture:** Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests. Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, LGBTQ+, persons with disabilities, afro-descendants, and indigenous people to apply.

**About us:** At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

**Our team in Human Resources carefully reviews all applications.**

**TERMS OF REFERENCE**  
**REVIEW AND MODERNIZATION OF INMATE AND CORRECTIONAL OFFICER TRAINING PROGRAMMES AT THE DEPARTMENT OF CORRECTIONAL SERVICES (DCS) - JAMAICA**

**1. Background and Justification**

- 1.1. In 2019, the IDB financed two reports on the Jamaican corrections system: the first drawing on the findings of a [national prisoner survey](#) and the second on the findings resulting from application of a needs assessment to the administration. The reports looked at the corrections system's performance from two different perspectives, yet both highlighted the critical need to improve training and professionalization of correctional officers. Surveyed inmates reported mistreatment of visiting family members by correctional officers, high levels of violence in correctional facilities that were uncontrolled by guards, and widespread suspicion that correctional officers were the principal source of illicit items into the correctional facilities. In turn, the Needs Assessment report underscored the limited opportunities available for staff training and continuing education as well as the need to review and modernize the training curriculum; concluding that "[i]nvesting in staff is probably the most important reform that an administration can undertake."
- 1.2. The [prison survey report](#) also highlighted the need to strengthen and expand the educational and training programmes available to inmates. Among the report's findings was that only 50% of inmates engaged in academic studies - the vast majority (73%) at the high school level – and a mere 14% learned a trade while incarcerated. Of those inmates that did not participate in employment or educational programs, nearly 50% cited the lack of available opportunities as the main reason. Of those who did not attend classes, 40% stated that it was because of the lack of availability of classes. Among its key recommendations, the report noted the importance of expanding access to basic and secondary education programs to cover all inmates through increased funding and development of partnerships with the Ministry of Education, local colleges and universities.
- 1.3. Investing in inmate and correctional officer training has been shown to have a positive impact on recidivism rates. A 2012 study found supportive staff orientation toward inmates and positive staff working conditions had a positive impact on inmates' perceptions of conditions in correctional facilities. Similarly, the literature suggests that offenders who received educational programming during incarceration were less likely to recidivate than those who did not participate<sup>2</sup>.
- 1.4. In 2021, the IDB approved a regional grant, *Crime and Violence in the Caribbean: Perception, Data, and Policy* (RG-T3868), with the aim of supporting Caribbean countries to implement evidence-based policies and programs to reduce crime and violence (C&V) by developing evidence-based intervention models to strengthen the criminal justice sector in the Caribbean. The Government of Jamaica has requested support under the grant project to review and update its training curriculum for correctional officers and educational offerings for inmates, with the aim of supporting inmate rehabilitation and reducing recidivism rates.

**2. Objectives**

- 2.1. The aim of this consultancy is to review existing correctional officer training curriculum and inmate

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<sup>2</sup> Bozick, R., J. Steele, L. Davis, et al. 2018. Does Providing Inmates with Education Improve Post-Release Outcomes? A Meta - analysis of Correctional Education Programs in the United States. *Journal of Experimental Criminology*, 14, 389 – 428. <https://doi.org/10.1007/s11292-018-9334-6>



educational offerings and prepare a detailed proposal and implementation plan for their improvement to better support DCS to carry out its mission.

### **3. Scope of Services**

#### **3.1. The consulting firm will:**

- Assess the existing correctional officer training course offerings and curriculum, taking into consideration the DCS career paths, administrative processes, rehabilitation and reform models, recent technological and administrative reforms (e.g. Jail Information System), national law and international protocols for correctional facility management (Nelson Mandela Rules, Bangkok Rules) as well as existing staff educational profiles and experience to determine curriculum requirements.
- Identify gaps between the correctional officer curriculum requirements and the current offerings in terms of curriculum.
- Prepare an updated curriculum with enhancing existing coursework to meet requirements and, if not possible, developing new courses to bridge gaps.
- Determine appropriate method and frequency of training course delivery as well as audience for each training course.
- Identify educational courses currently offered to incarcerated persons as well as obstacles to their participation in said opportunities.
- Assess offerings provided against those requested by inmates and/or most likely to lead to employment post-release to identify gaps.
- Identify educational offerings to bridge gaps and partnerships with Government, NGOs, or other agencies to increase inmates' access to relevant educational opportunities.
- Preparation of Terms of Reference for a firm to design all identified new correctional officer training courses and train corrections instructional staff to deliver the new coursework.

### **4. Key Activities**

#### **4.1. The consulting firm shall perform the following tasks:**

- Desk review of existing correctional officer training course offerings and curriculum, information on DCS career development and paths, administrative processes for inmate management carried out by correctional officers, rehabilitation and reform models, recent technological and administrative reforms (e.g. Jail Information System) that affect staff functions, national law and international protocols for corrections management (Nelson Mandela Rules, Bangkok Rules) as well as existing staff educational profiles and experience.
- Liaise with key stakeholders, including DCS administration, instructional institute staff, correctional officers, and inmates, to better understand their perspective on gaps and needs for staff training.
- Prepare an initial report identifying existing staff course offerings, technical and administrative capacity gaps, and staff curriculum requirements; and providing detailed recommendations on changes to curriculum including type of courses offered; methodology, periodicity, class size, or delivery method of existing staff courses; and any additional courses to be offered based thereon.
- Prepare procurement documents for a firm to design the new curriculum and pedagogical materials, as well as train instructors in its delivery.
- Desk review of existing educational and vocational courses offered to inmates and their curriculum; barriers to inmate access to educational and vocational training; labor market

insertion obstacles and opportunities for inmates post-release; and local educational and vocational training providers.

- Liaise with local educational and vocational training providers, inmates, correctional officers, and potential employers to confirm or expand upon findings of the desk review.
- Prepare a report summarizing findings of desk review and interviews; as well as providing detailed recommendations for expanding access to vocational and educational trainings, adjusting course offerings to better support inmates' labor market reinsertion post release, and potential providers. The report should include a detailed budget for the proposed changes and expansion of course offerings, as well as instrument or methodology to assess the outcomes of the new curriculum proposed.

## **5. Expected Outcome and Deliverables**

5.1. The expected outcome of this consultancy is the submission of the following deliverables:

- Inception Report and Work Plan
- Correctional Officer Training Report identifying existing staff course offerings, technical and administrative capacity gaps, and staff curriculum requirements; and providing detailed recommendations on changes to curriculum including type of courses offered; methodology, periodicity, class size, or delivery method of existing staff courses; and any additional courses to be offered based thereon.
- Procurement documents for a firm to design the new curriculum and pedagogical materials, as well as train instructors in its delivery.
- Report on inmate vocational and technical course offerings summarizing findings of desk review and interviews; as well as providing detailed recommendations for expanding access to vocational and educational trainings, adjusting course offerings to better support inmates' labor market reinsertion post release, and potential providers. The report should include a detailed budget for the proposed changes and expansion of course offerings.

## **6. Project Schedule and Milestones**

6.1. The estimated duration of the consultancy is sixty-five (65) non-consecutive working days over an eight (8) month period with the following milestones:

- The inception report is expected to be delivered within 3 weeks of contract signature.
- The Correctional Officer Training Report is expected to be delivered within 3 months of contract signature.
- The Procurement documents are expected to be delivered within 4 months of contract signature.
- The inmate vocation and technical course offerings report is expected to be delivered within 7 months of contract signature.

6.2. The place of work is the country of the consulting firm and/or Kingston, Jamaica.

## **7. Supervision and Reporting Requirements**

7.1. The IDB Team Leader for this consultancy is Dana King, Senior Specialist (IFD/ICS), who may be contacted at [danak@iadb.org](mailto:danak@iadb.org). The IDB Team Leader will supervise and provide support to the implementation of this consultancy, give comments to any reports, approve reports, documents, work, and give comments or any instructions for changes. It shall be Firm's responsibility for ensuring that such meetings are conducted and such reports are submitted to the Bank.

7.2. The consulting firm is expected to report to the IDB Team Leader and the DCS-appointed focal

point at least once per month over the course of the consultancy's implementation by email, videoconference, or telephone.

7.3. Each of the project deliverables will be formally presented to the IDB and DCS within 10 days of submission. The IDB and JUSPOL will strive to provide feedback to the consultancy firm on deliverables in writing within 10 working days after the presentation of the deliverable.

7.4. All deliverables and presentations shall be in English.

## 8. Acceptance Criteria

8.1. The Team Leader will be responsible for approving each deliverable and all payments. Approval will be given in writing by the IDB Team Leader once she determines that the product meets the required quality standards of the consultancy.

## 9. Schedule of Payments

9.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

9.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b><i>%</i></b>
<i>1. Inception report</i>	5%
<i>2. Correctional Officer Training Report</i>	45%
<i>3. Correctional Officer Training Procurement Documents</i>	10%
<i>4. Inmate Vocational and Technical Training Report</i>	40%
<b>TOTAL</b>	100%