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DB Reference N°: IDB-P794656-08/21

Country: Jamaica

Institution: Inter-American Development Bank

Sector: Law and Justice, General - Social Services

Deadline: 2021-08-20T00:00:00.00-04:00

Status: Published

Loan N°./Financing: RG-T3868

Project: Crime and Violence in the Caribbean: Perception, Data, and Policy

Title: Review existing correctional officer training curriculum and inmate educational offerings in Jamaica's Department of Correctional Services (DCS) and prepare a detailed proposal and implementation plan for their improvement to better support DCS to carry o

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Borrower/Bid No:

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES

Selection # as assigned by e-Tool: RG-T3868-P001

Selection Method: Simplified Competitive Process

Country: Jamaica

Sector: Innovation in Citizen Services

Funding – TC #: RG-T3868

Project #: ATN/OC-18707-RG

TC name: Crime and Violence in the Caribbean: Perception, Data, and Policy

Description of Services: The aim of this consultancy is to review existing correctional officer training curriculum and inmate educational offerings in Jamaica's Department of Correctional Services (DCS) and prepare a detailed proposal and implementation plan for their improvement to better support DCS to carry out its mission.

Link to TC document: https://www.iadb.org/en/project/RG-T3868

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest. Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (http://beoprocurement.iadb.org/home) by: August 20, 2021, 5:00 P.M. (Washington D.C. Time).

The consulting services ("the Services") include: (i) a review of existing correctional officer training curriculum and inmate educational offerings in Jamaica's Department of Correctional Services (DCS) and (ii) preparation of a detailed proposal and implementation plan for their improvement to better support DCS to carry out its mission. The consultancy is expected to start in the fourth quarter of 2021 and be completed by the end of the second quarter of 2022.

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: *Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work* - GN-2765-4. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described above in the draft summary of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: *Dana Michael King (danak@iadb.org)*

Inter-American Development Bank

Division: ICS/CJA

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DRAFT 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[1].

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 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. 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.

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

[1] 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