

TC DOCUMENT

I. Basic project data

▪ Country/Region:	Regional / CCB
▪ TC Name:	Strengthening data generation for correctional management in the Caribbean
▪ TC Number:	RG-T2551
▪ Team Leader/Members:	Arnaldo Posadas (IFD/ICS), Team Leader; Lina Marmolejo, Andrés Restrepo; Karelia Villa (IFD/ICS); Mariko Russell (ICS/CSU); Camila Mejia (ICS/CJA); Dana King (ICS/CTT); Heather Sutton (CCB/CCB); Nathalie Hoffman (IFD/ICS) and Mónica Lugo (LEG/SGO).
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination.	Research & Dissemination
▪ Reference to Request: (IDB docs #)	N/A
▪ Date of TC Abstract:	June 22, 2015
▪ Beneficiary (countries or entities which are the recipient of the technical assistance):	Barbados, Jamaica, Suriname, Trinidad and Tobago
▪ Executing Agency and contact name :	Inter-American Development Bank, through the Institutional Capacity of the State Division (ICS)
▪ IDB Funding Requested:	US\$400,000 (Citizen Security Special Program)
▪ Local counterpart funding, if any:	None
▪ Disbursement period (which includes execution period):	24 months
▪ Required start date:	September 2016
▪ Types of consultants (firm or individual consultants):	Firms and individuals
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	IFD/ICS
▪ Included in Country Strategy (y/n);	No
▪ TC included in CPD (y/n):	No
▪ GCI-9 Sector Priority:	Institutions for Growth and Social Welfare; Citizen Security

II. Objective and Justification

- 2.1 The issue of improving correctional management (implementing correctional strategies, programs or policies that can contribute in reducing crime) is of particular concern for Caribbean countries. Correctional systems in the Caribbean are facing significant challenges such as: (i) high prison population rates, oscillating between 145 and 379 per 100,000 inhabitants (the world average is 140 per 100,000 inhabitants); (ii) prison overcrowding (with official capacity estimated to be exceeded by more than 70%); and (iii) overuse of pretrial detention (with an average

regional rate of detention pending trial of 40%). In this context, rehabilitation opportunities within the justice system are notably scarce. Table 1 shows specific facts related to the prison system of six Caribbean countries.

Table 1. Basic Facts of Prison Systems

		No. of Prisons	Female facilities	Male facilities	Juveniles	Prison Population			Official capacity	Population Density (%)
						Number	Rate	Remand/Pre-Trial (%)		
1	Bahamas	1	-	-	2	1396	363	42.0	928	162.4
2	Barbados	1	-	-	-	924	322	40.4	1250	70.7
3	Guyana	5	1	4	-	1944	256	35.6	1640	188.5
4	Jamaica	12	1	6	4	4050	145	16.9	4690	87.7
5	Suriname	5		4	1	1000	183	50.0	1330	75.2
6	Trinidad & Tobago	9	1	8	1	3700	272	60.0	4886	71.2

Source: World Prison Brief, International Center for Prison Studies, 2013-2015.

- 2.2 According to the Caribbean Human Development report (2012), this situation is exacerbated by ineffective criminal justice systems characterized by case processing delays and backlogs, insufficient alternatives to prison, excessive use of punitive policies (based on more extended prison sentences), and inadequate personnel.¹ In addition, the unavailability of official data useful to support evidence-based planning and programs for offenders' rehabilitation and reintegration exacerbates the challenges faced by the Region's correctional systems. In addition, there is a clear underinvestment to support the prison sector, both from the public sector and international cooperation funding². These conditions result in increased recidivism and minimal social prevention policies that negatively impact the efficiency of citizen security efforts.
- 2.3 Given this context, the countries of the Caribbean region are striving to reform their correctional systems, encouraging a policy shift from a merely punitive approach towards a smarter correctional strategy focused on innovative alternatives to incarceration, rehabilitation mechanisms and reentry opportunities. For instance, in recent years, the Trinidad and Tobago Prison Services authorities have begun to abandon the philosophical believe that incarceration is an effective punishment and move toward a more restorative one, focused on the rehabilitation and reintegration of prisoners into society³.

¹ [Caribbean Human Development Report, UNDP, 2012.](#)

² On average, [LAC region spends on its correctional systems approximately 0.15% of GDP, while the US spends 0.5% of GDP.](#)

³ [These efforts started in 2002, based on recommendations made by a report on the Penal Reform System in TT to adopt a restorative justice approach to reform the prison system. Restorative justice was defined as "focusing on the harm and wrongs and promoting engagement and participation to put things right. It attempts to address harms and causes, while balancing concern for all". \(Williams, D., Seepersad, R. \(2014\). Retribution vs. Reintegration: The Trinidad and Tobago Reality in Hell on Earth: The State of Prisons in the Americas in the 21st century Ed Jonathan Rosen and Marten Brien\).](#)

- 2.4 The Inter-American Development Bank (IDB) has taken steps to contribute towards a more modern correctional policy and prison management. For example, through the Economic Sector Work, “Research Agenda in Criminal Justice” (RG-K1308), it has sought to generate practical tools for generating data and knowledge on the region’s prison systems. As a result of this agenda, a methodology has been designed, containing two instruments:
- (i) A needs assessment to identify the most pressing needs and vulnerabilities in order to guide future public policy and management decisions as well as the sequencing of reform of correctional systems. With a view to strengthening management and improving compliance with international minimum standards of safety and treatment, the assessment takes into account the resource scarcity of the region’s environment and has been developed along a continuum of institutional maturity and three different levels of ambition (i.e. basic, core, full). This allows for realistic benchmarking according to different levels of organizational capacity.
 - (ii) A prison inmate survey methodology to contribute in the generation of basic data and information on elements relevant to crime prevention and correctional policy decisions, such as, among others: the socio demographic characteristics of inmates, common criminal patterns, types of crimes for which inmates are being tried, prevalence of pre-trial detention, victimization within prisons and access to basic care services.
- 2.5 Since the design of this methodology, the IDB has been continuously working with international experts as well as with correctional authorities from both Central America and the Caribbean in order to validate the instruments, adapt them to the local contexts, and encourage participation and sense of ownership among high-level government authorities and plan for its implementation in different countries.⁴ Finally, the IDB has approved additional financial resources (two grants and a component within a loan operation) to support the implementation of these instruments in Central America and the Caribbean.⁵
- 2.6 **Objective.** The general objective of this project is to provide quality data on correctional institutions and prison inmates in the Caribbean. The specific objectives are: (i) to contribute to the understanding of the causes of the crisis in the correctional systems of specific countries; and (ii) to diagnose the steps needed to improve the management of correctional systems with a view to strengthening efficiency and rehabilitative capabilities. The project will accomplish these objectives through the generation of primary data and the implementation of standardized tools such as a prison survey of inmates and needs assessment of prison conditions. This operation will provide additional value added by: (i) developing the first regional assessment on correctional systems in the Caribbean; (ii) establishing elements for a

⁴ For instance, both instruments were validated by international experts on corrections and rehabilitation in the technical workshop “Building Tools and Methodologies for Better Management of the Correctional System” organized at the IDB in September, 2014. Subsequently, the instruments were also validated by correctional authorities in the Regional Council of Directors of Prison Systems in Central America (October 2015) and the Regional Summit of the Caribbean Heads of Corrections and Prison Systems (July 2015).

⁵ Regional Corrections Management Model in Central America (RG-T2297); Support for the Design of the Prisoner Reentry System (BH-T1046); and the Citizen Security Strengthening Programme (GY-L1042).

comparative analysis of the region within the world, and (iii) providing governments with evidence that can usefully inform policy decisions.

- 2.7 **Criteria for country selection.** Beneficiary countries (BA, JA, TT and SU) have been selected based on correctional systems needs related to: (i) updating the quantification and characterization of prison populations; (ii) reviewing the effectiveness of their rehabilitation and reintegration programming; (iii) assessing the needs and assets related to physical infrastructure and capacity of correctional systems to facilitate the implementation of rehabilitation and reintegration programs. In addition, institutional capacity, resources and regional balance were taken into consideration. By including Barbados, Jamaica, Trinidad and Tobago and Suriname⁶ in this operation, the Bank ensures that the entire Caribbean region benefits from this effort and allows broader regional comparisons of survey and assessment results.
- 2.8 **Alignment.** This TC is aligned with the Citizen Security Conceptual Framework and Empirical Evidence (No. IDB-DP-232) and the Citizen Security and Justice Sector Framework Document (GN-2771), which call for strengthening institutional capacity and management capabilities of the criminal justice system. Citizen Security is also one of the main areas of the Strategy for Institutions for Growth and Social Welfare (GN-2587), and was identified as a priority area that contributes to the objectives of the Bank's ninth capital increase (AB-2764). The proposed TC is aligned with the Update to the Institutional Strategy 2010-2020, with its crosscutting issue of institutional capacity and rule of law. Also, the project is aligned with pillars one and three of the Citizen Security Special Program (GN-2660) as it focuses on generating better data and information on crime and violence, as well, as strengthening institutional capabilities of criminal justice institutions in the region.
- 2.9 **Complementarity.** This TC will complement existing data collection initiatives on citizen security which include victimization surveys of homes and businesses, covering a wide range of crimes and violence against women surveys⁷. Collecting accurate data, both administrative and primary, for correctional systems requires a specific and specialized survey and team, given the specific characteristics of the targeted institutions and population. Partly for these reasons, data about prison systems and inmates have not been collected before. This TC will add to previous efforts of generating accurate data and information about specific types of violence, by specifically addressing a type of population and institution within the criminal justice system that is usually overlooked.

III. Description of activities and outputs

- 3.1 **Component 1: Data collection on correctional institutions and prison population.** This component seeks to generate new data on correctional systems in

⁶ The implementation of these instruments in The Bahamas and in Guyana is being supported by the Support for the Design of the Prisoner Reentry System (BH-T1046) and the Citizen Security Strengthening Program (GY-L1042), respectively.

⁷ See "Crime and Violence in the Caribbean" (RG-T2196); "Improving Caribbean Competitiveness by Addressing Crime and Violence" (RG-T1525) and "Violence against Women in the Caribbean" (RG-T2450).

Barbados, Jamaica, Trinidad and Tobago and Suriname⁸ both from the administration and inmates' point of view, which will contribute to complement the available administrative data. The TC will finance consulting services to carry out the following activities: (i) compilation of the existing administrative data available in each country through a detail review of secondary datasets and information in specified countries; (ii) adaptation of the survey instruments for specified Caribbean countries; and (iii) data collection of two types of surveys per country: (a) the survey to inmates will produce and gather reliable information on common characteristics of the prison population, both male and female (demographic and socioeconomic; family context during childhood, before the arrest, and at present; use of weapons; operation of the criminal justice system and living conditions and health services while in prison);⁹ and (b) the needs assessment survey will gather information about the level of development achieved by a prison system to better guide administrator and decision-makers with regards to infrastructure, services and treatment, information and planning, operations and oversight, vulnerable population and staff and training. This particular activity includes financing the contracting of an individual expert or university team to conduct training to survey administrators, and the selection of the firm/university to design the sample, implement the survey, and prepare the data set for analysis. The expected output of this component is a comprehensive dataset that will support authorities tailor policies and programs accordingly.

- 3.2 **Component 2: Data and information analysis.** This component seeks to produce technical and sound analysis of correctional systems in the Caribbean, in order to inform policy makers and facilitate cross-country technical and policy dialogue about this topic. The component will finance the production of four country studies and one cross-country report, based on existing data (both administrative and collected through surveys) and the newly generated information under Component 1. These studies will include qualitative and quantitative analysis of the results of the surveys, and a summary on the implementation issues for each of the four surveys and recommendations of future application (that will contribute to ensure their sustainability and replicability in the future). The expected output is a comprehensive analysis/diagnosis with policy/program recommendations for beneficiary countries included in this TC.
- 3.3 **Component 3: Dissemination of results.** The objective of this component is to disseminate the results of this exercise within the countries through policy dialogues. Target audience will include correctional authorities, policy makers, academia, civil society and private sector. In particular, this component will finance dissemination and dialogue through four country policy dialogues. As a result, better information and a wider understanding of correctional management throughout the region will be achieved. Also, this component will allow countries to learn from each other's achievements and experiences.

⁸ As mentioned above, this exercise is also being implemented in the Bahamas and Guyana with alternative financial resources.

⁹ The survey will also include a specific module seeking to answer a particular research question for each country depending on its most pressing challenges.

Table 2. Indicative Results Matrix

Indicator		Baseline			Yearly Targets		End of Project		Means of Verification
		Unit	Value	Year	Year 1	Year 2	Planned	Date	
		Results indicators							
		Expected result 1: Updated and accurate information on prison population and correctional institutions is generated and publicly available.							
Primary data is collected, systematized and published.		#	0	2016	-	1	1	2018	Document saved in IDBDOCS and published in IDB Website by TL.
		Expected result 2: Correctional Managers and Citizen Security authorities of beneficiary countries use new data on prison population and institutional assessment for managerial decisions and policy design.							
Data is analyzed and a report is published.		#	0	2015	-	1	1	2018	Document saved in IDBDOCS and Project Reports published in IDB website by TL.
		Expected result 3: New knowledge on prison population and the current state of correctional institutions in the Caribbean is disseminated and dialogue about these issues is increased.							
National dialogues are developed and results and recommendations are disseminated.		#	0	2015	2	2	4	2019	Minutes of the workshops saved in IDBDOCS by TL.
		Output indicators							
		Component 1: Data collection on correctional institutions and prison population							
Dataset from administrative data developed		Dataset	0	2016	2	2	4	2018	Dataset saved in IDBDOCS and Daseg by TL
Dataset from survey to inmates developed		Dataset	0	2016	2	2	4	2018	Dataset saved in IDBDOCS by TL and uploaded in Daseg.
Dataset from needs assessment survey of institutional capabilities developed		Dataset	0	2016	2	2	4	2018	Dataset saved in IDBDOCS by TL and uploaded in Daseg.
		Component 2: Data and information analysis							
Analytical study summarizing the findings from both surveys produced and published		Study	0	2016	2	2	4	2018	Document in IDBDOCS and published in IDB Website by TL.

Analytical regional study summarizing the findings of four surveys	Study	0	2016		1	1	2018	Document in IDBDOCS and published in IDB Website by TL.
Component 3: Dissemination of results								
National workshops organized and developed	Worksh op	0	2016	2	2	4	2019	Workshop minutes published in IDBDOCS and blog published by TL.

Table 3. Budget

Component	Description	Quantity	IDB Financing	Counterpart Financing	Total Financing
Component 1: Data collection on correctional institutions and prison population.	Inmate Survey and Needs Assessment	4	300,000	-	300,000
	Subtotal 1		300,000		
Component 2: Data and information analysis	Country reports	4	50,000	-	60,000
	Regional study	1	10,000		
	Subtotal 2		60,000		
Component 3: Dissemination of results	Country policy dialogues	4	40,000	-	40,000
	Subtotal 3		40,000		
TOTAL			400,000		400,000

IV. Executing agency and execution structure

- 4.1 As this TC will generate knowledge and dissemination products originated by the Bank, the operation will be implemented by IFD/ICS in collaboration with CCB/CCB. The project team will request and obtain the corresponding non-objections letters (expressing conformity with and support to the objectives of the TC) from the country's official counterpart before the initiation of any activity in each country. The TC will be implemented over 24 months. The IDB will conduct the procurement of consulting services required for TC implementation, according to the Bank's policies and procedures.
- 4.2 **Reporting:** Semi-annual reports will be undertaken to ensure that targets are met and/or adjust the proposal as required to mitigate risks that could potentially curb the execution of this TC. A final report on the implementation of this TC will also be drafted and shared.
- 4.3 **Procurement:** All procurement of services will be carried out in accordance with the applicable Bank policies and procedures.

V. Project Risks and issues

- 5.1 There is a risk identified for this TC and the respective mitigation actions are the following:

Identified risks	Mitigation Actions
Inadequate quality of data and analysis generated.	The project team has been working closely with technical experts on survey implementation and sampling methodologies, as well as, subject experts on prison management to ensure quality control.
Lack of institutional buy-in and discontinuity risk.	Early involvement and continuous communication with key stakeholders involved in the program. In this sense, the project team has been disseminating this initiative and starting dialogues with Caribbean governments since the previous year through the Caribbean Correctional Services Annual Conferences.
Working with citizen security institutions, such as the police and the correctional system may pose reputational risks for the IDB.	As suggested by the Operational Guidelines for Program Design and Execution in the Area of Civic Coexistence and Public Safety (GN-2535-1); the project team will draw upon the experience of expert organization to support, guide prison work and ensure implementation in accordance with international best practices.

VI. Exceptions to Bank Policies

- 6.1 There are no exceptions to Bank policy.

VII. Environmental and Social Classification

- 7.1 There are no environmental or social risks associated with the activities outlined in this operation; therefore its environmental classification is "C", according to the Environment and Safeguard Compliance Policy (OP-703). (See [Safeguard Policy Filter Report and Safeguard Screening Form](#)).

Required Annexes

Annex I. Terms of Reference.

Annex II. Procurement Plan.

TERMS OF REFERENCE

Strengthening data generation for correctional management in the Caribbean (RG-T2551)

Contract for a Firm/University Specialized in Survey Data Collection

Background

The issue of improving correctional management (implementing correctional strategies, programs or policies that can contribute in reducing crime) is of particular concern for Latin American and Caribbean countries. The Caribbean region is currently experiencing a profound crisis in its correctional systems, reflected in: (i) high prison population: prison population rates in the region oscillate between 145 and 379 per 100,000 inhabitants, which surpasses the world average of 140 per 100,000 inhabitants; (ii) overcrowding: prison overcrowding where prisoner volume exceeds the prison capacity by more than 70%; (iii) pretrial detention: a large number of prisoners are awaiting trial, with an average regional rate (i.e., number of pretrial detainees as a proportion of the total prison population) of detention pending trial of 40%.

This situation is exacerbated by criminal justice systems that lack effectiveness and are characterized by case processing delays and backlogs, low conviction rates, insufficient alternatives to prison, excessive use of punitive policies (based on more extended prison sentences), and inadequate personnel training. In addition, there is limited official data useful and appropriate to support evidence-based planning and programs for offenders' rehabilitation and reintegration. This deficiency of data and management, and absence of resources, seriously hinders citizen security, through increased recidivism, minimal social prevention policies, and negatively impacts the families of those deprived of liberty.

In this context, the countries of the region are striving to reform their correctional systems, encouraging a philosophical shift from a merely punitive approach towards a smarter correctional strategy focused more on innovative alternatives to incarceration, rehabilitation mechanisms and reentry opportunities. In addition, in the region, there is a clear deficit of investment identified in support for the prison sector, both by the public sector and international cooperation, which significantly aggravates the conditions of the system.

To better understand this situation and to support progress towards more modern correctional policies and prison management, the Inter-American Development Bank (IDB), in 2013, encouraged a "Research Agenda in Criminal Justice" (RG-K1308) which seeks to generate practical tools for generating data and knowledge about the current situation of prison systems in both countries in Latin America and the Caribbean. As a result, the IDB with the support of specialized consultants designed and developed of a comprehensive methodology, comprised of two instruments: (i) a dynamic needs assessment to identify the most pressing issues and starting points for reform of correctional systems, with a view to strengthening management and improving compliance with international minimum standards of safety and treatment; and (ii) the second instrument is a prison inmate survey methodology to contribute in the generation of basic data and information on elements relevant to crime prevention and correctional policy decisions.

Since then, the IDB has been continuously working with experts of the region and correctional authorities of both Central America and the Caribbean through different mechanisms, not only to

validate the instruments but also to stimulate interest, encourage participation and ownership of higher level government authorities, and to adapt the instruments to the local context and advance in its gradual implementation in different countries. For instance, both instruments were validated by international experts on the field of corrections and rehabilitation in the technical workshop “Building Tools and Methodologies for Better Management of the Correctional System” organized at the IDB in September, 2014. Subsequently, the instruments were also validated by correctional authorities in the Regional Council of Directors of Prison Systems in Central America (October 2015) and the Regional Summit of the Caribbean Heads of Corrections and Prison Systems (July 2015). Finally, the IDB has approved additional financial resources (two grants and a component within a loan operation) to support the implementation of these instruments in Central America and the Caribbean.

Purpose of the consultancy

The objective of this consultancy is to conduct both: (i) an **inmate survey** in order to generate new knowledge and information the socio demographic characteristics of inmates, common criminal patterns, types of crimes for which inmates are being tried, prevalence of pre-trial detention, victimization within prisons and access to basic care services; and (ii) a **needs assessment** to identify the most pressing issues and starting points for reform of correctional systems.

Activities under this consultancy

The selected university/firm will undertake the following tasks:

- Lead, coordinate and work together with the Department of Corrections to procure prison population data related to the survey and maintain a list of sentenced inmates from which the sample will be drawn.
- Design a sampling frame for the collection of nationally representative data from prison population.
- Work closely with the IDB in reviewing and tailoring the survey questionnaire to the local context and language, ensuring comparability across the region in the surveys.
- Pretest the entire survey, making any needed revisions with IDB approval.
- Train field staff and data collectors that will carry out the exercise in the prison facilities, with input from the IDB.
- Conduct the survey and collect data using handheld electronic devices.
- Prepare the data for analysis and provide datasets and codebook for analysis to the IDB.
- Supervision of the quality of the information collected.

Products/Deliverables

1. Work plan for the entire project period
2. Written report with the methodology, including the sampling framework and dataset preparation with the number of interviews partially vs. fully completed, total response rate, any difficulties encountered during field work or dataset preparation and any other limitations of the data.
3. Report on the outcome of pretesting the questionnaire, after pretesting is concluded.
4. Clean data set and codebook for analysis, in STATA or SPSS for windows with appropriate weights, variable labels and codebooks included.

Required competencies

The university/firm must be able to demonstrate evidence of the skills, knowledge and experience detailing in the following specifications:

- Substantive knowledge and experience in research, security and prison issues;
- Sound knowledge of research methodologies, citizen security and correctional issues;
- Expertise and experience in conducting inmate surveys;
- Expertise and experience in policy development, undertaking comparative analysis research and report writing;
- High analytical and negotiating skills and also excellent competency in written English language.

In addition the firm/university will ensure the following technical qualifications for its key personnel:

- Project Coordinator: professional with experience in statistics or PhD in social sciences, related professional experience of at least 10 years and specific experience with conducting surveys in the English-speaking Caribbean.
- Fieldwork Supervisor: Professional with a graduate degree in social sciences, related professional experience of at least five years and specific experience implementing survey research.
- Data Collectors: professionals or graduate students with a degree in social sciences and experience in data collection or computer sciences.

Contract characteristics

Length: 6 months after signing the contract

Payment Schedule

1. An initial payment of 30% of the total contract value will be made at contract signing and submission of the work plan and methodology.
2. A second payment of 70% will be made upon receipt of the report on the outcome of pretesting the questionnaire and the clean data set.

Coordination

The IDB team leader would be the specialist in each one of the countries. The firm's primary liaison will be the team leader.

TERMS OF REFERENCE

Strengthening data generation for correctional management in the Caribbean (RG-T2551)

Contract for a Firm/University Specialized in Data Analysis and Processing

Background

The issue of improving correctional management (implementing correctional strategies, programs or policies that can contribute in reducing crime) is of particular concern for Latin American and Caribbean countries. The Caribbean region is currently experiencing a profound crisis in its correctional systems, reflected in: (i) high prison population: prison population rates in the region oscillate between 145 and 379 per 100,000 inhabitants, which surpasses the world average of 140 per 100,000 inhabitants; (ii) overcrowding: prison overcrowding where prisoner volume exceeds the prison capacity by more than 70%; (iii) pretrial detention: a large number of prisoners are awaiting trial, with an average regional rate (i.e., number of pretrial detainees as a proportion of the total prison population) of detention pending trial of 40%.

This situation is exacerbated by criminal justice systems that lack effectiveness and are characterized by case processing delays and backlogs, low conviction rates, insufficient alternatives to prison, excessive use of punitive policies (based on more extended prison sentences), and inadequate personnel training. In addition, there is limited official data useful and appropriate to support evidence-based planning and programs for offenders' rehabilitation and reintegration. This deficiency of data and management, and absence of resources, seriously hinders citizen security, through increased recidivism, minimal social prevention policies, and negatively impacts the families of those deprived of liberty.

In this context, the countries of the region are striving to reform their correctional systems, encouraging a philosophical shift from a merely punitive approach towards a smarter correctional strategy focused more on innovative alternatives to incarceration, rehabilitation mechanisms and reentry opportunities. In addition, in the region, there is a clear deficit of investment identified in support for the prison sector, both by the public sector and international cooperation, which significantly aggravates the conditions of the system.

To better understand this situation and to support progress towards more modern correctional policies and prison management, the Inter-American Development Bank (IDB), in 2013, encouraged a "Research Agenda in Criminal Justice" (RG-K1308) which seeks to generate practical tools for generating data and knowledge about the current situation of prison systems in both countries in Latin America and the Caribbean. As a result, the IDB with the support of specialized consultants designed and developed of a comprehensive methodology, comprised of two instruments: (i) a dynamic needs assessment to identify the most pressing issues and starting points for reform of correctional systems, with a view to strengthening management and improving compliance with international minimum standards of safety and treatment; and (ii) the second instrument is a prison inmate survey methodology to contribute in the generation of basic data and information on elements relevant to crime prevention and correctional policy decisions.

Since then, the IDB has been continuously working with experts of the region and correctional authorities of both Central America and the Caribbean through different mechanisms, not only to validate the instruments but also to stimulate interest, encourage participation and ownership of higher level government authorities, and to adapt the instruments to the local context and advance in its gradual implementation in different countries. For instance, both instruments were validated by international experts on the field of corrections and rehabilitation in the technical workshop “Building Tools and Methodologies for Better Management of the Correctional System” organized at the IDB in September, 2014. Subsequently, the instruments were also validated by correctional authorities in the Regional Council of Directors of Prison Systems in Central America (October 2015) and the Regional Summit of the Caribbean Heads of Corrections and Prison Systems (July 2015). Finally, the IDB has approved additional financial resources (two grants and a component within a loan operation) to support the implementation of these instruments in Central America and the Caribbean.

Purpose of the consultancy

The overall objective of this consultancy is technically managing the process of data analysis and reporting of prison surveys and needs assessment of correctional population in Barbados, Suriname, Trinidad and Tobago and Jamaica. In particular, the consulting firm will undertake: (i) the general supervision of the implementation of the survey; (ii) the analysis of the data collected; and (iii) the preparation of the final report for each country.

Activities under this consultancy

The selected university/firm will undertake the following tasks:

1. Conduct and deliver a detailed work schedules for the respective surveys Plan.
2. Constitute a team of technical management of the field work for the implementation of surveys prison.
3. Submit to the appropriate authorities in Barbados, Suriname, Trinidad and Tobago and Jamaica, together with IDB specialists, and experts from the cluster of Citizen Security and Justice responsible for this activity, the objectives of the implementation of the survey and its content and make adjustments to the instrument according to national goals and recommendations, taking into account the "core" or main themes for purposes of longitudinal and regional comparison, highlighting elements that could vary for the particularities and priorities; define appropriate times and places of implementation of the surveys, taking into account the characteristic flow system with a view to ensuring the future comparability; collect basic key data of the prison system.
4. Perform introductory field trips and presentations, necessary for the implementation of the surveys, with key authorities and stakeholders from corrections, judiciary, public defense, social, community and private sector.
5. Support the selection of the specialized entity or firm, which will in the field of application of the survey and data collection.
6. Accompany the process of designing the sampling frame.
7. Accompany and supervise the implementation of the pilot testing of the instruments.
8. Support the development of training manuals for field staff to apply the survey.
9. Advise the process of recruitment and training of field personnel.
10. Advise the planning and logistics of fieldwork.
11. Advise and monitor the technical execution of the survey.
12. Supervise editing and coding of survey material (data entry).
13. Supervise cleaning and analysis of data consistency.

14. Supervise and contribute to data analysis (descriptive and statistical analysis).
15. Support the preparation and editing of the document presentation of results.
16. Present a qualitative final report on the implementation of each of the three national surveys, for the occasion relieving the circumstances and characteristics of implementation of the survey in Barbados, Suriname, Trinidad and Tobago and Jamaica; its characteristics compared to other experiences.

Products/Deliverables

1. A work plan, including a detailed schedule.
2. Content of the presentation for the national authorities of Barbados, Suriname, Trinidad and Tobago and Jamaica, introducing the purpose and scope of the prison survey exercise.
3. Delivery of questionnaire "core" of the prison survey as well as the modified and adapted instrument to the national context.
4. A sampling framework for the implementation of the survey.
5. Timelines to carry out field work in each country.
6. A Manual for the implementation of the survey.
7. Reports on the training of survey teams on the implementation of surveys and data collection.
8. Three independent application analytical reports of the survey in Barbados, Suriname, Trinidad and Tobago and Jamaica.
9. Draft report with the results, a quantitative and qualitative analysis of the implementation of the prison survey in the four countries.
10. A final report with the results, a quantitative and qualitative analysis of the implementation of the prison survey in the four countries.

Required competencies

The consulting firm must have a minimum experience of 10 years in the field of development and validation of censuses and surveys related to the social sector, education, public safety and justice issues prisons, with extensive academic or institutional experience in management and technical and academic administration of these processes.

Contract characteristics

Length: 6 months after signing the contract

Payment Schedule

- a. A first payment of 50% upon signing the contract, upon submission and approval of products 1, 2, 3, 4.
- b. A second payment of 10% upon delivery and acceptance of the first progress report on the implementation of the surveys. (Products 5, 6, 7 and 8).
- c. A third payment of 10% upon delivery and acceptance of the second progress report on the implementation of the surveys. (Product 9).
- d. A final payment for the remainder upon delivery of quantitative and qualitative draft final report of the implementation of the survey and its acceptance by the Bank 20%. (Product 10).

- e. A final payment, the remaining 10 to the delivery of quantitative and qualitative final report on the implementation of the survey and its acceptance by the Bank%. (Product 11).

Coordination

The IDB team leader would be the specialist in each one of the countries. The firm's primary liaison will be the team leader.

PROCUREMENT PLAN FOR NON-REIMBURSABLE TECHNICAL COOPERATIONS									
Country: Bahamas				Executing agency: IFD/ICS				Public or private sector: Public	
Project number: RG-T2551				Title of Project: Strengthening data generation for correctional management in the Caribbean					
Period covered by the plan: 24 months									
Threshold for ex post review of procurements:			Goods and services (in US\$):		Consulting services(in US\$):				
Item No.	Description (1)	Estimated contract cost (US\$)	Procurement Method (2)	Review of procurement (ex-ante or ex-post) (3)	Source of financing and percentage		Estimated date of the procurement notice or start of the contract	Technical review by the PTL (4)	Comments
					IDB/MIF %	Local/other %			
1	Component 1: Data collection on correctional institutions and prison population.	300,000							
	Consulting services								
	Administrative data gathering	5,000	QCBS		100		Sep-16	Yes	
	Survey and needs assessment application	270,000	QCBS		100		Sep-16	Yes	
	Non-consulting services								
	Travel and per-diem	10,000			100		Jan-17		
	Training sessions (logistic costos)	5,000			100		Jan-17		
	Logistics	10,000					Jan-17		
2	Component 2: Data and information analysis	60,000							
	Consulting services								
	Data analysis and analitical report development	60,000	IICQ		100		Jul-17	Yes	
3	Component 3: Dissemination of results	40,000							
	Non-consulting services								
	travel and per-diem	10,000			100		Sep-16		
	Logistics	30,000			100		Sep-16		
Total		400,000	Prepared by:			Date:			
(1) Grouping together of similar procurement is recommended, such as computer hardware, publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value od US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years Y and Y1"									
(2) <u>Goods and works</u> : CB: Competitive bidding; PC: Price comparison; DC: Direct contracting.									
(2) <u>Consulting firms</u> : CQS: Selection Based on the Consultants' Qualifications; QCBS: Quality and cost-based selection; LCS: Least Cost Selection; FBS: Selection nder a Fixed Budget; SSS: Single Source Selection; QBS: Quality Based selection.									
(2) <u>Individual consultants</u> : IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection.									
(3) <u>Ex ante/ex post review</u> : In general, depending on the institutional capacity and level of risk associated with the procurement, ex post review is the standard modality. Ex ante review can be specified for critical or complex process.									
(4) <u>Technical review</u> : The PTL will use this column to define those procurement he/she considers "critical"or "complex"that require ex ante review of the terms of reference, technical specifications, reports, outputs, or other items.									