

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS

Title	Funding Code	Type of engagement	Duty Station:
Juvenile facility staff training consultancy	SC180817	<input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time	UNICEF Jamaica Home-based consultancy

Background:

The Correctional Services Technical Working Group (CSTWG) was established on March 9, 2021 in response to several issues that were highlighted in a recent investigation by the Independent Commission of Investigations (INDECOM) into one of Jamaica's four juvenile correctional centers.¹ The convening of this working group was duly prompted by the Senator the Honourable Matthew Samuda, Minister without Portfolio in the Ministry of National Security, who committed to addressing the issues raised, with a focus on the 'duty of care' to children in detention, especially in respect to appropriate measures of discipline and timely access to psychosocial interventions.

The CSTWG was therefore mandated to provide for the improvement in the care and supervision of the children housed in juvenile correctional centres by ensuring that the operations and management of these centres are in keeping with child rights standards stipulated in international and national legal instruments.

A key recommendation emerging from the work of the CSTWG was the need to ensure that when it is necessary for disciplinary measures to be used, they should contribute to a child's sense of justice and dignity and ultimately to the process of their rehabilitation and reintegration. Implementation of such a system of discipline would involve building positive relationships between children and staff; encouraging desired behaviour through positive reinforcement; dealing with unacceptable behaviour in a fair, consistent and transparent manner; and addressing incidents through conflict resolution and de-escalation.

To implement such a system, the CSTWG has recommended that specific training be provided to Correctional Officers and civilian staff with a focus on child rights and child justice standards; stages of adolescence in terms of brain, social and emotional development; and positive behaviour management techniques.

Indeed, the importance and value of staff training cannot be emphasized enough. Research shows that the more education, training, and experience an individual who works in a juvenile confinement setting has, the more likely it is he or she will have good communication skills, be able to effectively implement behaviour management programming, and encourage and reinforce positive programme participation and behavioural and rehabilitative outcomes of children.²

In view of the above, UNICEF Jamaica seeks to support the Department of Correctional Services (DCS)³ in its plans to strengthen the capacity of Correctional Officers and civilian staff in the areas of child rights and child justice standards, adolescent development, and positive behaviour management techniques.

¹ The complete INDECOM report is available at: <https://www.indecom.gov.jm/wp-content/uploads/2021/02/The-INDECOM-Quarterly-Q3-July-to-September-2020.pdf>

² P. Clark, National Institute of Corrections – Developing and Maintaining a Professional Workforce, available at: <https://info.nicic.gov/dtg/node/12>

³ The Department of Correctional Services (DCS) is the governmental body responsible for the administration of community and custodial services in Jamaica including the supervision of juvenile offenders in the juvenile correctional centres as well as those serving non-custodial sentences. The DCS also carries out the objectives of the

Purpose of Activity/Assignment:

In view of the above, the main purpose of this consultancy is to develop a training package and implement a Training of Trainers course to ultimately increase the knowledge and skills of Correctional Officers and civilian staff on: child rights and child justice standards; adolescent development; and positive behaviour management.

Scope of Work

This assignment will be led by DCS and UNICEF Jamaica and it will be undertaken in close collaboration with the Office of the Children's Advocate (OCA). These three entities will review and provide feedback on key deliverables of the project.

The scope of work will include the following seven (07) core components:

1. *Desktop review:* Conduct a desktop review of existing and relevant national and international training programmes and resources. In this regard, relevant information and documents will be shared with the consultant, including the current DCS training manual for facility staff.
2. *Training needs assessment:* Conduct a needs assessment aimed at assessing the current level of knowledge and competency of staff on child rights issues to better tailor training to their identified needs. It is expected that assessment methods will involve a combination of survey questionnaires and interviews and discussions with key staff.
3. *Capacity-building plan:* In consultation with relevant stakeholders, develop a capacity-building plan to support the roll-out of the training programme using a cascading training model. The plan should include provisions around selection of master trainers, training of trainers, quality assurance mechanisms and monitoring and evaluation.
4. *Training content:* Drawing on the findings of the training needs assessment and building on existing training resources, the consultant will be expected to develop training content tailored to the local context. Training modules should include detailed session plans, handouts, reading materials and facilitation guides.

Thematic areas to be covered in the training should, at a minimum, include:

- International and national standards pertaining to child rights and child justice, including the use of disciplinary measures for children in detention.
- Stages of adolescence in terms of brain, social and emotional development (e.g. transitions young people face; psychosocial needs and vulnerabilities of adolescent girls and boys).
- Application of positive behaviour management techniques (e.g. relationship-building and positive disciplining).

The training should meet the following criteria:

- Grounded in a rights-based and gender-responsive equity approach and directly reflect ethical guidelines: The training programme should be responsive to the specific needs and vulnerabilities of girls and boys in conflict with the law, including those with disabilities. The training should explicitly address ethical decision-making, including around issues related to privacy and confidentiality, conflicts of interest and personal/professional boundaries.
 - Informed by evidence: Training modules should reflect the latest research on adolescent development and effective positive behaviour management.
 - Designed to use a range of learning techniques: These should include skills-based practice, role-plays, presentations, interactive group discussions and exercises – designed to be delivered online.
5. *Pre-test training content*: Test selected training content on Correctional Officers and civilian staff (around 30 staff members). Adjust training modules based on feedback received and submit the final draft training package to DCS, the OCA and UNICEF Jamaica for final review and approval.
 6. *Training of Trainers*: Train a core pool of experienced DCS staff as master trainers (approximately 15) to support the roll-out of the programme. The purpose of this Training of Trainers should be to provide master trainers with competencies and skills that will enable them to effectively delivery training content to Correctional Officers and civilian staff. The training should be conducted online and include a practicum, designed to give participants supervised practical application of selected training elements. Complete a report of the training workshop, which should include key recommendations emerging from the training as well as a summary of participants’ feedback.
 7. *Standard Operating Procedures*: Develop detailed Standard Operating Procedures to be used in juvenile facilities to determine what type of disciplinary measures can be used with children, under what circumstances and by whom.

Child Safeguarding

Is this project/assignment considered as “[Elevated Risk Role](#)” from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

N/A

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):

N/A

More information is available in the [Child Safeguarding SharePoint](#) and [Child Safeguarding FAQs and Updates](#)

Budget Year:	Requesting Section/Issuing Office:	Reasons why consultancy cannot be done by staff:	
2021	Safety & Justice Section/Jamaica Country Office	Expert technical support required	
Included in Annual/Rolling Workplan: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please justify:			
Consultant sourcing: <input type="checkbox"/> National <input type="checkbox"/> International <input checked="" type="checkbox"/> Both Consultant selection method: <input type="checkbox"/> Competitive Selection (Roster) <input checked="" type="checkbox"/> Competitive Selection (Advertisement/Desk Review/Interview)		Request for: <input checked="" type="checkbox"/> New SSA – Individual Contract <input type="checkbox"/> Extension/ Amendment	
If Extension, Justification for extension:			
Supervisor: Child Protection Specialist	Start Date: 15 November 2021	End Date: 15 March 2022	Number of Days (working) 50

Tasks/Milestone	Deliverables/Outputs	Timeline	Budget
Conduct desktop review of existing training materials and resources	Deliverable 1: Summary report on desk review with key recommendations submitted and approved	5 working days	10%
Carry out training needs assessment	Deliverable 2: Summary report on training needs assessment with key recommendations submitted and approved	5 working days	10%
Design capacity-building plan	Deliverable 3: Capacity-building plan submitted and approved	3 working days	10%
Develop training content around the following thematic focus areas: <ul style="list-style-type: none"> - Child rights and child justice - Adolescent development - Positive behaviour management 	Deliverable 4: Draft training package submitted and approved	15 working days	25%
Pre-test training content and finalize training modules based on feedback received	Deliverable 5: Final training package integrating feedback from testing submitted and approved	7 working days	15%
Conduct Training of Trainers and prepare training report	Deliverable 6: Training report on Training of Trainers submitted and approved	10 working days	20%
Develop Standard Operating Procedures on positive behaviour management	Deliverable 7: Standard Operating Procedures submitted and approved	5 working days	10%

Estimated Consultancy fee			
Travel International (if applicable)	N/A		
Travel Local (please include travel plan)	N/A		
DSA (if applicable)	N/A		
Total estimated consultancy costs¹			
<p>Payment schedule:</p> <ul style="list-style-type: none"> - 30% upon submission and acceptance of deliverables 1, 2 and 3 - 40% upon submission and acceptance of deliverable 4 and 5 - 30% upon submission and acceptance of deliverables 6 and 7 <p>Payment will be effected upon receipt of an invoice to UNICEF, and upon submission of key deliverables to the satisfaction of UNICEF and the Department of Correctional Services. Any deliverable submitted and not meeting the specifications must be reworked and resubmitted at no additional cost. Changes to the agreed dates for deliverables must be mutually agreed in writing by UNICEF and the consultant. UNICEF reserves the right to impose a penalty of payment on the following conditions: a) unsatisfactory delivery; and b) unjustifiable late completion of deliverables (by five days or more), through a 10% deduction of the cost of the assignment.</p>			
<p>Minimum Qualifications required:</p> <p><input type="checkbox"/> Bachelors <input checked="" type="checkbox"/> Masters <input type="checkbox"/> PhD <input type="checkbox"/> Other</p> <p>Enter Disciplines: Master’s degree in law, social work, psychology, criminology or related field</p>	<p>Knowledge/Expertise/Skills required:</p> <p>The consultant team shall consist of members with national and international expertise to conduct the work as per the Terms of Reference. The desired qualifications and competencies of the team members should include:</p> <ul style="list-style-type: none"> • At least 8 years of relevant professional experience working in the areas of justice for children, child development and positive behaviour management. • Expert knowledge on international and national standards relating to the protection and treatment of children deprived of their liberty. • Demonstrated experience in developing and delivering training programmes for security and justice actors, preferably also within the Jamaican context. • Demonstrated experience of working in close collaboration with government institutions and UN agencies. • Excellent written, verbal and interpersonal skills. • Demonstrated capacity to work well under pressure and meet tight deadlines. 		
<p>Administrative details:</p> <p>Visa assistance required: N/A</p> <p>Transportation arranged by the office: N/A</p>	<p><input checked="" type="checkbox"/> Home Based <input type="checkbox"/> Office Based:</p> <p>If office based, seating arrangement identified: <input type="checkbox"/></p> <p>IT and Communication equipment required: <input type="checkbox"/></p> <p>Internet access required: <input type="checkbox"/></p> <p>The consultant team will be expected to work remotely, using their own equipment.</p>		

Requirements for submission of proposal:

The applicants must submit to the UNICEF Jamaica office for review:

1) Technical proposal indicating:

- List and profile of staff to be engaged in the implementation of the assignment (CVs included) and description of their responsibilities.
- Proposed approach and methodology, including:
 - o Concept note outlining the overall approach to the assignment (max. 2 pages).
 - o Work plan - including key milestones and timeline of main activities.
 - o Risk and mitigation measures.
 - o Ethical considerations and how the contractor will address these.

2) Financial proposal specifying the total budget estimated in USD, as well as a detailed breakdown of budget items as per the Technical Proposal, linked to deliverables.

Evaluation criteria:

The technical and financial proposals shall be given a weight of 70% and 30% respectively, for a total score of 100%.

- Profile of team (30 points)
- Concept note and approach show clear vision and methodology (15 points)
- Work plan includes clear timelines and milestones (10 points)
- Risk and mitigation measures are clearly explained (10 points)
- Ethical considerations are adequately addressed (5 points)
- Competitive price (30 points)

ⁱ Costs indicated are estimated. Final rate shall follow the “best value for money” principle, i.e., achieving the desired outcome at the lowest possible fee. Consultants will be asked to stipulate all-inclusive fees, including lump sum travel and subsistence costs, as applicable.

Payment of professional fees will be based on submission of agreed deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant

Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures, and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.