



**ORGANISATION OF EASTERN CARIBBEAN STATES**

**INVITATION FOR EXPRESSIONS OF INTEREST**

***Consultancy to Develop A National Policy On Juvenile Justice In Grenada***

The Organisation of Eastern Caribbean States Commission (OECSC) invites interested eligible consultants to submit Expressions of Interest for the provision of consultancy services *to Develop a National Policy on Juvenile Justice in Grenada.*

The Terms of Reference and Guidelines for the Submission of Expressions of Interest for this consultancy are provided below.

# ORGANISATION OF EASTERN CARIBBEAN STATES

## TERMS OF REFERENCE

### ***Consultancy to Develop A National Policy On Juvenile Justice In Grenada***

#### **Background & Introduction**

The OECS Commission and The United States Agency for International Development (USAID) have identified children and youth as a priority group deserving of support under the second OECS Juvenile Justice Reform Project (JJRP2). This is predicated on the existing situation with youth and crime in the Caribbean, and the potential to erode any real developmental gains by the region. Given the existing gaps in Juvenile Justice Reform in the region, USAID has designed a Youth Empowerment Services (YES) Project to reduce and prevent crime and violence. The YES will increase institutional and technical capacity of regional bodies through selected national governments and community stakeholders. In that regard, the YES is structured to achieve four core outcomes, through four interrelated but separate implementation bodies. JJRP 2 is a key component of the YES Project and is expected to focus on youth in conflict with the law to facilitate their diversion where possible from the court system and to rehabilitate and reintegrate them into society. In addition, JJRP2 will build on successes and address existing gaps from the recently completed JJRP1.

Through the OECS/USAID Juvenile Justice Reform initiative, the Commission seeks to support reform in the six (6) independent Member States (Antigua and Barbuda, Commonwealth of Dominica, Grenada, St. Kitts and Nevis, Saint Lucia and St. Vincent and the Grenadines). The reform aims to help accelerate a national juvenile justice movement to improve the life circumstances of youth who are likely to become juvenile offenders.

The Government of Grenada (GOG) places high value in its youth and their potential for development. The GOG also believes in the contributions each youth can make towards nation building and that every effort must be made to provide everyone with the opportunity to become self-sufficient and to contribute to the social and economic development of the state. Evidence shows that most of the youth in Grenada are law abiding and achieving great milestones, but there are some juvenile offenders who find themselves in conflict with the law and need specialized care and assistance, which are not currently available within the Justice System.

Recognizing the special needs of its young offenders and the gap within the present juvenile Justice System, the GOG has embarked on a reform of its Juvenile Justice System which is expected to divert offenders into positive living

and to rehabilitate them thus ensuring the state has more responsible youths, a reduction in offending behaviour, and fewer juveniles institutionalized.

It is against this background that USAID under the Caribbean Basin Security Initiative conducted an assessment of the Juvenile Justice System in Grenada and the OECS.

The major gaps identified for GOG's reform program include the following:

- Absence of a coordinated, rights-centric, evidence-based approach to upgrading the juvenile justice system;
- Weak law and policy foundation for diversion and rehabilitation programs;
- Levels of expertise and training across the justice and security sectors are not sufficient to ground a child-centered approach to reform;
- Insufficiency of facilities – residential and non-residential – to facilitate rehabilitative diversionary programs; and
- Limited coordination between departments and an inability to track the progress or impact of diversion and treatment interventions at an inter-agency level.

To this end the OECS/USAID Juvenile Justice Reform Project 1 was developed to address legal reform and capacity building in the administration of the system, system modernisation and improving civil society linkages in the delivery of children and youth services. Phase 2 of the project which commenced in October 2016 has as its focus diversion, rehabilitation and reintegration.

This proposed consultancy will involve the development of a national juvenile justice policy to guide and improve the country's approach to delivering juvenile justice in line with international human rights laws and standards. This policy will include all elements of the system through a child-rights based framework, analysing current established functions, general operations and the linkage to the sector. A situational analysis will determine the current gaps and areas of concern and will be used to inform the policy development process for improving and establishing approaches which will provide strategic guidance to the national juvenile justice machinery. The policy will be complemented by a strategic action plan and a monitoring and evaluation plan. An estimated budget for key areas in the action plan will be provided. It is within this context that the USAID/OECS Reform Project is desirous of contracting an individual to undertake this consultancy to develop a National Policy on Juvenile Justice in Grenada.

## **OBJECTIVES**

The specific objectives of the consultancy are:

- To undertake a situational analysis of the current policy environment to enhance understanding of the Juvenile Justice Sector and to highlight areas of concern to be addressed in the policy;
- To consult with all key stakeholders on their current roles and functions; how they fit into the proposed policy direction; how their operations can be regulated, guided and improved by a juvenile justice policy;
- To formulate the Juvenile Justice policy, strategic action plan and monitoring and evaluation plan;
- To introduce and validate the draft policy to key stakeholders.

## **SCOPE OF SERVICES**

The OECS Commission wishes to engage the services of a short-term consultant who will provide technical assistance to the Ministry of Social Development and Housing to review and assess the current Juvenile Justice System at all service points; consult with all relevant stakeholders involved in the juvenile justice system including juveniles previously and presently in conflict with the law; review all relevant documents including all pieces of legislation that may impinge upon the juvenile justice sector and develop a national policy and costed strategic action and monitoring and evaluation plan for juvenile justice in Grenada. This policy should be reflective of regional and international standards and best practice.

1. Produce an inception report and work-plan for the assignment
2. Gather and review relevant literature (reports, studies, available data, laws) and all existing components of the Juvenile Justice system
3. Conduct a comprehensive situational analysis report to inform stakeholder consultations and the policy development
4. Conduct stakeholder consultations

5. Develop a national juvenile justice policy
6. Develop a costed strategic action plan to implement the Juvenile Justice Policy
7. Develop a monitoring and evaluation plan for the policy.
8. Present the juvenile justice policy to the key stakeholders within the Juvenile Justice Sector through workshops

### **TASKS TO BE PERFORMED**

#### **Task One (1): Inception Report and Work Plan**

- The consultant shall develop and submit an inception report with accompanying work-plan one week after the contract has been signed.

#### **Output:**

Inception report and work-plan completed.

#### **Task Two (2): Conduct Desk Review**

- Review all documents relating to child justice including but not limited to existing reports, studies, draft legislation, available data, regional and international standards and best practice
- Review all juvenile justice related laws and policies
- Review the existing roles and functions of all juvenile justice service providers

#### **Output:**

Desk Review Report completed 2 weeks after signing contract.

#### **Task Three (3): Conduct a Situational Analysis**

- Conduct an assessment of all levels of the Juvenile Justice system (preventions, intervention, rehabilitation, aftercare/reintegration)
- Present findings to guide the policy development process

**Outputs:**

- Situation Analysis Report 4 weeks after signing contract

**Task Four (4):** Conduct consultations with key stakeholders including the Inter-sector Committee and juveniles previously and presently in conflict with the law.

- Develop guidelines and tools to guide stakeholder discussions
- Present review findings and recommendations
- Consult with stakeholders to receive feedback and comments and reach agreement

**Output:**

- Consultation Report 6 weeks after signing contract.

**Task Five (5):** Formulation of a national juvenile justice policy

- Develop policy based on the desk review, situational analysis and consultation data

**Output:**

- A National Juvenile Justice Policy completed 8 weeks after signing the contract

**Task Six (6):** Develop a costed strategic action and M&E plan

- Identify key actions and cost each action

**Output:**

Costed strategic action and M&E plan 10 weeks after signing of contract

**Task Seven (7):** Presentation/workshop with Inter-sector committee and juveniles

- Produce presentation/workshop materials
- Conduct presentation/workshop

**Output:**

- The workshop report 11 weeks after signing contract.

### **Task Eight (8):** Development of final report

#### **Output:**

- Final report 12 weeks after signing the contract that should include concrete recommendations for addressing identified gaps and causes with special focus on the legal reforms and policy reforms, capacity building of relevant stakeholders and on implementing and sustaining the reform measures.

### **TIMING**

The Consultancy is expected to be completed within a three-month timeframe, commencing October 1<sup>st</sup>, 2017

### **QUALIFICATIONS AND SKILLS**

The Consultant must possess the following qualifications and experience:

1. **Academic requirements:** Post-graduate degree in Sociology, Criminal Justice, psychology and/or related social sciences field.
2. **Experience:** 10 years relevant working experience, out of which at least 3 years practical experience working in juvenile justice administration and criminal justice. Prior experience in analysis of qualitative and quantitative data
3. Proven expertise in analysis and policy formulation in areas of justice for children
4. Good understanding of civil and criminal law and familiarity with the application of the laws in respective areas.
5. Solid knowledge and understanding of international human-rights laws and standards on juvenile justice would be an asset.
6. **Language:** Fluency in oral and written English with the ability to express ideas clearly and to write well
7. **Computer skills:** Proficiency in current office software applications as well as data analysis software.
8. **Other:** Good analytical skills. Capacity to work in an inter-disciplinary team. Capacity to work well in a multi-cultural setting. Proven

- communication, presentation and deliberation skills. Strong understanding of the cultural dimensions of Grenada.
9. Strong facilitation and communication skills, including report writing, programme development and confidence in delivering presentations to a wide range of audiences.
  - 10.

### **OBLIGATIONS OF OECS COMMISSION:**

The OECS Commission agrees to:

- (a) Review and provide feedback on consultancy deliverables;
- (b) Provide the consultant with all necessary logistical support to ensure that the consultant(s) undertake the consultancy with reasonable efficiency;
- (c) Allocate a point person(s) to support the consultant during the process;
- (d) Meet all the agreed cost related to the consultancy;
- (e) Provide relevant documents and make all necessary contacts that may be needed; and
- (f) Guide the consultancy as needed and necessary.

### **PROJECT EXECUTION AND ADMINISTRATION**

The Head, Human and Social Development Cluster or the designated officer will collaborate with the consultant on the undertaking of the work as outlined in the Terms of Reference in order to ensure the deliverables identified are achieved in an effective and efficient manner.

The Consultant will also be expected to participate in meetings (inclusive of video conference meetings if necessary) for presentation of Draft Reports to the OECS Commission and its Member States.

## **GUIDELINES FOR SUBMISSION OF EXPRESSIONS OF INTEREST**

### ***Consultancy to Develop A National Policy On Juvenile Justice In Grenada***

This Expressions of Interest is open only to individual Consultants.

Consultants wishing to signify his/her interest in undertaking the prescribed work should submit an Expression of Interest (EOI) to include:

1. Information on the Consultant's qualifications, experience and competence relevant to the assignment, including a Curriculum Vitae;
2. A concept note on the planned framework for undertaking the assignment and a breakdown of the number of days required for each task.

Consultants shall bear all costs associated with the preparation and submission of their Expressions of Interest.

The OECS Commission may not consider applications from Consultants who are currently contracted with the Commission unless the consultant can satisfy the Commission that he/she has the capacity to undertake additional work.

The OECS is not bound to accept any Expression of Interest, and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the Consultants.

For more information or to submit Expressions of Interest, please contact:

Mr. Marcellus Albertin  
Head of Social and Human Cluster  
Education Development Management Unit (EDMU)  
OECS Commission  
Morne Fortune  
P.O. Box 179  
Castries  
SAINT LUCIA

At the following email address: [malbertin@oecs.org](mailto:malbertin@oecs.org)

**Copied to:**

Ms. Lyndel Archibald  
Project Coordinator  
Juvenile Justice Reform Project 2  
OECS Commission  
Morne Fortune  
P.O. Box 179  
Castries  
SAINT LUCIA

At the following email address: [larchibald@oecs.org](mailto:larchibald@oecs.org)

And

Ms. Nadege Jn Baptiste  
Procurement Officer  
Juvenile Justice Reform Project 2  
OECS Commission  
Morne Fortune  
P.O. Box 179  
Castries  
SAINT LUCIA

At the following email address: [njnbaptiste@oecs.org](mailto:njnbaptiste@oecs.org)

Expressions of Interest can be submitted via email.

An Individual Consultant will be selected in accordance with the Consultant's Qualifications (CQS) Selection method as detailed in the procedures set out in the Procurement Manual of the OECS dated November 2013 revised June 2016. Expressions of Interest will be evaluated and the Individual Consultant with the most relevant experience, qualifications and technical competence will be selected and requested to submit a detailed proposal which will be the basis for negotiations leading to a contract.

The criteria to evaluate the Expression of Interest submitted will include:

- 1) Technical competence in undertaking the assignment
- 2) Academic qualifications
- 3) Experience in undertaking similar assignments
- 4) Planned framework submitted for undertaking the assignment

Expressions of Interest are to reach the OECS Commission **no later than 4:00 pm local time on September 18<sup>th</sup>, 2017.**