

**BH-L1033: CITIZEN SECURITY AND JUSTICE PROGRAMME (CSJP)
TERMS OF REFERENCE**

**CONSULTANCY:
OUTPUT OPERATIONALIZATION CONSULTANT**

1. Background

The Ministry of Finance of The Commonwealth of The Bahamas has received financing from the Inter-American Development Bank (IDB) (Loan BH-L1033) to implement a Citizen Security and Justice Programme. The general objectives of this Programme are to (i) improve behaviors for non-violent conflict resolution in New Providence; (ii) increase employability and employment of the at-risk youth population in New Providence; (iii) strengthen institutional capabilities of justice services; and (iv) reduce the recidivism rate among persons within the prison system. Component 1 of the Programme has a strong focus on providing alternatives to deviant behaviour and acts of violence. One of the alternatives are a cadre of programmes that will equip persons to not only become productive citizens but to have access to programmes that are transformative, and purpose driven. In alignment with the loan's Progress Monitoring Report (PMR) Matrix, the CSJP has developed several outputs in support of governmental capacity building across these components of the loan. These range from outputs such as an integrated eLearning Management System for Multi-generational Beneficiaries; to a Business Model, Management System, and Sustainability Strategy for a Network of Youth and Community Centres. These outputs in the form of training curriculums, learning resources, systems, processes, frameworks and other enhancements to new or existing governmental products/services require: a) written, approved and adopted policies, procedures, guidelines, and rules; and b) delineations of total cost of ownership that will guide budgetary allocations to ensure that they are fully operationalized, thereby providing continued benefit for its beneficiaries after loan expiration. To accomplish this, The Ministry of National Security intends to apply part of the proceeds of this Loan to contract an individual consultant to:

- 1. Assess the 'as-is' and 'to-be' state of CSJP outputs within Components 1 and 2 as well as their rate of operationalization*
- 2. Document a step-by-step roadmap for the comprehensive operationalization of these outputs; and*
- 3. Execute the approved roadmap to ensure all outputs are successfully operationalized*

1.1 Country Context

Like countries around the world, The Bahamas has been witnessing the rise in crime and violence in many forms. Recent statistics point to a prevalence of violence as a way to resolve disputes in inter-personal and intra-community relations, especially among youth, which in turn has led to increased perceptions of insecurity.¹ Similarly, high rates of youth unemployment and discouragement have been shown to increase an individual's risk of involvement in criminal and/or violent activities². This is particularly concerning for The Bahamas as local data demonstrates that unemployment rates for youth are not only high³, but increasing. This trend is demonstrated in a consistent rise from 15% in 2001 to 30.8% in 2014 for 15-24-year-olds.⁴ This is especially true for the island of New Providence which in many instances has been at the epicentre of antisocial behaviour. As a result, the Ministry of National Security has developed a series of outputs under Components 1 and 2 of the Citizen Security and Justice Program which seek to reduce the incidences of these issues. These interventions include:

- A Crime and Violence Prevention Curriculum (i.e., Gender Based Violence Prevention, Sexual Offence Prevention, Parenting, Conflict Resolution, and Healthy Relationship Curricula)
- CSJP Revive Academy Curricula (i.e., Numeracy, Literacy, Soft Skills, and Production Trades)
- Digitization and eLearning Development of procured Curricula (i.e., Revive Academy and Crime and Violence Prevention content)
- Secondary School Violence Prevalence Survey
- Creation of an integrated Learning Management System to house an array of courseware, learner records, Violence Prevalence Survey, and may include access to content such as 'SkillSoft' Library as well as Ministry of Youth, Sports, and Culture Fresh Start and Job Ready Curricula
- A Network of Youth and Community Centres through which programming is run under the supervision of Centre Managers. Through these centres, onsite multi-generational programming is provided by the Departments of Youth,

¹ The Bahamas Victimization Survey. LAPOP. (2014).

²In Raphael, Steven & Winter-Ebmer, Rudolf (2001), an analysis of unemployment effects on C&V state-level data in the U.S. indicate that unemployment is an important determinant of crime rates. The relationship between unemployment and C&V is also evident in other studies like Bushway, Shawn. "Labor Markets and Crime" in Wilson, J.Q. and Petersilia, J. eds. 2011 Crime and Public Policy and in Downes, Andrew. "Labor Markets and Human Resources Development in the Caribbean" (2007).

³High youth unemployment is a worldwide phenomenon to which the region is not immune, but according to the most recent data available in household surveys, four Caribbean countries (Jamaica, the Dominican Republic, the Bahamas and Barbados) are the ones that face the region's highest youth unemployment rates (32.5%, 28.3%, 30.8% and 26.1%, respectively).

⁴According to the most recent Labour Force Survey, 27.2% of New Providence youth (between 15 and 24 years of age) were unemployed in 2012. This percentage is significantly higher when compared to the unemployment rate for young adults (25-29 yrs.) which was 18.3%.

Sports, and Culture supported in part by the existing eLearning Management System

- An overarching Community Centre Business Model and Strategy Document
- An integrated Youth and Community Centre Management System which coordinates centre operations across the Network under the auspices of the Ministry of Youth, Sports, and Culture. The management system will maintain interoperability with the eLearning Management System; and
- Community Centre Management System (CCMS) Systems Administrator

As a result, this consultancy seeks to support the operationalization and integration of these outputs into government operations ensuring the long-term sustainment of value they seek to provide to their beneficiaries. In achieving this aim, the individual consultant will provide a framework for the development of a Unit within the Ministry of Youth, Sports, and Culture that will manage the Network of Youth and Community Centres and its multi-generational programming which includes and is not limited the array of eLearning courseware housed in its eLearning Management System.

2. Objective(s) of the Assignment

The efficient and effective operation of outputs after project completion is imperative in ensuring that continual benefit is provided the loan's intended beneficiaries in achievement of the delineated 'theory of change.' In the case of outputs of interrelated components, the inherent integration of these interventions is beneficial in providing easy transitions to operationalization. Such a benefit is provided in the outputs of Components 1 and 2 of the Citizen Security and Justice Programme. Therefore, as a primary goal the consultancy seeks to allow for the Network of Youth and Community Centres efficiently and effectively manage the outputs delineated able through a coordinated Unit within the Ministry of Youth, Sports, and Culture. Through this methodology, the network may also provide benefits to Coordinating Agencies of the loan (i.e., Ministry of Education, Ministry of Social Services, DRWS, BDOCS). The overall objective of this consultancy is to: i) assess the 'as-is' and 'to-be' state of CSJP outputs within Components 1 and 2 as well as their rate of operationalization; ii) document a step-by-step roadmap for the comprehensive operationalization of these outputs; and iii) execute the approved roadmap to ensure all outputs are successfully operationalized

The general objectives of this consultancy are to:

1. Assess the 'as-is' status of the operationalization of Component 1 and 2 outputs, collaborating where needed with the PEU, and government stakeholders in the Ministry of Youth, Sports, and Culture

2. Complete a comprehensive analysis of the 'to-be' structure of operationalization in the context of respective ministries, departments, and agencies
3. Determine and delineate a course of action for respective outputs that will result in its full adoption and operationalization within a coordinating agency, department, or ministry.
4. Review (and revise as needed) current M&E tools in collaboration with the Monitoring and Evaluation consultant to ensure that the operationalization roadmap aligns with project indicators, outcomes, and impact.
5. Review data to determine plan for the execution of operationalization roadmap.
6. Develop Sustainability Plans (inclusive and not limited to Policy Papers, Cabinet Papers, Job Descriptions, Operations Manuals, etc.) to ensure that project outputs and outcomes continue to benefit the intended beneficiaries following the project's close.
7. Conduct stakeholder engagement meetings and develop action plans to ensure the transference of CSJP outputs to the appropriate coordinating agencies, departments, or ministries.
8. Collaborate with stakeholders to chart operationalization timelines and determine key personnel needs. This should result in an Operationalization Master Schedule.
9. Determine 'total cost of ownership' associated with the long-term sustainment of CSJP outputs. Use this information to ensure that the relevant stakeholders allocate appropriate budget line items for all CSJP Outputs. Budget allocations should be reinforced by some form of government approved agreement or ratification that covers the financial responsibility of the output for no less than 5 years.
10. Determine Human Resources and manpower needs to sufficiently staff respective outputs for continued and lasting operations.
11. Participation in IDB meetings, meetings with the PIU, IDB, and other managerial or technical activities of the PIU as required.

The Specific Objectives of the Consultancy are to:

2.1 Identify Unit Composition, Position Descriptions, Career Paths, Succession Plan, and workflows in consultation with the MYSC and leveraging the Community Centre Business Model and Strategy Document

In conjunction with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, the firm will consider the needs of centres across the network to determine their management,

oversight, and support requirements. This understanding will guide the creation of roles and responsibilities within the Youth and Community Centre Unit in the Ministry of Youth, Sports, and Culture. In achievement of this overarching objective, requirements of the consultancy include and are not limited to:

- Delineate roles and responsibilities for the Unit which may include and are not limited to Unit Director/Network Manager, Systems Administrator, Communications Specialist, Finance Specialist, Procurement Specialist, and Administrative Assistant.
- Conduct functional and non-functional analyses for the proposed roles to determine scope of the positions and to delineate full position descriptions
- Provide supporting documentation including and not limited to Unit/Network Org Charts, Career Paths, ideal Succession Plans and other human resource management and development frameworks.
- Delineate overall human resources knowledge, skill sets, and ability as well as performance standards in the context of the organizational redesign

2.2 Leverage the Business Plan and Strategy document for the NCC, the approved unit composition, and documentation provided under consultancies for respective technology solutions to delineate the total cost of ownership for the Unit which may be used to guide budgetary allocations

In conjunction with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, the firm will consider the needs of centres across the network to determine the total cost of ownership for the Youth and Community Centre Unit and its Network of Centres which will both operate under the auspices of the Ministry of Youth, Sports, and Culture. This will guide the budgetary allocations for the interventions after operationalization. In achievement of this overarching objective, the consultancy must consider aspects which include and are not limited to:

- The goal of the centres to become revenue generating and the potential for this to be used to (by and large) sustain centre and unit operations.
- The separate 'total costs of ownership' delineated in respective technology solutions
- Market rates for roles included in the Unit as well as the Network of centres

2.3 Delineate and glean approval for supporting policy documentation including and not limited to Cabinet Papers, Operations Manual and initial Annual Operating Plan

Youth and Community Centre work flows as well as broader Network of Community Centre management/oversight specific workflows and the integrations between them to determine the systemization of the integrated Community Centre Management System (CCMS)

In conjunction with the respective Youth and Community Centres and their staff, the Ministry of Youth, Sports, and Culture, Government administrators, the Project Execution Unit (PEU) and other community stakeholders as needed, the firm will analyze “to-be’ workflows of the operationalized Youth and Community Centres and those created for the Unit of Community Centres to create operational documents and policy guidelines in support of the long-term integration of these systems into the Ministry of Youth, Sports and Culture. The requirements for the objective include and are not limited to:

- Creation of documents in support of initial operationalization of the Unit (i.e. Cabinet Papers, Operations Manual, etc.)
- Creation of initial documentation and templates needed for ongoing operation of the Unit (i.e. Annual Operations Plan, Reporting Matrix, etc.)

3. Deliverables

Deliverable 1: - Work Plan

Create a Work Plan with corresponding timeline to be submitted and accepted within the first two weeks of Contract signing, outlining a detailed approach for the assessment of existing processes, policies, initiatives and programmes through stakeholder meetings and consultations, analysis and the preparation of the draft and comprehensive Road Map.

Deliverable #2 - Assessment Study

The Assessment Study will include:

- I. **Document Review inclusive** of prior diagnostic reports, studies, plans, proposals, programmes, policies, processes, and initiatives pertaining to the nature and delivery of all CSJP Outputs.
- II. **Site Visits and Consultations inclusive of** One-on-one meetings; at least one workshop with key actors from each of the coordinating agencies, departments, and ministries.
- III. **Process Review and Analysis inclusive of** Assessment of the as-is business processes (including manual and electronic processes that facilitate the dissemination, use, monitoring and evaluation of the various outputs.)
- IV. Documentation of the to-be processes to consider the most optimal

methodology to facilitate the dissemination, use, monitoring and evaluation of existing outputs.

- V. **Organizational Re-design and Change Management Model:** Assessment of the current human resources environment; (job analysis, job re-design, knowledge, skills and attitude assessment (KSA), performance standards in the context of organizational re-design; and communication strategy in support of planned change

Deliverable #3 Design Document

The design phase will produce an architectural Design Document for a Roadmap that will:

- I. Define the degree to which the information and services will be shared across Ministries, Departments and Agencies as part of interoperability requirement, consider the current capacity, resources, strengths and weaknesses of the system including existing processes and ICT capacity, highlight the key challenges, bottlenecks, implications, opportunities and options based on the outputs of the analysis phase, identify and present best practices experience and lessons learned from other Caribbean countries.

Deliverable #4 Comprehensive Time-Bound Roadmap Document

- I. The development phase will produce a comprehensive time-bound draft roadmap for implementing the processes documented in the Design Document with respect to all CSJP Outputs. The Draft Roadmap will include and is not limited the creation and execution of a Comprehensive Public Sector Communication Campaign, Monitoring and Evaluation systems and tools, Sustainability Plans inclusive of Policy Papers, Cabinet Papers, Budgetary Requirements (Capital and Recurrent Budgets). Training and Capacity Building requirements, actionable change management strategy, identification of what legislative/ policy changes , if any will be required to accommodate the implication of the proposed programme. Recommended necessary job analysis, job re-design, human resources knowledge and skill sets as well as performance standards in the context of organizational redesign
- II. A communication strategy in support of planned change (e.g. briefings, literature/manuals, workshops, online tutorials, help desk) to ensure maximum awareness and buy-in amongst users across all Ministries/Departments/Agencies
- III. Individual budgets should be developed to account for all expenditure associated with operationalizing the outputs. Budgets should be reinforced by some form of government approved agreement, policy or ratification that covers the financial responsibility of the output for no less than 5 years.

IV. Presentation, Acceptance and Implementation of Comprehensive Roadmap.

The Draft Roadmap will be presented at a Dissemination Conference attended by senior representatives of the identified Ministries/Departments and Agencies, the document will be edited and finalized for acceptance reflecting the Dissemination Conference deliberations, comments, feedback, and consensus on implementation and timing. The full programme will be implemented as a Pilot and tested for two months with full use of all aspects of the Comprehensive Roadmap as accepted by key stakeholders.

5. Duration of Assignment

The duration of the contract is for twelve (12) months, full time – pending the expected loan extension to February 4th, 2024. If such an extension is not approved the duration shall be for nine (9) months, full time with no change in scope and cost.

A probationary period will extend for a period of three (3) months. Ongoing feedback will be provided to support the Consultant in understanding his/her role and the overall objectives of the programme. The Consultant is expected to demonstrate capacity and competence in performing the duties and responsibilities of the contract as indicated above.

6. Reporting Arrangements

The Consultant will report to the Project Manager of the Project Execution Unit of the Citizen Security and Justice Programme, or as otherwise assigned. The Consultant will also be required to work closely with all members of the PEU to achieve the objectives of this consultancy.

7. Deliverables and Payment Schedule

% Payment	#	Amount	Deliverable Description
25%	1	\$10,000	Acceptance of Work Plan
25%	2	\$10,000	Acceptance of Assessment Study
25%	3	\$20,000	Acceptance of Design Document
25%	4	\$20,000	Presentation, Acceptance, and Implementation of Comprehensive Roadmap
100%		\$60,000	

8. Qualifications

The Output Operationalization Consultant will be responsible for the overall quality of engagement and quality of interventions and outcomes as outlined. He/she will have:

- Bachelor's Degree (Master's degree preferred) in Education, Law, Sociology, Social Services, Psychology, Project Management or related field.
- 3-5 years of Project Management Experience.
- 3-5 years of experience working with in a high level executive position in the Public Sector of the Bahamas
- 3-5 years of experience engaging stakeholders and presenting in executive meetings and managing high level executive projects.
- Familiarity with the strategies, guidelines and regulations related to the operations of the Inter-American Development Bank.
- Excellent analytical, writing, communication and presentation skills; and
- Knowledge/Experience 3-5 years working experience in a similar position.
- Experience and knowledge of the public service system of The Commonwealth of The Bahamas
- Demonstrated experience in working both independently and in a team-oriented, collaborative environment.
- Can conform to shifting priorities, demands and timelines through analytical and problem-solving capabilities
- Reacts to project adjustments and alterations promptly and efficiently
- Strong written and oral communication skills
- Ability to effectively prioritize and execute multiple tasks in a high-pressure environment is crucial.
- A strong understanding of the Commonwealth of The Bahamas' social, political and cultural structures and environment

9. Performance Evaluation:

- Practical knowledge of and experience in the field
- Ability to adapt knowledge and experience to assigned tasks
- Initiative
- Productivity
- Ability to work with others
- Adherence to TOR and executing agency's working regulations
- Quality of work completed

10. Citizen Security and Justice Programme Recourse:

The Citizen Security and Justice Programme reserves the right to withhold all, or a portion of payment if performance is unsatisfactory, if work outputs are incomplete, not delivered, or for consistent failure to meet deadlines.

11. Documents to be included when responding to Expression of Interest

Interested candidates shall submit the following documents/information to demonstrate their qualifications:

- Letter of interest (dated and signed), explaining why they are the most suitable for the work
- Updated and Completed CV

12. Evaluation:

Consultants will be evaluated based on Letter of Interest and CV. Qualifying candidates will be contacted for an interview.

13. Obligations of Citizen Security and Justice Programme, Project Implementation Unit:

The Citizen Security and Justice Programme Project Implementation Unit agrees to:

- Review and provide feedback on consultancy deliverables;

- Provide the consultant with all necessary logistical support to ensure that the consultant undertakes the consultancy with reasonable efficiency;
- Meet all the agreed cost related to the consultancy;
- Provide relevant documents and make all necessary contacts that may be needed; and
- Guide the consultancy as needed and necessary.

14. Intellectual Property Rights:

The Bahamas Government shall hold all property rights, such as copyright, patents, and registered trademarks, on matters directly related to, or derived from, the work carried out through this contract. The consultant shall avoid copyright violations on all work related to this contract.

