

National Recovery Program Bureau

TERMS OF REFERENCE (Consultancy Contract – 18 months)

SENIOR PROGRAM MANAGER for JUSTICE SECTOR

Background

The Ministry of Justice of the Government of Sint Maarten is strengthening Sint Maarten's detention system and Rule of Law Facilities. In 2018, a detention sector improvement plan was published, titled: 'A Safe Society: building a responsible and sustainable detention system on Sint Maarten'. Generally, the program is a justice sector wide program, primarily focusing on improving the overall detention system on Sint Maarten to ensure a safe and positive execution of prison sentences. The Ministry of Justice has requested the support from the National Recovery Program Bureau (NRPB) in the implementation of the detention sector program. The program will consider and integrate ongoing activities, notably the construction of a new adult detention facility, as executed in collaboration with the United Nations Office for Project Services (hereafter: UNOPS).

The Senior Program Manager will oversee the different stages of the program and will manage the associated projects and activities to achieve the desired results in Sint Maarten's ongoing efforts to further enhance its detention system and Rule of Law Facilities. Several Project Leaders will be recruited and assigned to manage specific elements of the program, under the leadership of the Senior Program Manager. The Project Leaders will collaborate closely with the Senior Program Manager, the Ministry of Justice and the Point Blanche Prison in executing the assigned activities.

The Ministry of Justice has received financing from the Ministry of the Interior and Kingdom Relations (Ministerie van Binnenlandse Zaken en Koninkrijksrelaties hereafter BZK) of the Netherlands for several activities that will fall within the scope of the program. These activities are prepared and implemented with different stakeholders such as the Ministry of Justice, the Point Blanche Prison and House of Detention, UNOPS, the Public Prosecutor's Office, the Probation and Parole organization (SJIS), Sint Maarten's Police Force (KPSM), and other partners within the justice sector.

National Recovery Program Bureau

The National Recovery Program Bureau (NRPB) is an autonomous administrative agency on Sint Maarten with the mandate to implement projects on behalf of the Government of Sint Maarten. The NRPB is established for the implementation of projects financed from the Sint Maarten Reconstruction and Resilience Trust Fund administered by the World Bank. Alongside the Trust Fund projects, the NRPB is supporting other Government initiatives, such as the efforts of the Ministry of Justice to strengthen Sint Maarten's detention system and Rule of Law Facilities. On the request of the Ministry of Justice, the NRPB has obtained financing from BZK to develop a program of activities based on the 2018 Plan of Approach and further support the implementation of key activities in this program. In this capacity, the NRPB is looking for an experienced Senior Program Manager to prepare and implement program activities for and in collaboration with the Ministry of Justice and other key stakeholders in the Justice sector.

Role of the SENIOR PROGRAM MANAGER

The existing detention facility is outdated, and a new prison is scheduled to be constructed in order to improve the overall detention system, with a focus on upgrading infrastructure, operational procedures, and rehabilitative services. The new detention facility will enhance the capacity from 80 to approximately 200 and will operate with updated policies and procedures. This requires a strong change management component in addition to an increase in staff. The construction of a new prison will not only affect the prison organization, but also impact other departments within the justice chain as well, such as the probation services, the youth prison facility, police department and others. The Senior Program Manager will be responsible for establishing an updated comprehensive implementation plan based on readily available existing plans and recent advice from UNOPS to guide the improvements needed within the prison organization as well as other justice chain partners affected by the developments. This notably includes the infrastructural component, executed by UNOPS, as well as organizational components such as, but not limited to, human resource management, change management, organizational and financial improvements.

The Senior Program Manager is a self-starter with direct access to management teams of the Ministry of Justice and other partners in the justice sector, notably the Point Blache Prison, and the Probation and Parole organization (SJIS). The Senior Program Manager is responsible for planning and preparing the program and its activities. The Senior Program Manager oversees the different stages of the program and manages the associated projects and activities to achieve the desired results in Sint Maarten's ongoing efforts to further enhance its detention system and Rule of Law Facilities.

Key Duties and Responsibilities

The ultimate aim of the updated detention sector program is to improve the overall detention system and ensure that the prison contributes to the rule of law by increasing security in society through the enforcement of custodial sentences and measures. The plan focuses primarily on the development of the prison facility at the center of the project, addressing key aspects of the infrastructure and operations. However, it also incorporates the necessary improvements to entities and bodies in the justice chain that have a direct relation with the prison's operations to ensure a comprehensive approach. These broader considerations align the project with systemic goals such as improving overall judicial processes, enhancing rehabilitation pathways, and strengthening interagency collaboration within the justice sector. By integrating these levels, the program aims to deliver a sustainable and impactful solution that addresses both immediate and long-term needs.

The Senior Program Manager is responsible for the implementation of the action plan. The Senior Program Manager supervises the timely and correct implementation of the said plan, is the driving force behind the plan and contributes to the execution of the action plan. An important part of this is strengthening the commitment of all stakeholders in the detention chains.

The Senior Program Manager is expected to perform the following tasks:

Program planning and implementation

- Establish and execute program implementation plans in collaboration with implementing partners, project managers and clients, set objectives, performance measurements, standards and results expected to ensure timely outcomes. Advanced draft program description and implementation plans have been consulted with the main stakeholders and are available for finalization under leadership of the Program Manager.

- Monitor and supervise the timely and cost-effective implementation of program activities according to the goals of the Ministry of Justice, financing provisions, partner requirements and approved budget.
- Support the project leaders and implementation partners in planning, execution, and delivery of allocated projects, ensuring incorporation of best practices for project management.
- Facilitate timely and accurate project tracking, analysis of outputs, results and reporting.
- Create and nurture the relationship with donors, implementing partners and clients
- Support resource mobilization for critical activities under the program.
- Prepare and maintain program documents (including business cases/strategies, policy briefs, program plans and risk assessments).
- Consult and collaborate with internal and external colleagues and partners to ensure linkages, consistency, and harmonization of approaches and compliance with guidelines, framework and standards of accountability, integrity, and performance.
- Manage program resources in accordance with the NRPB standards of ethics, integrity and accountability framework and financial sustainability.

People management

- Plan, recruit and manage personnel/technical experts with the skills and competencies needed to ensure optimum performance.
- Supervise program team members and coordinate the support personnel for assigned projects¹.
- Promote teamwork, collaboration, and diversity by providing timely guidance and supervision to the team to enable them to perform their duties responsibly, effectively and efficiently.
- Foster a positive work environment, respectful of all genders, and ensure that the highest standards of conduct are observed.

Partnership and networking

- Build and strengthen strategic partnerships through active networking, advocacy, and effective communication on the program towards external stakeholders.
- Participate in external meetings/bodies to contribute to the harmonization of policies, practices and approaches at the country level, where relevant to the detention sector.

Service delivery and quality assurance

- Monitor and oversee program/project implementation, review progress, assess constraints and take corrective action, ensuring early warning of risks to the NRPB's Director for action and/or intervention.
- Take responsibility for financial decisions and exercise financial control over the financial resources made available to the Ministry of Justice by BZK and managed by the NRPB for the purpose of the program to ensure the financial health and

¹ The NRPB is currently also recruiting a project leader with a detention profile who will report to the Senior Program Manager. The Senior Program Manager can lead the further recruitment for their team. Additionally, the Program Manager is provided with institutional support from NRPB and can therefore utilize the general support services of the organization (such as HR and Finance). As far as reasonably possible the Ministry of Justice and other partners will allocate personnel to the implementation of the program.

sustainability of the program and hereby regularly consult and coordinate with the financial controllers of the Ministry of Justice.

- Knowledge management and innovation.
- Contribute to the development and introduction of innovation to ensure the NRPB and the Ministry of Justice are continuously incorporating best practice approaches.
- Contribute to the dissemination and sharing of best practices and lessons learned for development planning and knowledge building.
- Plan, implement and organize strategic capacity building of personnel, partners, and stakeholders in the justice sector.

Institutional Arrangements

The Senior Program Manager will be contracted by the NRPB for a period of up to 18 months with an expected start date in March 2025 or earlier when possible. The duration can be extended based on performance and the availability of additional financing. The Senior Program Manager will report to the Director of the NRPB. The Program Manager's performance will be assessed by the Director of the NRPB with input from the Minister of Justice based on this TOR and agreed upon deliverables.

The Program Manager works on behalf of the Ministry of Justice and is expected to spend approximately 70% of their time performing tasks within the Ministry. The remainder of the time will be spent at NRPB.

At the time of the publication of this TOR the governance structure for the program is being finalized.

Qualification requirements

Minimum Requirements (pass/fail)

- Advanced university degree in Organizational development, Management, Law, Public Administration, Business Administration, Organizational Studies, Criminology, or other relevant social sciences.
- Minimum 10 years of progressively responsible experience in leading/coordinating project implementation.
- Minimum of 5 years of experience in the justice sector
- Strong understanding of governmental processes
- Experience in managing people as a direct supervisor

Preferred Experience

- Experience with combining construction and change management/organizational development.
- Experience in working in the Kingdom of the Netherlands on relevant subjects to this TOR
- Experience in working with donor funded projects
- Working experience in the Caribbean, preferably on one or more of the Dutch Caribbean islands: Aruba, Curacao Sint Maarten, Bonaire, Sint Eustatius, Saba.

Strategic Competencies – brief description

NRPB as an organization is committed not only to WHAT we must achieve but also on HOW we are going to reach our objectives. Therefore, for this position we are looking for a profile that displays the following competencies:

Leading myself and the others – Expert Level

- ✓ Provides leadership to others around how to execute strategies that transition the organization from current to future state
- ✓ Genuinely listens to and addresses any resistance or concerns about the future of the organization; promotes a climate of continuous transformation that will keep the organization agile and "best in class"
- ✓ Draws upon self-awareness and self-control to identify and manage the emotions of others during adverse times
- ✓ Demonstrates the capacity for self-reflection; looks back at setbacks and/or failures and identifies and applies key learnings for self and others

Respect for diversity - Advanced level

- ✓ Understands subtle and complex diversity and inclusion issues as they relate specifically to marginalized groups
- ✓ takes the responsibility to teach others about the differences and benefits that multiple cultures bring to the organization to ensure inclusion
- ✓ Commits to continuous learning and improvement on the diversity and inclusion topic

Successful Communication – Expert level

- ✓ Converses with, writes strategic documents for, and creates/delivers presentations to internal leaders as well as external groups
- ✓ Leads discussions with senior leaders and external partners in ways that support strategic planning and decision-making
- ✓ Seeks a consensus with stakeholder leaders
- ✓ Asks searching, probing questions, plays devil's advocate, and solicits authoritative perspectives and advice prior to approving plans and recommendations
- ✓ Presents thoughts, ideas in a concise, compelling and well-organized way
- ✓ Models' openness and transparency in sharing information with colleagues and stakeholder
- ✓ Actively seeks others' perspectives to ensure inclusiveness and understanding

Looking at the bigger picture – Strategic outlook – Advanced level

- ✓ Employs systems thinking when considering strategic opportunities
- ✓ Promotes an organizational/department perspective
- ✓ Able to integrate activities across projects/areas related to project planning, implementation, monitoring and evaluation
- ✓ Has peripheral vision; thinks laterally about organizational issues as well as opportunities and synergies
- ✓ Creates strategic alignments between cross-functional teams

Relationship Building. Consultation and Collaboration – Expert Level

- ✓ Maintains and forms alliances with recognized leading experts and authoritative decision makers
- ✓ Represents the organization on strategic issues impacting multiple organizations, the community, and the professional field
- ✓ Creates and fosters a culture of teamwork
- ✓ Coaches and advises team members on how to resolve differences or deal with conflicts to achieve mutually beneficial outcomes
- ✓ Models behaviors that maximize team participation by consulting, listening, communicating
- ✓ Demonstrates high level of enthusiasm and commitment to team goals under difficult or adverse situations; encourages others to respond similarly
- ✓ Strongly influences team strategy and processes

Courage and Integrity – Advanced level

- ✓ Withstands political pressures when taking decision and implementing them
- ✓ Maintains confidentiality despite any pressure from the others
- ✓ Exhibits a commitment to integrity and ethics —walks the talk— when making decisions/acting in personal and professional situations and challenges others when integrity and ethics aren't considered
- ✓ Evaluates implications of different courses of action (e.g., likely consequences) that can have an impact on others or on the organization, as well as oneself
- ✓ Listens to understand and not just to respond

Professional Acumen – Expert Level

- ✓ Uses formal methodologies to forecast trends and define innovative strategic choices in response to the potential implications of multiple integrated options
- ✓ Revises and communicates to employees' expectations and methods for achieving results in light of failed or delayed project
 - ✓ Accomplishes cultural change of accountability among staff by defining roles and responsibilities to ensure NRPB's goals are met
 - ✓ Sets the vision, defines the value, and acts as role model for creating a culture that sets superior standards and delivers on time and on budget
 - ✓ Agrees upon service level and project expectations with senior leaders
 - ✓ Devises strategies for delivering large-scale projects on time
 - ✓ Holds self and leadership team members accountable for achievements, publicly recognizing success.

[How to Apply?](#)



Interested consultants can send their CV by email ONLY to the email address stated below. In the subject line, clearly state the position in the title of this ToR.

Before you proceed to apply, please consider the following requirements:

- Upon selection for an interview, applicants will be requested to produce evidence of the educational and professional qualifications pertaining to the minimum requirements. References may be asked for.
- Applicants may also be subject to satisfactory background checks.

Applicants should ensure that their CV is received by **January 9, 2025, at 23:00 AST**. Any CV coming in after this date and time may not be considered.

National Recovery Program Bureau

jobopportunity@nrpbsxm.org

The CV should clearly show the relevant experience and competencies outlined in the terms of reference above.