

# National Recovery Program Bureau

## TERMS OF REFERENCE (Individual Consultancy Contract – 18 months)

### PROJECT LEADER for DETENTION CENTER TRANSITION

#### 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 Project Leader will be responsible for planning and preparing the operational component of the new prison project, including the physical transition towards the new detention facility. The main objective for the company project leader is to make the necessary organizational preparations for a transition to a state-of-the-art organization. The Project leader will report to and collaborate closely with the Senior Program Manager who will oversee all the different stages of the program and will coordinate 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.

UNOPS is currently working on guidance for several aspects of the project including but not limited to staff numbers, capacity building, rehabilitation and reintegration programs and alternatives to detention. The project leader will work on implementing several of these guidance.

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.

## Role of the Project Leader for Detention Center Transition

The existing detention facilities are outdated, and a new prison is scheduled to be constructed 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 86 to approximately 196 and should operate with updated policies and procedures. This requires a strong change management component in addition to an increase in staff. The infrastructural component of the new prison is being led entirely by the UNOPS team. The Project Leader will be responsible for planning and preparing the **operational** component of the new prison project, including the physical transition towards the new detention facility and the implementation of recommendations made by UNOPS on “soft” reform components directly linked to the new prison facilities. The aim of the assignment is to make the necessary organizational preparations for a transition to a state-of-the-art organization in accordance with the set principles and legal frameworks. This requires thorough planning to ensure an undisturbed transition to the new prison facility.

The **Project Leader** will be responsible for planning and managing the several of the following key activities:

Project activity	Description
<b>Recruitment/staffing</b>	Considering that the new prison facility will increase its detention capacity, the prison will also require an increased number of staffing. Adequate staffing is vital to ensuring safety, provide essential services, promote rehabilitation, and maintain a stable and lawful prison environment.
<b>Key Deliverables</b>	<ul style="list-style-type: none"> <li>- Establish the exact number of staff needed (based on UNOPS recommendations and multi-annual operational budget)</li> <li>- Development of job descriptions for new staff positions (in collaboration with prison management and the Ministry of Justice that determines the staffing.</li> <li>- Analysis of recruitment methods</li> <li>- Coordinate the drafting of <b>Recruitment Plan</b></li> <li>- Liaise with HR and potential service providers for the recruitment of staff including basic prison guard training</li> </ul>
<b>Rehabilitation and Reintegration</b>	One of the main responsibilities of the prison is to provide a rehabilitation program for all inmates that promotes a successful reintegration into society and decreases recidivism. This includes but is not limited to educational training, vocational training, behavioral therapy, social work services, social support, medical and specialized care and more.
<b>Key Deliverables:</b>	<ul style="list-style-type: none"> <li>- Final selection of components of the rehabilitation programs and activities based on advice of UNOPS and in collaboration with Ministry of Justice/Point Balance Prison</li> <li>- Draft <b>Rehabilitation and Reintegration</b> plan, based on the above</li> <li>- Accurate estimate of required financial resources</li> <li>- Establishment of a rehabilitation program</li> <li>- Support implementation through: <ul style="list-style-type: none"> <li>o negotiations and establishment of working agreements with Third Parties.</li> <li>o Potential adaptation of SoP’s</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Potential additional capacity building of staff</li> </ul>
<b>Capacity Building</b>	Capacity building is necessary as it empowers prison staff to be more competent, confident, and compassionate about their roles, which contributes to a safer, rehabilitative and more effectively managed prison.
<b>Key Deliverables:</b>	<ul style="list-style-type: none"> <li>- Establish multi annual training plan for all levels of staff in coordination with HR of Ministry of Justice;</li> <li>- Where required manage the procurement of services to support implementation;</li> </ul>
<b>Standard Operating Procedures</b>	Standard Operating Procedures (SOP's) are crucial as they provide clear guidance for staff, promote accountability, ensure legal compliance, and support a structured and humane approach to managing inmates. Considering the construction of a new prison, the SOP's must be adjusted to fit the new work environment.
<b>Key Deliverables:</b>	<ul style="list-style-type: none"> <li>- Coordinate and update and implementation of work and service instructions regarding primary process that are in line with national and international standards and legislation.</li> </ul>
<b>Physical Relocation/Transfer inmates</b>	The new prison will be constructed in multiple phases. During each construction phase, the inmates and staff are expected to physically relocate to new buildings. This will require meticulous planning with all activities within the program to ensure a smooth and timely transition.
<b>Key Deliverables:</b>	<ul style="list-style-type: none"> <li>- Guide the relocation of inmates and staff in several phases so that it aligns with the construction phases outlined by UNOPS.</li> </ul>
<b>Change Management</b>	With the new prison facility being built, change management is necessary to guide the prison organization through the transitions in a structured and thoughtful way. It involves planning, communication, training, and support to ensure that changes are accepted, adopted, and sustained effectively. This activity focuses heavily on the mindset shift necessary to adopt the implemented changes.
<b>Key deliverables</b>	<ul style="list-style-type: none"> <li>- Draft a Change Management Strategy and guide implementation</li> </ul>

## Key Duties and Responsibilities

### 1. Project delivery and performance

- Based on international best practice and available 'soft component' recommendations by UNOPS, develop the implementation plans per activity described above;
- Execution and management of approved implantation plans;
- Prepare a high-level strategy identifying key stakeholders (sponsors, leaders, implementers) and describe their roles in the transition phase;

- Ensure maintenance of the project files and lessons learned are recorded
- Facilitate policy workshops and consultations to gather input
- Provide the Point Blanche Prison with (unsolicited) advice on relevant topics
- Implement the approved plan (including the establishment of milestones) within tolerances set by the Program Manager Justice Sector.
- Ensure that the quality of deliverables complies with the quality requirements defined in the Implementation Plan.
- Manage acceptance and delivery of work packages/activities.
- Monitor project progress ensuring that work packages/activities are being executed properly and against the budget.
- Comply with all organizational policy and project related policies and manuals (e.g., operational manual)
- Manage budgets, cash flow and obligations to ensure that deliverables are met, and invoices are timely processed for payment following the established protocol.
- For project closure purposes, provide a formal handover of the project.
- Support project audit activities, including planning, preparation and coordination during the audits and follow up on audit observations/recommendations
- Manage and supervise the preparation of all required technical project documents including Terms of Reference (TORs) for contractors, consultants and consulting firms

## 2. Monitoring and evaluation

- Develop and implement a robust monitoring and evaluation (M&E) framework to track project progress, measure outcomes, and ensure alignment with project objectives.
- Provide regular updates to project partners, including the Ministry of Justice.
- Prepare detailed reports, including financial updates, impact assessments, and lessons learned.

## 3. Risk Management

- Identify potential risks and obstacles to the successful implementation of the project.
- Develop and execute mitigation strategies to address risks and ensure continuity of the project.
- Ensure compliance with legal, safety, and security regulations during project execution.

## 4. People Management, Stakeholder engagement and capacity building

- Lead and motivate the project team and stakeholders.
- Ensure that behavioral expectations of team members are established.
- Ensure that performance reviews are conducted fairly, accurately, and timely.
- Design and implement training programs for prison staff, focusing on human rights, conflict management, rehabilitation techniques, and improved administrative practices.
- Manage relationships with (without being limited to) law enforcement, prison management teams, Ministry of Justice personnel, etc.

- Work with partners to deliver specialized training sessions on areas such as inmate education programs, and vocational training.

## Institutional Arrangements

The Project Leader will be contracted by the NRPB for a period of 18 months with an expected start date in March 2025. The duration can be extended based on performance and the availability of additional financing. The Project Leader will report to the Senior Program Manager Justice at the NRPB. The Project Leader's performance will be assessed by the Senior Program Manager based on this TOR and agreed upon deliverables.

The Project Leader works on behalf of the Ministry of Justice and is expected to spend approximately 70% of their time performing tasks within the Ministry and more specifically the Point Blanche Prison. The remainder of the time will be spent at NRPB.

## Qualification requirements

### Minimum Requirements (pass/fail)

- University degree in Criminology, Organizational development, Law, Public Administration, Business Administration, Organizational Studies or other relevant social sciences.
- Minimum 7 years of progressively responsible experience in the justice sector, particularly in the detention sector
- Minimum of 2 years of experience in detention facilities upgrades, construction or transitional detention operations
- Strong understanding of detention processes
- Strong understanding of governmental processes
- Experience in managing people as a direct supervisor

### Preferred Experience

- Experience in working in the Kingdom of the Netherlands on relevant subjects to this TOR
- Experience working in detention facilities
- Working experience in organizational transition processes
- Proven experience in change management, or leadership in transitional processes.
- Certification in change management is considered an asset
- Working experience in the Caribbean.
- Dutch language proficiency is considered an advantage

## 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 – Intermediate Level

- ✓ Regularly provides constructive feedback and recognition to team members regarding job performance.
- ✓ Collaborates and supports the development of others.
- ✓ Shares own knowledge and best practices with others for the purpose of assisting in their ongoing development.

## 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 – Advanced level

- ✓ Very strong verbal and written communication skills
- ✓ Strong presentation skills
- ✓ Communication indicates consideration for the feelings and needs of others.
- ✓ Actively listens and proactively shares knowledge.'
- ✓ Handles conflict effectively, by overcoming differences of opinion and finding common ground.

## Looking at the bigger picture – Strategic outlook – Intermediate level

- ✓ Considers whether short term goals will support the long-term objectives.
- ✓ • Advises on process improvement initiatives.
- ✓ • Analyzes data for making recommendations in their area of expertise.
- ✓ • Develops the ability to apply principles of social policy building in day-to-day activity

## Relationship Building. Consultation and Collaboration – Advanced Level

- ✓ Demonstrates understanding of the impact of own role on all stakeholders and always puts the end beneficiary first.
- ✓ Builds and maintains strong external relationships and is a competent partner for others
- ✓ Strong negotiation skills
- ✓ Strong leadership skills
- ✓ Strong coaching skills

## 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 – Advanced Level

- ✓ Strong project management, time management and organizational skills with attention to detail.
- ✓ Ability to manage priorities and workflow with strong multi-tasking and problem-solving skills.
- ✓ Strong analytical skills: ability to analyze and enhance best practices, processes, and procedures to improve efficiency and effectiveness of project-wide operations.
- ✓ Strong Risk Management skills
- ✓ Strong budget management skills

## 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 22, 2025, at 17:00h AST**. Any CV coming in after this date and time may not be considered.

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[jobopportunity@nrpbsxm.org](mailto:jobopportunity@nrpbsxm.org)

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