



ORGANISATION OF EASTERN CARIBBEAN STATES

INVITATION FOR EXPRESSIONS OF INTEREST

**A PROJECT IMPLEMENTATION CONSULTANT FIRM
FOR THE OECS/ JUVENILE JUSTICE REFORM PROJECT PHASE 2**

The Organisation of Eastern Caribbean States (OECS) Commission invites interested eligible Consulting Firms to submit Expressions of Interest for the provision of consultancy services for **Consultancy for A Project Implementation Consultant Firm for the OECS/Juvenile Justice Reform Project Phase 2.**

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

**THE ORGANISATION OF EASTERN CARIBBEAN STATES COMMISSION
SOCIAL DEVELOPMENT UNIT
JUVENILE JUSTICE REFORM PROJECT PHASE 2**

TERMS OF REFERENCE

CONSULTANCY SERVICES

FOR

**A PROJECT IMPLEMENTATION CONSULTANT FIRM
FOR THE OECS/ JUVENILE JUSTICE REFORM PROJECT PHASE 2**

1. INTRODUCTION

The Juvenile Justice Reform Project (JJRP) II is a collaborative effort between the OECS and the United States Agency for International Development (USAID), to support juvenile justice reform in the six independent territories of the Eastern Caribbean- namely: Antigua and Barbuda, The Commonwealth of Dominica (Dominica), Grenada, The Federation of St. Kitts and Nevis (St Kitts and Nevis), Saint Lucia and St. Vincent and the Grenadines. JJRP II has a completion date of September 30, 2020. USAID began supporting child justice reform in the Eastern Caribbean under a first phase of the JJRP, which began in 2011 and concluded in 2016.

2. BACKGROUND

Fifteen (15) years ago, an extensive symposium was convened in Port of Spain, Trinidad to interrogate the status of juvenile justice in the Caribbean.¹ The report generated from the findings of that symposium clearly reflected many short-comings in the administration of juvenile justice across the Caribbean region.² Subsequent reports have also highlighted the several challenges that confront the region's effective delivery of a juvenile justice system that is consistent with internationally established standards.

At the sub-regional level, starting in 2002, model family legislation was drafted by the OECS to bring the region's legislation governing children in conformity with international norms and guidelines.³ The model bills included the Domestic Violence Bill, Status of Children Bill,

¹ The symposium was organized by the UNICEF Caribbean Office in collaboration with the UNDCP and PRI. September 19th-21st, 2000.

² The Regional Symposium on Juvenile Justice in the Caribbean: Towards a Rights Approach for Children. September 2000

³ *Final Report. OECS Juvenile Justice Reform Project. USAID Grant No. 538-LSS-GA-538-2011-002*

Maintenance of Children Bill, Children (Care and Adoption) Bill and Child Justice Bill.⁴ The latter was specifically targeted at child justice reform.

At the national levels, Member States initiated measures including the instituting of alternative sentencing options and other correctional methods; the introduction of specialized courts and policing responses to juvenile delinquency; upgrading of correctional and remand facilities and the decriminalization of statutory offences by the region's youth⁵.

In 2011 the Juvenile Justice Reform Project (JJRP) was approved by USAID with funding of US\$5.8 million with US\$1.6 million in counterpart funding from Countries and the OECS Commission. The project was geared towards strengthening the juvenile justice systems through appropriate reform measures applied both nationally as well as sub-regionally. The project's goal was to change the way children in conflict with the law are treated, moving from a punitive approach to a balanced rehabilitative and restorative justice model. There were four project objectives under the first phase of the programme-(1) Improving the legal and regulatory framework of the Juvenile Justice System; (2) Building capacity for the effective administration of juvenile justice; (3) Modernization of diversion, detention and rehabilitative processes in the Juvenile Justice System; and (4) Improving linkages with civil society and other supporting structures to strengthen the Juvenile Justice System.

Under this second phase of the project- JJRP II- the project will build on earlier child justice reforms and optimize the impact of the project in the remaining period of implementation- less than three years. The main goal of the JJRP II project is to lead to: Youth in Conflict with the Law Rehabilitated and Reintegrated into Society. It is anticipated that this will be achieved through the realization of three long term outcomes:

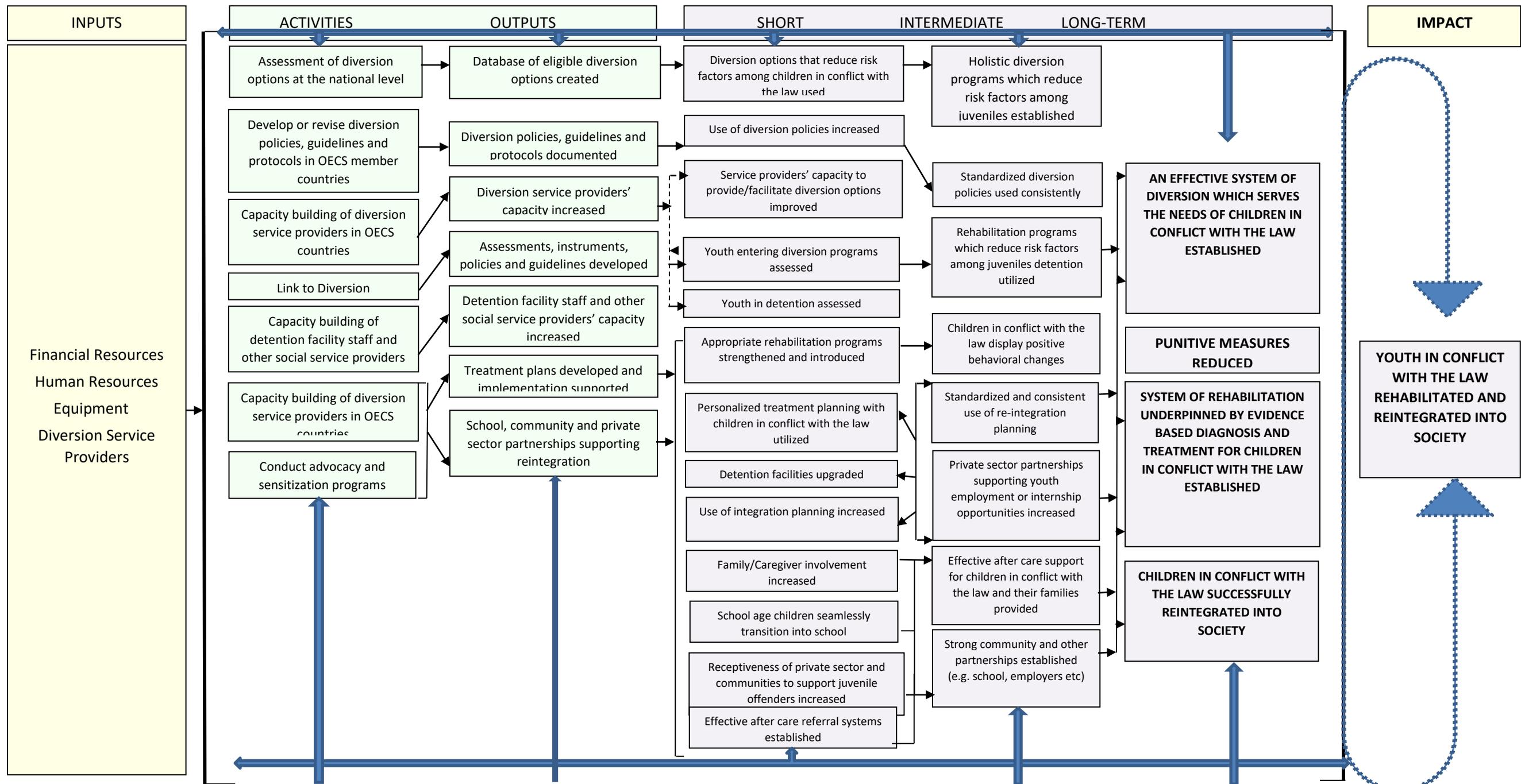
1. Establishment of an effective system of diversion which serves the needs of children in conflict with the law.
2. Establishment of a system of rehabilitation underpinned by evidence-based diagnosis and treatment for children in conflict with the law.
3. Successful reintegration of children in conflict with the law, into society.

Figure 1.0 presents the framework for JJRP II, showing the logical relationship between the project's long-term, intermediate and short-term outcomes, and the activities which will be pursued in order to achieve outputs and outcomes.

⁴ <http://www.gov.ai/documents/msd/OECS%20law%20reform.pdf>

⁵ *Final Report. OECS Juvenile Justice Reform Project. USAID Grant No. 538-LSS-GA-538-2011-002*

Figure 1.0: Results Chain - Logic Model



To increase the chances of achieving outcomes, implementation will be prioritized among project outcomes and member states, capitalizing on country commitment to advance reforms and institutional readiness to implement reforms. The table below is a representation of that prioritization, in respect of achievement of the Project's intermediate outcomes.

Table 1: Host Country Engagement/ Priority Setting⁶:

<i>Related Output</i>	Diversion			Rehabilitation		Reintegration
	<i>1.1</i>	<i>1.2</i>	<i>1.3</i>	<i>2.1</i>	<i>2.2</i>	<i>3.1</i>
Antigua & Barbuda	*	*	*	*	*	*
Dominica	*		*	*		
Grenada	*	*	*	*	*	*
St. Lucia	*	*	*	*	*	*
St. Kitts and Nevis	*		*	*		
St. Vincent & the Grenadines	*	*	*	*		

The JJRP II project will utilize the lessons learned over five (5) years of child justice support, building on previous efforts. The project will seek to achieve systemic and institutional changes within each of the participating Member States that will result in more rehabilitative and restorative approaches to child justice.

JJRP II will address gaps that still exist in the reform process such as: capacity building for law enforcement and criminal justice officials; ineffective inter-agency cooperation; lack of accountability measures that support reforms and; absence of reintegration planning. The Project will use lessons learned to-date to improve on the approach to further reforms in child justice and to enhance the prospect for more sustainable outcomes.

3. REQUIREMENTS OF CONSULTANCY

The OECS Social Development Unit (SDU) is seeking to engage a Project Implementation Consultant (PIC) Firm to provide the services described below to the beneficiary countries under JJRP II. The team will work closely with the existing JJRP II Project Management Team (PMT), national focal points and local counterparts within the participating Member States.

4. OBJECTIVE

The overall purpose of the consultancy is to provide technical and specialist services for the implementation of the Juvenile Justice Reform Project II in the OECS beneficiary Member States. Specifically, the objective is to ensure that technical support is provided to the PMT and beneficiary stakeholders during implementation of the Project, leading to successful implementation and completion of activities and achievement of outcomes. The consultancy team, through their combined expertise will be expected to transfer knowledge and build capacity with respect to improving Child Justice Services in the participating Member States.

⁶ Annex B outlines the outcome and output for each focus area

5. SCOPE OF SERVICES AND DELIVERABLES

Scope of Services

The PIC will be a team of specialists with professional experience and training in the core areas of child justice reform. The team will provide technical assistance to participating Member States and as such will work closely with in-country partners and national focal points to ensure that the planned outputs are achieved during the life of the project. The PIC will serve as a feedback mechanism where lessons are learned during the course of the project and recommendations for adjustments to the project are made, based on assessments of what is and is not working. The PIC team will be expected to work in close collaboration with the PMT to provide a range of specialist inputs over the life of the project, which will be designed to deliver:

- A database of eligible diversion options for each member state created.
- Documented diversion policies, guidelines and protocols for each member state, prioritizing Antigua and Barbuda, Grenada, St. Lucia and St. Vincent and the Grenadines.
- Capacity of diversion service providers, within each member state increased.
- Assessments, instruments, policies and guidelines developed within each member state.
- Detention facility staff and other social service providers' capacity increased within each member state.
- Treatment plans developed and implementation supported, in Antigua and Barbuda, Grenada and St. Lucia

The inputs to be provided will take the form of specialist guidance and advice through a series of technical assistance activities which will support respective beneficiary countries and the JJRP to review, plan, implement and monitor project activities. The PMT will undertake quality control of all activities and reports related to the technical assistance provided.

Training and capacity building will be central to achieving outcomes and addressing gaps. OECS intends that such efforts should give priority to: On-the-job training and mentoring that support a “learning by doing” approach; In-country capacity building which would enable the Project to advise and guide a wider cross section of in-country partners and allow customization of support to address unique country challenges; exchanges that allow exposure to successful approaches; webinars (where member states possess the technology) and; peer learning.

In addition, the PIC team will be required to support the PMT and national focal points to develop and sustain appropriate knowledge management processes that collate and disseminate the project experience. This is a critical component of the transitioning process and should be pursued as part of the JJRP II thrust to broaden the learning and knowledge sharing in respect of successful approaches to child justice reform. This can include the conduct of regional, national and community meetings, reflecting best practices for child justice.

Key Tasks and Deliverables

The PIC will be expected to support the PMT to achieve the planned outputs outlined in **Scope of Services (Section 5)**. The key tasks and deliverables are expected to be realized in a manner that maximizes economies of scale where possible and builds on the collaborative spirit that exists among beneficiary member countries. Specific details of the deliverables are included in Table 2.

The key tasks include:

- i. **PIC work plan** –The work plan will be in line with the project’s objectives. The plan will state the PIC’s objectives and activities for the remainder of the project. In addition, it will outline specific issues to be addressed, measures to be taken and expected impact of the activities. The work plan will also include: (i) dates and focus of visits and (ii) deliverables (reports, recommendations, and revisions to materials). The PIC will deliver the work plan following agreement by the PMT and USAID.
- ii. **Formal meetings**-The PIC will be expected to arrange meetings with the OECS team and USAID, to provide a progress report on deliverables, highlight any issues to be addressed and outline future plans.
- iii. **Follow up conference calls** (video/telephone) - If required the PIC will follow up with the OECS in between activities to describe on-going progress.

Specific deliverables to the project are as follows:

- i. Workplan
- ii. Progress report (concise documents that address the pertinent issues)
- iii. Policies, procedure manuals
- iv. Training reports

Timeframe

The PIC will engage with the PMT for an estimated 276 project days for the remaining three years of the project. Please note, that the time frame suggested for each output is estimated. These details will be finalized upon receipt of MS implementation plans and assessments.

Table 2: Summary of Services, Reporting and Implementation of JJRP II deliverables

Component	Scope of Services	No. of days	Deliverables
PIC Work Plan	In keeping with the workplan for JJRP II and Member State implementation plans the PIC is to design a work programme with a specific sequence and dates for delivering the services outlined in the scope of services. It is recommended that yearly workplans be developed based on MS needs assessment	7 working days after signing contract	<ul style="list-style-type: none"> The PIC workplan and implementation methodology (Inception Report)
An assessment of diversion options ⁷ at the national level	<p>This will involve development of an assessment tool which will seek to capture the availability, access to and quality of diversion options in all six (6) OECS participating countries. The tool will also identify whether diversion options need to be introduced and the resources needed to do so.</p> <p>Once finalized, the PIC will assess the inventory of in-country options and produce for each country a list of eligible diversion options. Each report will identify gaps, including capacity gaps and recommendations for: strengthening the utility of diversion options; addressing capacity gaps where relevant and new programming options.</p>	<p>16 working days</p> <p>30 working days (done in tandem with Focal points and MS)</p>	<ul style="list-style-type: none"> A database of eligible diversion options for each Member State
Strengthen diversion options	<p>The PIC will explore other types of capacity building interventions which may be necessary to introduce and/or strengthen the quality of diversion options.</p> <p>The PIC will seek to expand the delivery of evidence based rehabilitative</p>	10 working days (done in tandem with Focal points and	<ul style="list-style-type: none"> Diversion options which reduce risk factors among juveniles

⁷ Diversion refers to pre-arrest, pre and post-trial diversion, including alternative sentencing.

Component	Scope of Services	No. of days	Deliverables
	<p>programming such as Cognitive Behavioral Therapy (CBT) and Life Skills Training in all OECS countries. This involves training trainers to deliver the curriculum and introducing a system to test efficacy of the training, monitor application/ utilization by persons trained and evaluate the impact of the training on the overall quality of service provision.</p>	MS)	
<p>Develop or revise diversion policies, guidelines and protocols</p>	<p>In an effort formalize and institutionalize diversion within the OECS countries, a suite of policies, guidelines and protocols will be developed for each Member State. In addition, draft diversion policy will be developed for each Member State which will outline the roles and responsibilities of all key stakeholders involved in diversion.</p> <p>Once developed, the PIC will work in consultation with OECS and Member States to mobilize support for and secure country approval for the policy. Agency-specific guidelines and protocols will also be developed or revised for implementation of diversion.</p> <p>The PIC will commence this work in Saint Lucia, Antigua & Barbuda, Grenada and St. Vincent and the Grenadines and extend to the other Member States as readiness is identified.</p>	60 workings days	<ul style="list-style-type: none"> Country approved diversion policies, guidelines and protocols documented
<p>Assessment of capacity building needs</p>	<p>Under JJRP I and over the first year of implementation of JJRP II, the OECS has done extensive training to advance child justice reform. Against this background, the PIC is required to conduct a comprehensive assessment of training and other inputs provided across the OECS Member States in order to develop a structured capacity building plan that carefully sets out priorities, identifies the most appropriate beneficiaries, the types of capacity building needed, the most appropriate methodologies and cost-effective approaches of delivery.</p>	<p>15 working days</p> <p>(details shared with OECS leadership and PMT to further roll out capacity building sessions)</p>	<ul style="list-style-type: none"> A capacity building plan developed

Component	Scope of Services	No. of days	Deliverables
Capacity building of diversion and rehabilitation services providers	<p>The PIC will lead the design of a capacity building programme for the region. This will be supported by various assessments conducted on child justice across the region, interviews with technical specialists in the OECS and National Focal Points in the Member States. The implementation of these sessions will be conducted jointly with the PIC, PMT and Member States⁸. The programme will cater for Social Service providers such as Police, probation, magistrates, social workers (welfare officers, guidance officers etc.) The capacity building programme will comprise:</p> <ol style="list-style-type: none"> a) Introducing service providers to the policy and operational framework to support diversion and advance reform within OECS countries b) Improving the skills and competencies of service providers to conduct rehabilitative programs that will reduce risk factors among children in conflict with the law c) Improving the skills of key social service providers to conduct assessments, administer empirical assessment tools, analyse findings and produce social enquiry and other assessment reports. d) Improving the skills of detention facility staff in administering assessment instruments, analyzing results and producing appropriate treatment/rehabilitation plans. e) Improving understanding of adolescent development, and the specialized needs of youth in detention and how to design and deliver appropriate interventions to serve the needs of children in conflict with the law. f) Increasing the knowledge and utilization of the operations and quality assurance manual developed under JJRP1. g) Promoting the use of restorative approaches 	120 working days	<ul style="list-style-type: none"> • Increased capacity of Service Providers to operationalize Diversion and rehabilitation services. • Detention Facility Staff and other social service providers capacity increased

⁸ The Member States implementation plan will provide the basis for rationalizing these engagements. All member States are aware of the contribution the PIC is providing to the execution of the project.

	<p>h) Building capacity to develop individualized reintegration and treatment plans for children under their supervision.</p> <p>All together the training above will seek to reduce punitive measures and encourage the use of restorative approaches within the detention facility and support appropriate rehabilitation support for youth in detention.</p>		
Develop rehabilitation/treatment plans and facilitate access to treatment.	<p>The PIC will guide Member States in the development of individualized rehabilitation/treatment plans, which incorporate a structured approach to reintegration, through the provision of technical assistance, tools and resources and begins reintegration planning from within the detention facilities. Supportive to this activity, the PIC will explore options for countries to improve efficiency and effectiveness in the delivery of rehabilitation programming to children within detention facilities.</p> <p>The PIC will provide this assistance to Grenada, Antigua & Barbuda and Saint Lucia.</p>	18 working days	<ul style="list-style-type: none"> • Rehabilitation/treatment plans developed and supported
	Total days	276	

6. METHODOLOGY

The PIC team will be expected to undertake a review of project/existing documentation on the services and structure of Child Justice Services throughout the participating OECS Member States. It is envisaged that the team will conduct field visits, assessments, document analysis, and use participatory processes such as focus groups, interviews, site visits and observation on services delivered to youth. However, given the sensitivity of engaging with children, the PIC will be required to have signed consent forms throughout the engagement with the sector.

The PIC team will work collaboratively with the PMT and key stakeholders within the Juvenile Justice sector in each participating Member State to accomplish the required tasks on behalf of the beneficiaries. They will work with key staff, including National Focal Points in the respective Social Development Ministries in supporting those activities aimed at improving the implementation of the project. The team will also be expected to participate in annual reviews and mission meetings with the donor.

The Head of Social Development Unit will provide oversight to the PIC, whilst the PMT will offer ongoing support on all technical issues for the effective delivery of the services to be provided and to the members of the Project Management Team.

The PIC team will be required to work in a collaborative manner, implementing activities and enhancing respective beneficiary Ministry's capacity through technical assistance and training.

Success will depend on the adoption of appropriate processes rather than the imposition of blue print solutions. The approach must build ownership and control within respective Ministries.

7. SELECTION REQUIREMENTS

The PIC team should comprise key personnel who possess a range of skills and qualifications to successfully provide the services identified under the various outcomes (goals) of the JJRP II. As such, the PIC team will require the following competencies and qualifications:

The core members of the Consulting Firm shall have the following or equivalent qualifications and experience:

Competences/Skills

Qualification and Skills:

- At least a Master's Degree in Criminal Justice, Criminology, Counselling, Psychology, Social Work or a relevant Social Science field.

Experience

- At least seven (7) years' experience in the field of criminal justice reform, child justice reform or related fields
- Demonstrated work experience in advisory and management positions of similar projects with high levels of success.

- Extensive experience in conducting organizational and administrative reviews and process analysis.
- Knowledge and consideration of international standards and obligations in managing children in conflict with the law
- Extensive experience in supporting formalization of diversion (pre-arrest, pre and post-trial) systems
- Experience in supporting rehabilitation in facilities, including in resource constrained environments, and reintegration planning to reduce recidivism.
- Experience in building capacity of individuals and at institutional level for child justice reform
- Excellent facilitation and communication skills, including the ability to present technical materials to a mixed audience in a very clear and concise manner.
- Demonstrated experience in the development and/or delivery of training (**Delivery of training to persons in the juvenile justice sector will be an asset**)

The Consultant Firm in general:

- Overall three (3) years consulting experience, including in: Project Management, Capacity Building, Legislation implementation especially in Juvenile Justice Services
- At least one successfully completed similar assignment during the past five (5) years.
- Experience in undertaking consultancies in the OECS and/or Caribbean region would be an advantage.
- Additionally, the Consultant Firm is expected to demonstrate capacity to effectively manage implementation of multiple programme components concurrently with the greatest efficiency possible.

8. REPORTING REQUIREMENTS

The PIC team will be expected to produce a report on completion of each of the key project outcomes, and the satisfactory submission of the required deliverables or as agreed with the PMT. These reports should be labelled and sequenced to form a documentary series over the life of the project. In addition, the PIC team will be required to produce a summary report at the end of each quarter (or agreed period) and in an agreed format to be agreed with the PMT prior to beginning technical assistance.

As an annex to each quarterly report, there should be a summary of expenditure (including professional fees and reimbursable expenditure as agreed and defined in the contract) for the relevant quarter, as well as the cumulative expenditure to that point. In addition, this annex

should include a forward projection of expenditure for the coming quarter.

The PIC team will be required to report to and be supervised by the Head of SDU. Deliverables will be monitored by the PMT project unit and reviewed by the USAID and PMT. The PMT project unit will facilitate the Consultant Team to acquire the required information and documents for completion of tasks outlined in the Scope of Services.

Reports to be delivered should reflect progress made against the scope of work, agreed work plan and deliverables, as well as any matters to be resolved and recommendations for improvement. Report(s) on training should include the evaluation and feedback, and in the agreed format.

All reports are to be presented to the Head of SDU. All documentary deliverables should be presented in draft for review before final submission. One (1) hard copy plus an electronic copy of reports and documentary materials should be submitted. **The PIC team must present the main findings of reports orally, aided by visuals, to the PMT, OECS Leadership and USAID.**

GUIDELINES FOR SUBMISSION OF EXPRESSIONS OF INTEREST

Eligibility of Consultants

For the purposes of this procurement, Consultants in the “Authorized Geographic Code” 937 are eligible for this assignment. Geographic Code 937 is defined as the United States, the cooperating/recipient countries (Antigua and Barbuda, Commonwealth of Dominica, Grenada, St. Kitts and Nevis, Saint Lucia and St. Vincent and the Grenadines), and developing countries **other than** advanced developing countries, and excluding prohibited sources (USAID ADS, Chapter 310). Please see Appendix A attached herewith for the list of Developing Countries-low income/lower middle-income countries included in Code 937.

Geographic Code 937 has been expanded for this consultancy to include Barbados, Jamaica, Suriname and Trinidad & Tobago.

Also refer to <http://www.usaid.gov/policy/ads/300/310> web site for full information on Source and Nationality requirements for the procurement of commodities and services financed by USAID.

Eligible Consulting Firms are invited to indicate their interest in providing the services. Interested Consulting Firms must provide information on their capability and suitability to undertake the assignment. **Consultants may associate to enhance their qualifications.**

Consulting Firms interested in undertaking the prescribed Services are to email an Expression of Interest to include:

1. Background Information including Articles of Incorporation
2. Information on the Consultants’ qualifications to perform the services, experience and competence relevant to the assignment (including brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among proposed personnel/staff, etc.).
3. A Concept Note on the planned framework for undertaking the assignment.

Expressions of Interests submitted should not exceed 50 pages.

The Consulting Firm shall bear all costs associated with the preparation and submission of their Expressions of Interest.

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.

The Consulting Firm will be selected in accordance with the Quality and Cost-Based Selection (QCBS) Method as detailed in the procedures set out in the Procurement Manual of the OECS, dated November 2013 revised June 2017.

The criteria to evaluate the Expressions of Interest received in relation to this assignment may include:

- Specific experience of the Consultant Firm relevant to the assignment;
- Technical Competence in undertaking the assignment;
- Experience in similar assignments;
- Experience in the region.

A shortlist of consulting firms will be selected and requested to submit proposals.

An electronic copy of the Expressions of Interest is to reach the OECS Commission by **April 10, 2018** addressed to:

Ms. Carlyn Prospere, Procurement Officer
At the following email address:
procurement@oeecs.int

The email submissions should include the name and address of the Consulting Firm and shall be clearly marked in the subject line as “**Expression of Interest – Consultancy for A Project Implementation Consultant Firm for the OECS/Juvenile Justice Reform Project Phase 2**”

ANNEX A
AUTHORIZED PRINCIPAL USAID GEOGRAPHIC CODE

Code 937 (the United States, the cooperating/recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source) is the authorized USAID Principal Geographic Code for the procurement of commodities and services.

List of Developing Countries in Code 937 per ADS 310 - Low income/lower middle income

Afghanistan	Gambia, The	Myanmar
Bangladesh	Guinea	Nepal
Benin	Guinea-Bissau	Niger
Burkina Faso	Haiti	Rwanda
Burundi	Kenya	Sierra Leone
Cambodia	Korea, Dem Rep.	Somalia
Central African Republic	Kyrgyz Republic	Tajikistan
Chad	Liberia	Tanzania
Comoros	Madagascar	Togo
Congo, Dem. Rep	Malawi	Uganda
Eritrea	Mali	Zimbabwe
Ethiopia	Mozambique	São Tomé and Príncipe
Angola	India	Senegal
Armenia	Iraq	Solomon Islands
Belize	Kiribati	Sri Lanka
Bhutan	Kosovo	Sudan
Bolivia	Lao PDR	Swaziland
Cameroon	Lesotho	Syrian Arab Republic
Cape Verde	Marshall Islands	Timor-Leste
Congo, Rep.	Mauritania	Tonga
Côte d'Ivoire	Micronesia, Fed. Sts.	Turkmenistan
Djibouti	Moldova	Tuvalu
Egypt, Arab Rep.	Mongolia	Ukraine
El Salvador	Morocco	Uzbekistan
Fiji	Nicaragua	Vanuatu
Georgia	Nigeria	Vietnam
Ghana	Pakistan	West Bank and Gaza
Guatemala	Papua New Guinea	Yemen, Rep.
Guyana	Paraguay	Zambia
Honduras	Philippines	
Indonesia	Samoa	

Geographic Code 937 has been expanded for this programme to include Barbados, Jamaica, Suriname and Trinidad & Tobago.

ANNEX B : Project Focus, Outcomes, Outputs and Activities

<i>Area of focus: Diversion</i>
<i>Long term outcome: A comprehensive system of diversion which serves the needs of children in conflict with the law established</i>
<p>Outcomes:</p> <ul style="list-style-type: none"> • Youth Entering Diversion Programs Assessed <ul style="list-style-type: none"> ○ Standardised and consistent use of diversion policies etc ○ Holistic Diversion Programs which reduce risk factors among juveniles
Output 1.1: Database of eligible diversion options created
Activity Name: Assessment of diversion options at the national level
<p>Timeline: February – May 2018</p> <ul style="list-style-type: none"> • JJRP will recruit a consultant to develop the tool and conduct the assessment • It may be possible to conduct the assessment simultaneously
<p>Beneficiaries:</p> <p>6 OECS Countries</p>
<p>Outcomes:</p> <ul style="list-style-type: none"> • Use of Diversion Policies increased <ul style="list-style-type: none"> ○ Standardized and consistent use of diversion policies
Output 1.2: Diversion policies, guidelines and protocols documented
Activity Name: Develop or revise diversion policies, guidelines and protocols in specified OECS member countries
<p>Timeline:</p> <p>March 2018 – August 2018</p>
<p>Beneficiaries:</p> <ul style="list-style-type: none"> • All 6 OECS Countries <p>Note: The project will commence its work in St. Lucia, Antigua & Barbuda, Grenada, St. Vincent and the Grenadines</p>
<p>Outcomes:</p> <ul style="list-style-type: none"> • Diversion options which reduce risk factors among juveniles • Service Providers' capacity to provide/ facilitate diversion options improved <ul style="list-style-type: none"> ○ Standardised and consistent use of diversion policies etc

Output 1.3: Diversion Service Providers capacity increased
Activity Name: Capacity building of diversion services providers in OECS countries
Timeline: June 2018 – September 201 <ul style="list-style-type: none">• Activity can only commence after all diversion documentation is produced/ accepted by country partners• Training will be conducted in-country• Country Coordinating Committees will be expected to coordinate training
Beneficiaries: 6 OECS Countries

<i>Area of focus: Rehabilitation</i>
<i>Long term outcome: A system of rehabilitation underpinned by evidence-based diagnosis and treatment for children in conflict with the law established</i>
<p>Outcomes:</p> <ul style="list-style-type: none"> • Appropriate rehabilitative programs developed and introduced <ul style="list-style-type: none"> ○ Rehabilitative programs which reduce risk factors among juveniles utilized ○ Positive behavioral change among in children in conflict with the law • Personalized case/ treatment planning utilized with children in conflict with the law <ul style="list-style-type: none"> ○ Positive behavioral change in children in conflict with the law • Capacity of detention facility personnel enhanced <ul style="list-style-type: none"> ○ Rehabilitative programs which reduce risk factors among juveniles utilized ○ Standardised and consistent use of reintegration planning
Output 2.1: Detention Facility Staff and other social service providers capacity increased
Activity Name: Capacity building of rehabilitation service providers in OECS countries
<p>Timeline:</p> <p>May 2018 – September 2019</p>
<p>Beneficiaries:</p> <p>All 6 OECS countries</p>
<p>Outcomes:</p> <ul style="list-style-type: none"> • Use of reintegration planning increased • Family/ caregiver involvement increased <ul style="list-style-type: none"> ○ Standardised and consistent use of reintegration planning
Output 2.2: Treatment plans developed and supported
Activity Name: Develop treatment plans and facilitate access to treatment.
Timeline: May 2018- September 2019
<p>Beneficiary countries:</p> <ul style="list-style-type: none"> • Priorities – Grenada, Antigua & Barbuda and St. Lucia

<i>Area of focus: Reintegration</i>
<i>Long term outcome: Successful reintegration of juveniles in conflict with the law into society</i>
<p>Outcomes:</p> <ul style="list-style-type: none"> ○ Children seamlessly transition into communities and schools ○ Private sector partnerships resulting in youth employment
Output 3.1: School, community and private sector partnerships supporting reintegration created
Activity Name: Conduct advocacy and sensitization programs
Timeline: March 2018 – March 2019
<p>Beneficiaries:</p> <p>Priorities – Grenada, Antigua & Barbuda and St. Lucia</p>