



**CARICOM IMPLEMENTATION AGENCY FOR CRIME AND SECURITY (IMPACS)**

# **TERMS OF REFERENCE**

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**FOR THE DELIVERY OF A CERTIFIED ONLINE TRAINING  
COURSE WITH A TRAIN-THE-TRAINER COMPONENT  
THROUGH FUNDING FROM THE BUREAU OF INTERNATIONAL NARCOTICS  
AND LAW ENFORCEMENT (INL) AND CARICOM IMPACS**

**Ref. No: CB/TC1: 0121/01**

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# 1. BACKGROUND INFORMATION

## 1.1 Background

A project to transfer management of the Caribbean Based Security Initiative (CBSI)-Connect learning management system to the Caribbean Community (CARICOM) Implementation Agency for Crime and Security (IMPACS) commenced in June 2020. This project is in accordance with Letter of Agreement dated May 20, 2020, between CARICOM IMPACS and the U.S. Department of State's Bureau of International Narcotics and Law Enforcement and involves a cost sharing arrangement between the agencies for the transferral of the platform, which will take place over a two (2) year period. The objective of this transferal is to increase regional police cooperation and access to training in the Caribbean. The project will benefit twelve (12) CBSI countries - Barbados, Belize, Dominica, the Dominican Republic, Grenada, Guyana, Suriname, Jamaica, St. Kitts and Nevis, St. Vincent and the Grenadines, the Bahamas, and Trinidad and Tobago.

CBSI-Connect is a law enforcement training mechanism that includes a learning management system, content hosting, classroom video conferencing and a network of police academies and other institutions that host and participate in trainings. The online platform facilitates the training of Law Enforcement personnel, which assists in building the required capacity in the Region in an effective, affordable and sustainable manner. The COVID-19 global pandemic, which primarily affected the CARICOM countries from March 2020, emphasized the need and importance of this virtual modality of learning and engagement. It is an especially important tool which facilitates CARICOM States and regional institutions in carrying out their crime and security mandates.

CARICOM IMPACS has been and continues to be a significant partner utilising the platform and has been organizing, administering, and facilitating many courses over the last two years on the platform with other development partners. These efforts targeted law enforcement officers throughout the entire region. It is within the above context that the transference of the management of the CBSI-Connect program from INL to CARICOM IMPACS will enhance IMPACS's capacity to train and engage security personnel in its Member States. Regional ownership of the platform will also further Governments ability to train greater numbers of its personnel in a more cost-effective manner.

This project is critical to achieving one of the cross-cutting strategic goals of the CARICOM Crime and Security Strategy: *Enhance Law Enforcement and Security Capabilities and Strengthen Regional Security systems*. This goal focuses on the following lines of action which this project will support:

- i. **Establishment and expansion of Regional Centres of Excellence** to enhance the capacity of law enforcement and security capabilities through standardised training and will strengthen the Region's ability to work cooperatively and collectively to combat transnational organised crime;
- ii. Encourage the **standardisation of training** and operating procedures for law enforcement and security personnel;
- iii. Promote **regional accreditation and certification**;

- iv. Encourage ‘**Train the Trainers**’ courses as a way to promote standardization of training between Member States;
- v. Encourage Member States to devote resources to **on-line learning** for law enforcement officials as a way of managing and sustaining limited resources;
- vi. **Strengthening of regional institutional capacities** to implement this CARICOM Crime and Security Strategy as a key priority in supporting its implementation. IMPACS and its sub-Agencies have brought tremendous value to the Region and are critical to a sustainable solution to crime and security issues.

In support of this transferral, CARICOM IMPACS has a robust information and communications technology (ICT) network which has been rolled out over the last three (3) years, with qualified ICT personnel who have been involved in the administration of the various programmes hosted on the platforms. CARICOM IMPACS Headquarters and its sub-agencies the Regional Intelligence Fusion Centre (based in Trinidad and Tobago) and the Joint Regional Communication System (based in Barbados) also have adequate, physical infrastructure, to host the system and training rooms.

A key component of the transferral project involves IMPACS working with regional and international tertiary institutions to certify at last two (2) courses which have been selected to raise the professional standard of law enforcement and security professionals and also enable industry professionals to gain credits to diploma or degree programmes.

These courses will provide sustainability of critical training programmes which are targeted at law enforcement officers throughout the Member States, following the full transition of the CBSI-Connect platform to CARICOM IMPACS. It will also position the Agency as a Regional Centre of Excellence, with enhanced audio visual and training facilities for standardized training of regional law enforcement and security professionals.

## **2. OBJECTIVE, PURPOSE & EXPECTED RESULTS**

### **2.1 Overall objective**

The primary objective of the project for which this contract will be a part of, is as follows:

- i. Enhance administrative management and technical capacity at CARICOM Implementation Agency for Crime and Security (IMPACS) to manage the CBSI-Connect platform and its related program assets;
- ii. Enhance regional capacity to promote and support cooperation amongst the Police and other Law Enforcement Training Academies by increasing number of trainings per year led by CARICOM IMPACS;
- iii. Consolidate and expand the use of the CBSI-Connect Online/Distance Learning Platform.

### **2.2 Purpose**

The purpose of this Contract is to develop and deliver a course which will train law enforcement and security professionals to deliver online training using the CBSI-Connect

platform. The course is also geared to having a train-the-trainer component which will facilitate trained persons to impart this knowledge to other law enforcement and security professionals who will utilise its CBSI Connect Platform.

### **2.3 Target groups**

The direct beneficiaries of this project will be CARICOM IMPACS, law enforcement agencies, law enforcement training schools/academies and law enforcement and security officers in the CARICOM region including the Dominican Republic. The Region works specifically with the Dominican Republic under all CBSI and CARIFORUM initiatives.

The training course will be targeted to include law enforcement and security officers who are both new to the CBSI-Connect platform as well as officers who currently deliver courses on the platform. Applicants to the course are likely to have varying levels of technological skills and academic qualifications, with many applicants (both new and current users of CBSI-Connect) having substantial experience rather than academic qualifications.

Applicants to the course will therefore be required to satisfy the relevant minimum matriculation requirements for admission to the training course, as set by the Contractor in consultation with CARICOM IMPACS. Participants who do not satisfy the minimum academic requirements may be considered for entry based on their level of experience in the subject area or a combination thereof, which could be considered equivalent. Additionally, applicants may be required to undergo an entrance examination, set by the Contractor, in order to ascertain their acceptance into the course.

### **2.4 Results to be achieved by the Contractor**

The results to be achieved by the Contractor are:-

- i. CARICOM Member State officials trained to design, develop and deliver online courses with a high level of skill and professionalism;
- ii. Regional law enforcement and security practitioners equipped with the information and knowledge required to develop and conduct online training courses effectively and efficiently;
- iii. Participants trained to be able to use the tools available on the CBSI-Connect platform in the delivery of online courses;
- iv. Participants trained to be able to deliver the knowledge and skills in online training to others;
- v. A regionally recognised and certified online training course established to be used by law enforcement agencies and regional training academies to better tailor and serve their training needs.

### **3. ASSUMPTIONS & RISKS**

#### **3.1 Assumptions underlying the project**

The following assumptions are made for the success of the project -

- Member States will cooperate and participate in courses being offered;
- Selected participants will be committed to satisfying the course requirements;
- Training courses provided will assist national and regional stakeholders in addressing and mitigating criminal activities.

#### **3.2 Risks**

Risks associated with this project activity are –

- Participants may have varying levels of computer literacy or skill which could affect their pace and quality of learning;
- Internet connectivity or bandwidth levels vary from Member State to Member State and depending on location within countries;
- Participants may have competing demands for their time which may not allow persons to be able to devote the time needed to attend classes, complete assignments or study the course content adequately.
- Student feedback, questions and interactivity may be limited using the online method of course delivery;
- Practical demonstrations may be difficult due to a lack of face-to-face, physical communication rendering course content heavily theoretical;
- Environmental risks such as unfavourable weather conditions or natural disasters and health risks such as the COVID-19 pandemic can threaten the level of participation and success of the project;
- Appropriate personnel may not be selected by Member States to participate.

To mitigate these risks CARICOM IMPACS will formally advise the relevant Ministries or Government Departments within CARICOM Member States of the objectives and benefits to be derived from the project. The profile of the desired participants will be developed in collaboration with the Contractor, which will identify to Member States the targeted level and skill of officials who will most significantly benefit from the training course. States and selected participants will also be advised beforehand of the course requirements including classes, assignments and number of hours required to be dedicated to studying for the course.

In the design and development of course presentations, the Contractor will use images and graphics which assist to simplify and explain complex ideas and concepts. The Contractor will ensure that training content is up-to-date, relevant and provides a meaningful connection for the target audience. Visuals will also be used for practical demonstrations and to capture and retain the attention of participants.

Lastly, proper planning will be done jointly by IMPACS and the Contractor to ensure that training is conducted as much as possible outside of the hurricane seasons.

## 4. SCOPE OF THE WORK

### 4.1 General

#### Description of the assignment

The Contractor will be required to develop and deliver a training course with a train-the-trainer component, targeted to law enforcement and security practitioners, on the delivery of online training courses.

#### Geographical area to be covered

The project will cover twelve (12) Member States which belong to the Caribbean Basin Security Initiative. Member States include: - Barbados, Belize, Dominica, the Dominican Republic, Grenada, Guyana, Suriname, Jamaica, St. Kitts and Nevis, St. Vincent and the Grenadines, the Bahamas, and Trinidad and Tobago.

### 4.2 Specific work

The specific work to be conducted by the Contractor to achieve the assignment includes, but is not limited to:

- **Develop and consolidate the course curriculum for the delivery of a course in online training, with a train-the-trainer component**
  - Identify the course title, course description, course objectives, attendance policy, communication protocols and academic and examination policies and procedures;
  - Define and clearly identify the pre-requisites and co-requisites for matriculation into the course including academic, experience and entrance examination requirements;
  - Develop a detailed course syllabus which includes the course modules and topics, required texts and reading resources and course calendar.
  
- **Determine the delivery methods for each topic which balances visual, audio and practical methodologies**
  - Apply best practices on adult learning to select the most engaging and effective methods to deliver course content;
  - Identify and define where videos, discussion forums, group activities, surveys, audio recordings, community learning tools and other tools will be used for different sections of the course;
  - Determine what type of visuals will be used for each topic to enable the optimum learning experience;
  - Establish self-learning and reading requirements;
  - Prepare and order the lectures, for each of the outlined topics, in a sequential and logical manner.

- **Establish course Examination and Certification requirements**
  - Determine the number of contact hours required for online training classes;
  - Determine the percentage ratio ascribed to course assignments and examinations;
  - Determine the minimum attendance level which is considered acceptable for entrance into final course examination;
  - Establish the test criteria, assignments and examinations;
  - Determine percentage requirements for attaining certification;
  - Prepare a blueprint for the course and present to CARICOM IMPACS for input before finalisation.
  
- **Deliver the online training course to course participants**
  - Register participants for the online course using tools available on CBSI-Connect;
  - Disseminate all course materials, syllabus and calendar to participants;
  - Conduct a virtual class orientation and sensitize participants to the CBSI-Connect platform which will be utilized in the course's delivery;
  - Deliver lectures on each topic, using the most suitable visual and graphical aids to provide a balanced combination of theoretical and practical demonstrations;
  - Monitor students' progress, support and provide solutions to challenges;
  - Administer course assignments and examinations;
  - Review and grade participants' assignment and examination submissions and disseminate grades to participants;
  - Collate participants' grades for attendance, assignments and examinations and determine total grades;
  - Prepare and disseminate Course Certificates to participants upon successful conclusion of all course requirements.

### **4.3 Project management**

#### **Contracting Authority**

The contracting authority for this project is the CARICOM Implementation Agency for Crime and Security (IMPACS).

CARICOM IMPACS was established by the Twenty Seventh Meeting of the Conference of Heads of Government in July 2006, St Kitts and Nevis. CARICOM IMPACS and its sub agencies - the Regional Intelligence Fusion Centre (RIFC) and the Joint Regional Communications Centre (JRCC) - are specifically geared towards research, implementation, evaluation, monitoring, and resource mobilization in their collective fight against serious crime and security threats in the Region. The agencies operate under the directives of and report to the Council for National Security and Law Enforcement (CONSLE).

## **Responsible body**

CARICOM IMPACS will be responsible for overseeing the overall implementation of the project and assist. The main department with responsibility for managing the project is the Projects Department of the CARICOM Implementation Agency for Crime and Security (IMPACS).

## **Management structure**

The overall authority will be the Executive Director of CARICOM IMPACS or delegate. The Contractor contracted will have a direct reporting relationship with the Programme Coordinator of CARICOM IMPACS.

## **Facilities to be provided by the contracting authority and/or other parties**

The Contracting Authority shall provide the relevant support documentation and provide assistance in sensitising and making contacts with national and regional stakeholders to obtain attendance.

## **5. LOGISTICS AND TIMING**

### **5.1 Location**

The Contractor will report to the Executive Director located at CARICOM IMPACS' Head Office located at #19 Keate Street, Port-of-Spain.

The Contractor's location is determined by the Contractor and would not be based at IMPACS' Head Office.

### **5.2 Commencement date & period of implementation of tasks**

The intended start date is 5 April 2021 and the duration of the implementation period of the contract will be **5 months** from this date.

## **6. REQUIREMENTS**

### **6.1 Key experts**

Key experts are to be defined and they must submit CVs and signed statements of availability.

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

#### **Key expert 1: Senior Lecturer**

The Senior Lecturer will deliver instruction in an e-learning environment and will also provide general academic counselling and guidance to students on programme requirements.

### **Qualifications and skills**

- Minimum Bachelor’s Degree in Social Sciences or related discipline;
- Certification in online training development and delivery;
- A Diploma in Education will be considered an asset;
- A Master’s Degree or equivalent post-graduate degree will be considered an asset;
- At least five (5) years teaching experience at tertiary level, three (3) of which should be online training development and delivery;
- Strong analytical and problem-solving skills;
- Excellent time management skills;
- Ability to multi-task and function in a high-pressured environment;
- Excellent interpersonal and communication skills;
- Excellent organizational skills.

### **General professional experience**

- Experience with working in the CARICOM Region and/or with CARICOM institutions
- Experience in CARICOM’s law enforcement and security environment will be considered an asset.

### **Specific professional experience**

At least three (3) years’ online training experience.

**Tasks of the key expert will include the following areas and also support the Specific work outlined in Section 4.2:**

- Developing course syllabus, content and teaching materials
- Determining pre and co-requisites for matriculation
- Planning and preparing lectures including theoretical components, graphics and visual aids
- Developing an understanding of the CBSI-Connect platform and utilizing it in course delivery
- Setting and marking assignments and exams
- Monitoring and assessing students’ progress
- Supporting students and providing solutions to challenges encountered
- Developing interim and final reports and meeting with the Contracting Firm to provide feedback on the progress of the course

## **6.2 Other experts, support staff & backstopping**

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The costs for backstopping and support staff, as needed, are considered to be included in the tenderer's financial offer.

## **6.3 Office accommodation**

Office accommodation for each expert working on the contract is to be provided by the Contractor.

## **6.4 Facilities to be provided by the Contractor**

The Contractor shall ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

## **6.5 Equipment**

**No** equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract which is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

# **7 REPORTS**

## **7.1 Reporting requirements**

The Contractor will submit the following reports in English in one original and two copies:

### **Initial and Interim Reports**

**An Initial Report** shall be produced after **2 weeks** from the commencement of the project. This Report shall provide details on the initial observations, status of achievements, challenges, risks and recommendations of project implementation and will be used for early corrections based on the nature and scope of the project.

**Interim Reports shall be produced after 5 weeks and 10 weeks from project commencement.** These Reports shall provide details on the status of achievements, challenges, risks and recommendations of project implementation and will be used for mid-course corrections based on the nature and scope of the project.

### **Final report**

A detailed final report on the achievements, challenges, shortcomings and recommendations of project implementation no later than thirty (30) days after the

completion of the project. Any information used in the development of the course content shall be presented as Annexes to the main report.

## 7.2 Submission and approval of reports

All reports must be submitted for the attention of the Executive Director of CARICOM IMPACS through the Programme Coordinator with a cover letter outlining the contents within.

## 8 MONITORING AND EVALUATION

### 8.1 Definition of outputs, indicators and estimated targets for completion

The Contractor is expected to achieve the main outputs which are outlined in the Table below. These outputs will be assessed by the Contracting Authority, based on satisfactory delivery of the primary indicators, which are part of the Specific Work defined at Section 4.2, and are listed in the Table below. The estimated targets for Completion of each indicator are also defined.

<b>Main Outputs</b>	<b>Primary Indicators</b>	<b>Estimated Target for Completion from Contract Commencement</b>
<b>Output #1: Training Course curriculum developed</b>  <i>Completion: Week 2</i>	1. Clearly defined:- <ul style="list-style-type: none"> <li>▪ course title,</li> <li>▪ course description,</li> <li>▪ course objectives,</li> <li>▪ attendance policy,</li> <li>▪ communication protocols,</li> <li>▪ academic and examination policies and procedures.</li> </ul>	Week 1
	2. Pre-requisites and co-requisites established for matriculation into the course	Week 1
	3. Clearly defined course syllabus including:- <ul style="list-style-type: none"> <li>▪ course modules and topics,</li> <li>▪ required texts and reading resources,</li> <li>▪ course calendar.</li> </ul>	Week 2
<b>Output #2: Delivery methods and tools for each topic determined</b>  <i>Completion: Week 3</i>	4. Best practices on adult learning for the most engaging and effective methods to deliver course content determined and applied	Week 2.5
	5. Learning tools for different sections of the course determined	Week 2.5

	6. Type of visuals to be used for each topic identified	Week 2.5
	7. Self-learning and reading requirements established	Week 3
	8. Lectures, for each of the outlined topics prepared and ordered	Week 3
<b>Output #3: Course Examination and Certification requirements determined</b>  <i>Completion: Week 4.5</i>	9. Number of contact hours for classes identified	Week 3.5
	10. Percentage ratios to course assignments and examinations ascribed	Week 3.5
	11. Minimum attendance level for entrance into final course examination determined	Week 3.5
	12. Test criteria, assignments and examinations determined	Week 4
	13. Percentage requirements for attaining certification established	Week 4
	14. A blueprint for the course prepared and presented to CARICOM IMPACS	Week 4.5
<b>Output #4: Online training course with train-the-trainer component delivered to course participants</b>  <i>Completion: Week 20</i>	15. Participants registered for the online course using CBSI-Connect	Week 5.5
	16. Course materials, syllabus and calendar made available to participants	Week 5.5
	17. A virtual class orientation for participants conducted on the CBSI-Connect platform	Week 6
	18. Lectures on each topic delivered	Week 6 - 19
	19. Students' progress monitored and support provided	Week 6 - 19
	20. Course assignments and examinations administered	Week 9 - 19
	21. Participants' assignment and examination submissions reviewed, graded and disseminated to participants	Week 9 - 19
	22. Participants' grades collated	Week 9 - 19
23. Course Certificates prepared and disseminated to participants	Week 20	

## ANNEX A

**Standard requirements for the content and format of Initial and Interim Reports are as follows:**

- Cover letter submitting the initial and interim reports
- Summary document containing:-
  - (a) initial observations (applicable to Initial Report)
  - (b) the status of achievements
  - (b) challenges
  - (c) risks
  - (d) recommendations or any request for assistance

**Standard requirements for the content and format of the Final Report is as follows:**

### **1. Executive Summary**

### **2. Purpose of Final Report**

2.1 Introduction

2.2 Purpose of report

2.3 Project beneficiaries

### **3. Project Achievements, Challenges & Risks**

3.1 Achievements – Specific to indicators described above in Section 8.1

3.2 Challenges and limitations

3.3 Risks

### **4. Recommendations & Conclusions**

4.1 Recommendations

4.2 Conclusions