



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

## **TERMS OF REFERENCE**

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**FOR THE DELIVERY OF AN ADVANCED ONLINE  
TRAINING COURSE IN INSTRUCTIONAL DESIGN  
STRATEGY AND CURRICULA DEVELOPMENT**

**THROUGH FUNDING FROM THE BUREAU OF INTERNATIONAL  
NARCOTICS AND LAW ENFORCEMENT (INL) AND CARICOM IMPACS  
Ref. No: CB/TC2: 0921/02**

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## 1.0 BACKGROUND INFORMATION

### 1.1 Background

A project to transfer management of the Caribbean Based Security Initiative (CBSI)-Connect learning management system (LMS) 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 project is currently in its second year. 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. The Republic of Haiti will be onboarded effective June 2022.

CBSI-Connect LMS is an initiative emanating from the 2020 technical working group for CBSI dialogue which seeks to create 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 for 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 been facilitating a number of partnerships with development partners for the utilisation of the platform for organizing, administering, and facilitating many courses over the last two years. These efforts targeted law enforcement officers throughout the entire region. It is expected that 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 certification;
- iv. Encourage 'Train the Trainers' courses as a way to promote standardization of training between Member States and to ensure sustainability by having available resources to replicate their training;
- 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.

The CBSI Connect platform will be the vehicle for ensuring the 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.

Currently, CARICOM IMPACS is engaged in the delivery of a course which will train law enforcement and security professionals to design, develop and deliver online training using the CBSI-Connect platform. The course underway uses the classic instructional design model, the ADDIE Framework, (Analysis, Design, Develop, Implement and Evaluate). It also features a train-the-trainer component which will facilitate trained persons to impart knowledge gained to other law enforcement and security professionals, who also utilise the CBSI Connect Platform.

In keeping with the above, it is expected therefore, that the training programme targeted under this current tender will offer additional knowledge in this area, with a focus on

advanced concepts of instructional design strategy, with a specific focus on the use of digital media, new tools and emerging technology to enhance teaching and enable active learning.

## **2.0 OBJECTIVE AND PURPOSE**

### **2.1 Objectives**

The objectives of this are 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. Consolidate and expand the use of the CBSI-Connect Online/Distance Learning Platform.
- iii. To build capacity to integrate and implement technologies in the creation of high-quality online courses to be delivered on CBSI-Connect LMS.
- iv. Deepen the skills of CARICOM IMPACS' instructors on emerging educational technologies that can be used to enhance the digital classroom.

### **2.2 Purpose**

The purpose of this Contract is to further develop the knowledge-base and skillset of instructors in police academies and law enforcement training institutions in instructional design strategy and curricula development. By the end of the course, participant instructors should be able to convert or develop course material using emerging technologies, digital pedagogy, and data analytics. The aim is to build a core group of persons to ultimately possess the capability to design programs to be delivered on the CBSI-connect Platform.

### **2.3 Target groups**

The direct beneficiaries of this project will be instructors from law enforcement training schools/academies in the CARICOM region, and specifically from CBSI Countries.

## **3.0 EXPECTED RESULTS**

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

The results to be achieved by the Contractor are:-

- i. CARICOM Member State officials trained in depth on instructional design strategy, with the ability to incorporate new technologies to create optimal learning experiences;
- ii. Regional law enforcement and security practitioners equipped with the information and knowledge required to develop intentional and innovative curricula that captures attention and promotes awareness of new ideas; and
- iii. A regionally recognised and certified online advanced course established for the use of law enforcement agencies and regional training academies to strengthen institutional capacity.

**Key Point to note:**

The purpose of this initiative is to deliver this training to a select group of Member State participants who are geographically dispersed in the various parts of the region (English, French, Spanish and Dutch). Time-zone differences and language barriers should be taken into consideration when developing the course blueprint.

## **4.0 SCOPE OF WORK**

### **4.1 General**

#### **Description of the assignment**

The Contractor will be required to develop and deliver a training course targeted to instructors in law enforcement and security, where they will be exposed to new tools and techniques for teaching, while learning how to leverage and apply technology in promoting student success.

#### **Geographical area to be covered**

The project will cover thirteen (13) Member States: (13) Member States which belong to the Caribbean Basin Security Initiative Member States:- 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 and Haiti, which is expected to join the CBSI connect network by June 2022.

## 4.2 Specific Work

It is expected that class size will be between **10-15 participants**. Specific work to be conducted by the Contractor to achieve the assignment includes:

- **Develop and consolidate the course curriculum for the delivery of a course in instructional design using digital media and emerging technology to support blended learning.**
  - Identify the course title, course description, course objectives, attendance policy, communication protocols and academic and examination policies and procedures;
  - Develop a detailed course syllabus which includes the course modules and topics, required texts and reading resources and course calendar;
  - Include a repository of reading material and contacts of resource persons, instructors for additional information;
  - Provide subtitles for videos wherever required (French, Spanish, Dutch);
  - Provide an option to save (user's progress) and exit;
  - Deliver course material over an **eight (8) week** period, with at least one live session weekly on the CBSI-Connect platform.
  
- **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 achievement of certificate requirements**
  - Provide a final certificate based on various assessment elements.
  - Deliver content using a blend of both synchronous and asynchronous online learning tools
  - Determine contact hours, bearing in mind participants work on various time shifts given the nature of law enforcement and regional security as well as different time zones.

- Monitor participant progress, providing real-time assistance to challenges.
- **Technical Factors and Additional Specifications**
  - Language – In addition to English, course reading materials should also be developed in French, Spanish and Dutch where necessary.

*Special Note:* It is expected that the overall consultancy fee would include the cost of translations of material.

### 4.3 Project Management

#### **Contracting Authority**

CARICOM IMPACS will be responsible for overseeing the overall implementation of the project. 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 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.

## 5.0 ASSUMPTIONS & RISKS

### 5.1 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.



## 5.2 Risks

Risks associated with this project activity are –

- 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 and resulting in some concepts not being easily grasped;
- 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;

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. Member States and their 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. Further, to better support the grasping of concepts which can be a bit more challenging to participants, CARICOM IMPACS will encourage the contractor to employ, as much as possible, mitigation measures such as the use of interactive learning methods, such as videos to aid with practical demonstrations, group/individual scenario exercises to assist with real-life application of theories, etc. The contractor can also provide various avenues for participants to ask questions during live teaching sessions or subsequently via email/student webmail.

## 6.0 LOGISTICS AND TIMING

### 6.1 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.

### 6.2 Commencement Date and Period of Implementation of Tasks

The intended start date is January 10<sup>th</sup> 2022, and the period of implementation of the contract will be **four (4) months** from this date.

## **7.0 REQUIREMENTS**

### **7.1 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**

- A Master’s Degree or equivalent post-graduate degree in Education or Social Sciences or related discipline;
- Certification in online training development and delivery;
- A Diploma in Education;
- At least five (5) years teaching experience at tertiary level, three (3) of which should be online training development and delivery;
- Familiarity with e-learning platform, Moodle Learning Platform is desirable;
- 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 Works 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
- Overseeing the development of the conversion of two existing courses into certified online modules

### **7.2 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.

### **7.3 Office accommodation**

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

### **7.4 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.

## **7.5 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.

## **8.0 REPORTS**

### **8.1 Reporting requirements**

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

**An Initial Report** shall be produced **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 **6 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.

A detailed **Final report** on the achievements, challenges, shortcomings and recommendations of project implementation on **week 14** of the consultancy. Any information used in the development of the course content shall be presented as Annexes to the main report.

### **8.2 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.

## 9.0 MONITORING AND EVALUATION

### 9.1 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 3</i>	9. Number of contact hours for classes identified	Week 2.5
	10. Percentage ratios to course assignments and examinations ascribed	Week 2.5
	11. Minimum attendance level for entrance into final course examination determined	Week 2.5
	12. Test criteria, assignments and examinations determined	Week 3
	13. Percentage requirements for attaining certification established	Week 3
	14. A blueprint for the course prepared and presented to CARICOM IMPACS	Week 3
<b>Output #4: Online training course delivered to course participants</b>  <i>Completion: Week 16</i>	15. Participants registered for the online course using CBSI-Connect	Week 3.5
	16. Course materials, syllabus and calendar made available to participants	Week 3.5
	17. A virtual class orientation for participants conducted on the CBSI-Connect platform	Week 3.5
	18. Lectures on each topic delivered	Week 4 - 12
	19. Students' progress monitored and support provided	Week 4 -16
	20. Course assignments and examinations administered	Week 13 - 16
	21. Participants' assignment and examination submissions reviewed, graded and disseminated to participants	Week 13 - 16
	22. Participants' grades collated	Week 13 - 16
	23. Course Certificates prepared and disseminated to participants	Week 16

## **10.0 CONFIDENTIALITY STATEMENT**

All data and information received from CARICOM IMPACS for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to CARICOM IMPACS. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of CARICOM IMPACS.

## **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

3.2 Challenges and limitations

3.3 Risks

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

4.1 Recommendations

4.2 Conclusions