

**TERMS OF REFERENCE  
INDIVIDUAL CONSULTANT  
CONSULTANT- SOCIAL WORKERS/CASE MANAGEMENT OFFICERS  
NORWOOD, ST. JAMES  
COMM-UNITY RESILIENCE AND TRANSFORMATION (CREATE) PROJECT  
JAMAICA**

**1. BACKGROUND AND JUSTIFICATION:**

The Pan American Development Foundation (PADF) believes in creating a hemisphere of opportunity, for all. We work across Latin America and the Caribbean to make our region stronger, healthier, peaceful, just, inclusive, resilient, and sustainable for current and future generations. For more than 60 years, we have served the most vulnerable communities, investing resources across the hemisphere. We partner with civil society, governments, and the private sector and empower them to achieve good for the region.

PADF has received funding from the Bureau of International Narcotics and Law Enforcement Affairs (INL) to implement the "Comm-Unity Resilience and Transformation" CREATE Project. The project will be implemented in five hotspot communities: Parade Gardens, Kingston, Majesty Gardens, St. Andrew, Gregory Park, St. Catherine, Norwood, St. James, and Grange Hill, Westmoreland. The initiative, grounded in the principles of Crime Prevention Through Environmental Design (CPTED), aims to counter gang recruitment and youth crime and violence using an evidence-based, multidimensional approach and will comprehensively address the complex needs of at-risk youth, equipping them with the skills, resources, and support necessary to reduce their risks and vulnerabilities to criminal activities.

**2. OBJECTIVES:**

PADF is seeking the services of two Consultant Social Workers/Case Management Officers to provide critical support to a minimum of 100 at-risk youth, aged 15-29 years, from Norwood, St. James who are beneficiaries of The CREATE Project. Case managers will identify, screen, assess risks, develop case plans for youths, and provide direct one-on-one support to youth and their families. They will also coordinate youth participation in various interventions tailored to individualized treatment plans, aiming to reduce risk factors associated with crime and violence by the end of the intervention period: August 2026. This consultancy directly responds to Activity 2.4 of the project: "Improve coordination of stakeholders within the targeted communities to expand access and referrals to services required by at-risk youth."

**3. RESPONSIBILITIES OF THE CONSULTANT:**

The Social Workers/Case Management Officers will be responsible for the development and implementation of case plans and treatment programs, according to the Project and the needs of each youth. Specific duties will include:

- Coordinate with the project team to identify and shortlist potential youth, through liaisons with youth-serving organizations, stakeholders and community visits.
- Facilitate risk screening, assessment, and intake of new youth.

- Provide individual case management to a maximum of 50 youth (per social worker/case manager), providing youths with a wide range of social services (case management, referral, discharge planning).
- Establish an individualized action/case plan for each youth in consultation with the Counselling Psychologist.
- Liaise with and serve as an advocate between partners and stakeholders and youth to ensure optimal coordination in accessing services and in the delivery of interventions (service providers, schools, social workers, employers etc.) as needed.
- Collaborate with other Social Workers/Case Managers to deliver family-based interventions to youth and their families as needed.
- Monitor and support youth participation in advancing through individualized programs, with successful outcomes.
- Provide feedback on successes and challenges to the Case Management Coordinator and ensure that major challenges are flagged early and addressed appropriately.
- Mobilize and facilitate risk reassessment of all youth being case managed.
- Maintain detailed, confidential records on all youths served.
- Attend meetings, trainings, and workshops, as assigned, to build collaboration with stakeholders and for ongoing youth monitoring.
- Other related duties as assigned.

#### 4. CONTRACTUAL MECHANISM: FIXED PRICE

#### 5. DELIVERABLES AND REPORTING

The consultancy is deliverable-based, and payment shall be paid based on satisfactory completion of them, with expected outputs structured as follows:

| Schedule of Milestones/Deliverables |                           |                                |                                                                                                                                                                                                                                        |                  |                    |
|-------------------------------------|---------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|
| No.                                 | Estimated Completion Date | Milestone                      | Deliverable                                                                                                                                                                                                                            | Percent of Total | Total Payment PADF |
| 1.                                  | July 25, 2025             | Inception Report and Work Plan | The consultant will prepare an Inception Report and Work Plan, including a list and schedule of a minimum of 50 youth to be screened and assessed over 20 days.                                                                        | % of total       | USD\$ Amount       |
| 2.                                  | August 25, 2025           | August Monthly Report          | The consultant will prepare and submit a monthly report including:<br>a. Screenings and Assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families. | % of total       | USD\$ Amount       |

| Schedule of Milestones/Deliverables |                           |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                     |
|-------------------------------------|---------------------------|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|
| No.                                 | Estimated Completion Date | Milestone                | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percent of Total | Total Payment PADF  |
|                                     |                           |                          | d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned.                                                                                                                                                                                                                                           |                  |                     |
| 3.                                  | September 25, 2025        | September Monthly Report | The consultant will prepare and submit a monthly report including:<br>a. Screenings and Assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned. | % of total       | <b>USD\$ Amount</b> |

| Schedule of Milestones/Deliverables |                           |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                     |
|-------------------------------------|---------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|
| No.                                 | Estimated Completion Date | Milestone               | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Percent of Total | Total Payment PADF  |
| 4.                                  | October 25, 2025          | October Monthly Report  | <p>The consultant will prepare and submit a monthly report including:</p> <ul style="list-style-type: none"> <li>a. Screenings and Assessments completed and uploaded to the database.</li> <li>b. # of Case Plans developed.</li> <li>c. # of meetings/visits with youth and their families.</li> <li>d. # of Case Files updated (progress of youth in line with case plans).</li> <li>e. Incident Reports.</li> <li>f. # of Organizations engaged.</li> <li>g. Schedule of youth engagement activities.</li> <li>h. Registers of attendance for all youth engagement activities.</li> <li>i. Challenges, recommendations, and planned activities for the upcoming month.</li> <li>j. Any other activities assigned.</li> </ul> | % of total       | <b>USD\$ Amount</b> |
| 5.                                  | November 25, 2025         | November Monthly Report | <p>The consultant will prepare and submit a monthly report including:</p> <ul style="list-style-type: none"> <li>a. Screenings and Assessments completed and uploaded to the database.</li> <li>b. # of Case Plans developed.</li> <li>c. # of meetings/visits with youth and their families.</li> <li>d. # of Case Files updated (progress of youth in line with case plans).</li> <li>e. Incident Reports.</li> <li>f. # of Organizations engaged.</li> <li>g. Schedule of youth engagement activities.</li> <li>h. Registers of attendance for all youth engagement activities.</li> </ul>                                                                                                                                    | % of total       | <b>USD\$ Amount</b> |

| Schedule of Milestones/Deliverables |                           |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                     |
|-------------------------------------|---------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|
| No.                                 | Estimated Completion Date | Milestone               | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percent of Total | Total Payment PADF  |
|                                     |                           |                         | i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                     |
| 6.                                  | December 18, 2025         | December Monthly Report | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned. | % of total       | <b>USD\$ Amount</b> |
| 7.                                  | January 25, 2026          | January Monthly Report  | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.                                                                                                                                                                                                                                          | % of total       | <b>USD\$ Amount</b> |



| Schedule of Milestones/Deliverables |                           |                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                     |
|-------------------------------------|---------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|
| No.                                 | Estimated Completion Date | Milestone               | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percent of Total | Total Payment PADF  |
|                                     |                           |                         | g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned.                                                                                                                                                                                                                                                                                                                                                                                |                  |                     |
| 8.                                  | February 25, 2026         | February Monthly Report | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned. | % of total       | <b>USD\$ Amount</b> |
| 9.                                  | March 25, 2026            | March Monthly Report    | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.                                                                                                                                                                                                                                                                                                                                                                               | % of total       | <b>USD\$ Amount</b> |

| Schedule of Milestones/Deliverables |                           |                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                     |
|-------------------------------------|---------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|
| No.                                 | Estimated Completion Date | Milestone            | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percent of Total | Total Payment PADF  |
|                                     |                           |                      | d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned.                                                                                                                                                                                                                                           |                  |                     |
| <b>10.</b>                          | April 25, 2026            | April Monthly Report | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned. | % of total       | <b>USD\$ Amount</b> |
| <b>11.</b>                          | May 25, 2026              | May Monthly Report   | The consultant will prepare and submit a monthly report including:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | % of total       | <b>USD\$ Amount</b> |

| Schedule of Milestones/Deliverables |                           |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |                     |
|-------------------------------------|---------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------|
| No.                                 | Estimated Completion Date | Milestone           | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Percent of Total | Total Payment PADF  |
|                                     |                           |                     | a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned. |                  |                     |
| <b>12.</b>                          | June 25, 2026             | June Monthly Report | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.                                                  | % of total       | <b>USD\$ Amount</b> |



| Schedule of Milestones/Deliverables |                           |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                  |                    |
|-------------------------------------|---------------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|
| No.                                 | Estimated Completion Date | Milestone           | Deliverable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percent of Total | Total Payment PADF |
|                                     |                           |                     | i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |                    |
| 13.                                 | July 25, 2026             | July Monthly Report | The consultant will prepare and submit a monthly report including:<br>a. Screenings and assessments completed and uploaded to the database.<br>b. # of Case Plans developed.<br>c. # of meetings/visits with youth and their families.<br>d. # of Case Files updated (progress of youth in line with case plans).<br>e. Incident Reports.<br>f. # of Organizations engaged.<br>g. Schedule of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges, recommendations, and planned activities for the upcoming month.<br>j. Any other activities assigned. | % of total       | USD\$ Amount       |
| 14.                                 | August 30, 2026           | Final Report        | The consultant will prepare and submit a final report including:<br>a. Total # of screenings and assessments completed and uploaded to the database.<br>b. Total # of Case Plans developed.<br>c. Total # of meetings/visits with youth and their families.<br>d. Total # of Case Files updated (progress of youth in line with case plans).<br>e. Total # of Incident Reports.                                                                                                                                                                                                                                      | % of total       | USD\$ Amount       |

| Schedule of Milestones/Deliverables |                           |           |                                                                                                                                                                                             |                  |                    |
|-------------------------------------|---------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------|
| No.                                 | Estimated Completion Date | Milestone | Deliverable                                                                                                                                                                                 | Percent of Total | Total Payment PADF |
|                                     |                           |           | f. Total # of Organizations engaged.<br>g. Total # of youth engagement activities.<br>h. Registers of attendance for all youth engagement activities.<br>i. Challenges and Recommendations. |                  |                    |
| Total                               |                           |           |                                                                                                                                                                                             | %100             | USD\$ Amount       |

## 6. LOCATION(S) OF ASSIGNMENT:

Norwood, St. James

## 7. CANDIDATE PROFILE:

- Bachelor's degree in Social Work, Psychology, Counseling, or equivalent education.
- At least five years' experience in, and knowledge of case management methods, principles, techniques, and resources (including information/referral, assessment, interviewing, youth advocacy, crisis and risk intervention, resource utilization).
- A minimum of five years' experience and knowledge in the administration of the Ministry of National Security's Jamaica Risk Assessment Tools (youth and adult versions).
- Experience in supporting at-risk youth, including youth in conflict with the law.
- Experience working with organizations that provide support for at-risk youth.
- Experience working with international organizations on youth crime and violence prevention projects.
- Ability to quickly adapt to new technology, automated systems, and databases.
- Well-organized, detail-oriented, and able to handle a variety of tasks.
- Strong written and verbal communication skills.
- Reside or work in Westmoreland.

## 8. ACCEPTANCE AND APPROVAL OF DELIVERABLES:

The contracted consultant will collaborate with PADF and relevant stakeholders to complete all deliverables. All submitted deliverables will require acceptance and approval by PADF HQ and the local team.

## 9. TERM OF THE CONTRACT:

The consultancy will begin on or around **July 8, 2025**, and run until **August 31, 2026**. Monthly deliverables will be expected, with key milestones including the completion of the Inception Report within the first month. Deliverables will be structured on a monthly basis, with progress reports and ongoing engagement with stakeholders.

## **10. SUBMISSION DETAILS:**

- a) Applications must be received no later than **July 10, 2025** (Please note that the original closing date was June 23, 2025). All application materials are to be submitted to Kimberly Seymour-Brown at kseymour-brown@padf.org & Faisal Hassan at FHassan@padf.org, following the guidelines listed in these Terms of Reference.
- b) Validity of bid: 90 days from the submission deadline.
- c) Amendments: At any time prior to the deadline for submission of proposals, PADF may, for any reason, modify the Terms of Reference document by an amendment which will be posted to the PADF website and/or communicated via email.
- d) Clarifications: Questions may be submitted to kseymour-brown@padf.org. The subject of the email must contain the TOR number and title of the TOR.

Interested applicants should submit their resume along with a concise two-page Expression of Interest outlining their understanding of the assignment, proposed approach, and expected fee.

## **11. RATE:**

The consultant's remuneration will be discussed during negotiations, with a strict budget in place for the engagement. Travel and per diem costs will be covered separately by the project if applicable.

## **12. TERMS AND CONDITIONS:**

### Resulting Award

This TOR does not obligate PADF to execute a contract, nor does it commit PADF to pay any costs incurred in the preparation or submission of the proposals. Furthermore, PADF reserves the right to reject any and all offers, if such action is considered to be in the best interest of PADF. PADF will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

### Confidentiality

All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. PADF may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. PADF's evaluation results are confidential and applicant scoring will not be shared among bidders.