

**TERMS OF REFERENCE  
INDIVIDUAL CONSULTANT  
CONSULTANT- CASE MANAGEMENT COORDINATOR  
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 a Consultant Case Management Coordinator (CMC) to coordinate, supervise and provide support to a minimum of 10 case managers assigned to work with 500 at-risk youth, AGED 15-24 years, who are beneficiaries of the CREATE Project. The CMC will be responsible for overseeing the case management process from risk screening and assessment to case plan development and management, ensuring that holistic, evidence-based, best practices in case management are ethically provided to clients and their families, resulting in a reduction in the risk levels of clients by the end of the intervention period in August 2026. The CMC will be expected to work closely with the project psychologist, case managers, service providers, and other project staff, ensuring efficient referrals and follow-up, and will be expected to develop recommendations for strengthening referral mechanisms to expand access to services required by clients. 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 CMC will monitor the quality of case management services provided by the project while providing direction to the case management team (conducting case file audits, case review meetings, home and site visits to the cases, and case closure interviews on a regular basis). Specific duties will include:

- Collaborating with case managers to identify and access resources to meet the diverse needs of clients.

- Supervising risk screening, assessment, and intake of new clients' processes, ensuring compliance with best practices in case management and responsiveness to the needs and realities of clients and their families.
- Developing and implementing standardized protocols, tools, and best practices for case management.
- Providing direct observation of case manager and client interactions at specified intervals (with client consent) and providing feedback.
- Reviewing and providing feedback on assessment methods, intervention techniques, and other approaches.
- Modeling effective techniques through demonstration and co-facilitation when appropriate.
- Conducting weekly case management meetings to review the progress of clients, identify challenges, review complex cases, explore solutions, and ensure quality control throughout the case management process.
- Allocating and balancing caseloads among case managers based on complexity, urgency, and individual case manager capacity.
- Developing a referral mechanism with partner organizations and within the health and social service systems.
- Ensuring client records are appropriately entered, updated, and maintained following established confidentiality and data protection protocols.
- Identifying trends, gaps in services, and opportunities for program enhancement.
- Collaborating with project partners and other stakeholders (i.e., service providers, schools, social workers, employers, etc.), as needed.
- Providing weekly updates to the PADF Project Team on case management progress according to established goals.
- Other related duties as assigned.

#### **4. CONTRACTUAL MECHANISM: FIXED PRICE**

This consultancy is deliverable-based and will utilize a fixed-price contractual mechanism. That is to say, the consultant will be paid a set amount – including all applicable taxes and fees - for the timely and satisfactory completion of each of a set of concrete deliverables, as described in the table below. As part of the proposal submission for this consultancy, the candidate should fill out the Total Payment PADF and Percent of Total columns of the table below; these prices will be used as the starting point for negotiations, should the candidate be selected.

The consultant will also be reimbursed for project-related and travel-related expenses incurred as part of this consultancy, as well as receive per diem at the Department of State-mandated rate for project-related travel days. These costs do not need to be priced out in the cost proposal, because the consultant will be reimbursed directly based on PADF's Travel and Reimbursement Policy with prior authorization.

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	<p>The consultant will prepare an Inception Report and Work Plan, including:</p> <ul style="list-style-type: none"> <li>a. Supervision plan for case managers, including performance criteria upon which case managers will be assessed.</li> <li>b. Minimum # of case management meetings to be held.</li> <li>c. Minimum # of site visits.</li> <li>d. Strategy for the development of a referral mechanism with social service partners.</li> </ul>	% of total	<b>USD\$ Amount</b>
2.	August 25, 2025	August Monthly Report	<p>The consultant will prepare and submit a monthly report including:</p> <ul style="list-style-type: none"> <li>a. Total # of screenings and assessments completed.</li> <li>b. Total # of Case Plans developed.</li> <li>c. Total # of meetings/visits with youth and their families.</li> <li>d. Total# of Case Files updated (progress of youth in line with case plans).</li> <li>e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined.</li> <li>f. Progress Report on each case manager towards meeting targets.</li> <li>g. Incident Reports.</li> <li>h. Total # of Organizations engaged and outcomes.</li> <li>i. Schedule of youth engagement activities.</li> <li>j. Total # of youth receiving life skills training and other interventions.</li> </ul>	% of total	<b>USD\$ Amount</b>

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
3.	September 25, 2025	September Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.	% of total	USD\$ Amount
4.	October 25, 2025	October Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed.	% of total	USD\$ Amount

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
5.	November 25, 2025	November Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined.	% of total	<b>USD\$ Amount</b>

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
6.	December 18, 2025	December Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions.	% of total	USD\$ Amount



Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
7.	January 25, 2026	January Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.	% of total	<b>USD\$ Amount</b>
8.	February 25, 2026	February Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed.	% of total	<b>USD\$ Amount</b>

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
9.	March 25, 2026	March Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined.	% of total	<b>USD\$ Amount</b>



Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
10.	April 25, 2026	April Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions.	% of total	USD\$ Amount

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
11.	May 25, 2026	May Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.	% of total	<b>USD\$ Amount</b>
12.	June 25, 2026	June Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed.	% of total	<b>USD\$ Amount</b>

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined. f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
13.	July 25, 2026	July Monthly Report	The consultant will prepare and submit a monthly report including: a. Total # of screenings and assessments completed. b. Total # of Case Plans developed. c. Total # of meetings/visits with youth and their families. d. Total# of Case Files updated (progress of youth in line with case plans). e. # of Case Management Meetings held, along with issues identified, outcomes/action items outlined.	% of total	<b>USD\$ Amount</b>

Schedule of Milestones/Deliverables					
No.	Estimated Completion Date	Milestone	Deliverable	Percent of Total	Total Payment PADF
			f. Progress Report on each case manager towards meeting targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Schedule of youth engagement activities. j. Total # of youth receiving life skills training and other interventions. k. Challenges, recommendations, and planned activities for the upcoming month. l. Any other activities assigned.		
14.	August 30, 2026	Final Report	The consultant will prepare and submit a final report including: a. Total # of screenings and assessments completed during the project. b. Total # of Case Plans developed during the project. c. Total # of meetings/visits with youth and their families during the project. d. Total# of Case Files updated (progress of youth in line with case plans) during the project. e. # of Case Management Meetings held, along with main issues identified, outcomes/action items outlined, and progress on resolving issues. f. Report on each case manager towards meeting project targets. g. Incident Reports. h. Total # of Organizations engaged and outcomes. i. Complete list of 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
			implemented during the project and outcomes. j. Total # of youth receiving life skills training and other interventions. k. Challenges and recommendations l. Any other activities assigned.		
<b>Total</b>				100%	<b>USD\$ Amount</b>

## 5. LOCATION(S) OF ASSIGNMENT:

Project Communities: Majesty Gardens, (St. Andrew), Parade Gardens, (Kingston), Gregory Park, (St. Catherine), Norwood, (St. James) and Grange Hill, (Westmoreland).

## 6. CANDIDATE PROFILE:

- Master's degree in Social Work, Psychology, Counseling, or related field.
- At least five years' experience in, and knowledge of case management methods, principles, techniques, and resources (including information/referral, assessment, motivational 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).
- A minimum of 5 years of direct experience working with at-risk youth, including youth in conflict with the law.
- Expert knowledge of Jamaica's Child Care and Protection Act.
- Advanced knowledge of youth development, trauma, and mental health issues.
- Experience delivering workshops on life skills and other areas related to at-risk youth.
- Excellent crisis intervention and de-escalation skills.
- Strong supervisory, coaching and mentoring skills.
- Proficient in case documentation, report writing, and data management.
- Experience working with organizations that provide support for at-risk youth.
- 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.
- Ability to work as part of a multidisciplinary team.

## 7. ACCEPTANCE AND APPROVAL OF DELIVERABLES:

The contracted consultant will collaborate with PADF and relevant stakeholders to complete all deliverables. All submitted deliverables will undergo review and approval by PADF HQ and the local team prior to payment.

## 8. 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.

#### **9. SUBMISSION DETAILS:**

- a) Applications must be received no later than **June 23, 2025**. All application materials are to be submitted to Kimberly Seymour-Brown at [kseymour-brown@padf.org](mailto:kseymour-brown@padf.org) & Faisal Hassan at [FHassan@padf.org](mailto: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](mailto:kseymour-brown@padf.org). The subject of the email must contain the TOR number and title of the TOR.

#### **10. 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.

#### **11. 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.