

## **TERMS OF REFERENCE REVIEW AND ENHANCEMENT OF EVALUATION TOOLS AND METHODS FOR OFFICER PERFORMANCE AND TRAINING EFFECTIVENESS**

### **BETTER POLICE READINESS IN CARIBBEAN LAW ENFORCEMENT ORGANISATIONS (B-PRO) PROJECT JAMAICA**

#### **1. BACKGROUND AND JUSTIFICATION:**

The *Better Police Readiness in Caribbean Law Enforcement Organisations (B-PRO)* Project is funded by the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs (INL) and implemented by the Pan American Development Foundation (PADF). The initiative is designed to build and enhance the operational and professional capacity of officers within the Jamaica Constabulary Force (JCF). In addition to skills development, the Project also seeks to foster stronger, more trusting relationships between the Jamaican police and local communities.

Launched in September 2023, B-PRO is currently being implemented in Jamaica and select Caribbean countries. One of its core components involves supporting the JCF in strengthening its evaluation systems, with a focus on improving training outcomes and officer performance.

As part of PADF's broader police modernization agenda, the B-PRO Project aims to enhance the effectiveness and accountability of police training programmes through objective, evidence-based performance evaluation. The initiative is therefore working to assess current evaluation practices and develop robust, scalable tools to measure both the effectiveness of police training courses and the performance of individual officers.

In recognition of the potential impact of this work, PADF and INL are seeking to engage a short-term consultant. This consultant will be responsible for reviewing, updating, and designing evaluation tools and methodologies that assess JCF officer performance and training course effectiveness, particularly those offered by the National Police College of Jamaica and the JCF Training Branch.

#### **2. OBJECTIVE:**

The general objective of this consultancy is to engage an individual consultant to review, update, and/or design evaluation tools necessary for assessing the effectiveness of training courses and the performance of Jamaica Constabulary Force (JCF) officers. This assignment will directly support the Pan American Development Foundation in fulfilling Objective 5 of the B-PRO Project, which aims to ensure that police academies are equipped with appropriate evaluation tools to measure both course effectiveness and officer performance.

This consultancy directly responds to the following activity:

1. Assess current police evaluation tools and practices.
2. Develop an evaluation tool to measure police training course effectiveness.
3. Develop an evaluation tool to measure officer performance.
4. Provide advisory and mentoring services

### **3. RESPONSIBILITIES OF THE CONSULTANT:**

#### **a. Assess the Jamaica Constabulary Force's current Evaluation Tools and Practices.**

- i. Conduct a rapid assessment of existing evaluation methodologies, instruments, and practices used by the JCF's National Police College, Divisions, Branches and Departments.
- ii. Collect and analyze tools, checklists, and procedures for measuring course and individual performance.
- iii. Evaluate alignment with:
  - Evidence-based and best practices
  - SMART indicators
  - Internal/external evaluation mechanisms
  - Causal impact and effectiveness measures
  - Monitoring and evaluation (M&E) standards
- iv. Prepare a brief diagnostic report with findings and recommendations.

#### **b. Develop a Tool to Evaluate Police Training Course Effectiveness**

- i. Design a practical evaluation tool guided by the **Kirkpatrick Model**, addressing all four levels:
  - a. Level 1: Reaction
  - b. Level 2: Learning
  - c. Level 3: Behavior (focus)
  - d. Level 4: Results
- ii. Emphasize on-the-job behavioral change (Level 3) using:
  - a. Observation checklists
  - b. Supervisor/peer/self-assessments
  - c. Regular performance review metrics
- iii. Include detailed implementation guidance and data collection protocols.

#### **c. Develop an Officer Performance Evaluation Tool**

- i. Design a customized performance appraisal framework aligned with:
- ii. Best international police evaluation practices
- iii. Local institutional context
- iv. Rank, role, and responsibility profiles
- v. Integrate performance evaluation outcomes with career development processes (e.g., promotions, rewards, training).
- vi. Include criteria for disciplinary action, feedback provision, and improvement planning.

#### **d. Provide Advisory and Mentoring Services**

- i. Conduct virtual and/or in-person coaching sessions with police academy staff and HR units.
- ii. Guide implementation planning and tool deployment.
- iii. Provide ongoing feedback on the use and refinement of evaluation mechanisms.
- iv. Document lessons learned and provide final implementation recommendations.

#### 4. LOCATION(S) OF ASSIGNMENT

Jamaica, with possible travel around the island.

#### 5. CANDIDATE PROFILE:

The ideal candidate will possess the following:

- An advanced degree in M&E, Education, Public Administration, Criminal Justice, or related field
- A minimum of 7 years of experience in developing performance evaluation systems, preferably in policing, law enforcement, or security sectors
- Demonstrated experience applying the **Kirkpatrick Model** and/or similar training evaluation frameworks
- Strong understanding of institutional strengthening and capacity building
- Experience working with international organizations and/or security sector reform projects
- Excellent analytical, facilitation, and report writing skills
- Strong command of written and oral English communication skills

#### 6. CONTRACTUAL MECHANISM: FIXED PRICE

**(All applicable Taxes, Fees, and other costs should be included in the price proposal.)**

Include the following information regarding your rate with your application:

- Expected rate for completed deliverable(s). Please provide an itemized list of each deliverable, its cost, and the justification for the price.

	Milestone	Deliverable	Percent of Total
1	Prepare and submit Inception Report which will include: Work Plan, Methodology and Schedule of Meetings with stakeholders.	Completed Inception Report developed and submitted.	10% of the total amount including taxes.
2	Conduct a rapid assessment of existing evaluation methodologies, instruments, and practices used by the JCF's National Police College, Human Resources Unit, JCF's Divisions, Branches and Departments.	Report on the rapid assessment, which would include the information, data and results obtained from conducting interviews and focus group discussions with the relevant JCF personnel. Also, this would include the results from the review of existing JCF evaluation tools.	30% of the total amount including taxes.
3	Develop and or update course evaluation and officer performance evaluation tools.	Evaluation tools for courses and officers performance developed and submitted.	20% of the total amount including taxes

	Milestone	Deliverable	Percent of Total
4	Deliver in-person training to members of the NPCJ, the JCF's HR Unit and other units that provide support to the evaluation of courses and officers' performance.	Trainings on how to administer and use the reviewed and or new evaluation tools delivered to JCF personnel.	30% of the total amount including taxes
5	Submit a final report that documents the process, outcomes, and lessons learned.	Final Consultancy Report is prepared and submitted to the PADF and JCF teams.	10% of the total amount including taxes
<b>TOTAL</b>			<b>100%</b>

The consultant must provide a pricing model for each deliverable listed in the table above under: **USD\$ 10,000.**

#### 7. PROPOSAL DOCUMENTS TO INCLUDE:

- Please attach your Curriculum Vitae (CV) to demonstrate how you meet the TOR requirements.
- Please include descriptions of similar projects or assignments and at least three client references.
- Your preferred daily rate and justification for the rate. Include the information requested under section 5, Contractual Mechanism.

#### 8. TERM OF THE CONTRACT:

The assignment will be implemented over a six-month period, with an estimated 40 working days allocated to planning, development, delivery, and reporting.

#### 9. SUBMISSION DETAILS:

- Applications must be received no later than August 31, 2025. All application materials are to be submitted to [fhassan@padf.org](mailto:fhassan@padf.org) and [sbarnes@padf.org](mailto:sbarnes@padf.org), following the guidelines listed in these Terms of Reference.
- Validity of bid: Ninety days from the submission deadline.
- 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.
- Clarifications: Questions may be submitted to [sbarnes@padf.org](mailto:sbarnes@padf.org) and [fhassan@padf.org](mailto:fhassan@padf.org). The subject of the email must contain the title of the TOR.

#### 10. 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's evaluation results are confidential.