

Ministry of National Security

Security Strengthening Project (MNS:SSP)
Shops 31&32 Kingston Mall
Kingston, Jamaica



Ministry of National
Security

TOR for Surveillance Technical Firm (CCTV Operations and Behaviour Pattern Recognition)

Date

July 27, 2019

Services Performed For:

Ministry of National Security
Security Strengthening Project (MNS:SSP)
Shops 31&32 Kingston Mall
Kingston, Jamaica

Background

The Government of Jamaica has established a Security Strengthening Project (SSP), funded by a Loan from the Inter American Bank (IADB), the main objective of which is to contribute to an increase in the conviction rate for murders in Jamaica. The strategy to achieve the main objective will be the “specific objectives”:

- (i) To assist in the reduction of the rate of murders in the country;
- (ii) To increase the proportion of police investigations of murders that result in prosecution;

And

- (iii) The training of police officers in the use of technology in crime fighting.

The Ministry of National Security (MNS) is charged as the Executing Agency and is currently engaging the services of a Consultant.

The Security Strengthening Project has three (3) components: (i) **Component 1**. Violent crime prevention and management; (ii) **Component 2** - Improving investigative capabilities for homicides; (iii) **Component 3** - Change Management & Communications.

The Project components comprise activities to benefit and involve the participation of the Ministry of National Security and the following entities within its portfolio:

- The Jamaica Constabulary Force (JCF)
- The Department of Correctional Services (DCS)
- The Firearm Licensing Authority (FLA)
- Passport, Immigration, Citizenship Agency (PICA)
- The Institute of Forensic Science and Legal Medicine (IFSLM)
- The Private Security Regulatory Authority (PSRA)

Additional entities outside the portfolio of the Ministry of National Security includes;

- The National Works Agency (NWA)
- eGov Jamaica Limited (eGov)

CCTV Operations and Behaviour Pattern Recognition

These courses are intended to cater to operational CCTV personnel to include sub-officers, junior officer and civilian staff working as CCTV operators in the JCF/JamaicaEye Monitoring rooms.

It is desired that the participants are exposed to fundamental and practical skills to effectively leverage CCTV technology, in furtherance of the preservation of public order, management of crime or critical incidents and to support criminal and civil investigations.

It is envisaged that all current operatives will benefit from this course, and that provision be made for future operatives to also benefit. Below is a breakdown of current CCTV operators (per monitoring centre), as well as a projection for the increase in human resources through to March 2022:

- Spanish Town – 10
- May Pen – 10
- Mandeville – 8
- Negril- 10
- Montego Bay- 10
- Ocho Rios- 8
- Kingston- 10
- NPCJ- 4

Total: 70

Projection- Black River- 10 (by May 2021)

Other areas – 20 (by March 2022)

Expected Outcomes and benefits of training to the MNS

From the training, it is expected that the operators' skills will be enhanced and aligned to the following outcomes:

- Reasonably competence in the use of the available CCTV equipment (efficient manoeuvring and navigating between cameras during live and post incident responses)
- Develop technical awareness
- Hostile reconnaissance- being able to identify high stress/ or escalating situations
- Understand operations and incident management/protocol
- Surveillance tactics- understanding how to pre-empt and strategically respond to surveillance incidents
- Understanding how to leverage associated specialist applications to augment CCTV systems, i.e. Licence plate recognitions, facial recognition, advanced video analytics, etc.
- Ability to identify technical defects and understanding reporting protocols (industry standards).
- Ability to record and document incidents (completing logs, reports, etc.)
- People profiling and behaviour pattern recognition skills
- Effective operational communication skills relative in incident response.

Objectives

The objectives of the surveillance technical Specialist Firm is to:

- a) Provide off-the-shelf Train the Trainer (TTT) content in surveillance in the areas: Closed Circuit Television (CCTV- at least level 3) Operations as well as Behaviour Pattern Recognition (BPR) geared towards managing and utilising surveillance in crime fighting
- b) Provide training to the instructors in the Ministry of National Security primarily, the instructors at The National Police College of Jamaica (NPCJ) to strengthen their capacity on skills in CCTV operations and Behavior Pattern Recognition.
- c) Coordinate the instruction and implementation of the curriculum and training to be offered
- d) Align training to the current software of the Ministry of National Security.
- e) Create capacity building and sustainability of course offerings
- f) Infuse new and emerging technology in the design matrix of training
- g) Provide all content, training materials, assessments, and strategies for courses to the Ministry.

Domains

These services are to be delivered in these specific domains:

- a) Managing surveillance
- b) Using surveillance system in crime fighting and proactive policing
- c) Operator training for surveillance equipment

Scope of Work

The specific responsibilities of the Surveillance vendor will include training related to surveillance, working in tandem with all the relevant instructors in the Ministry of National Security and the National Police College of Jamaica. The courses will be added to the curriculum.

The Jamaica Constabulary Force (JCF) requires a program for training in CCTV Operations and Behavior Pattern Recognition (BPR) which include (but not limited to) the following functionalities/ domains:

Content

- Provide all content, outline, handouts, manuals, and assessments materials for a 3-5-days training program in CCTV Operation and Behavior Pattern Recognition
- Provide a document that includes standards, scope, and sequence of the course

Training Service and Implementation

- Develop Proposal/Curriculum outline comprising but not limited to:
 - Learning design model
 - Standards
 - Measurement on achievements

Learning objectives, assessment, and outcomes

- Host meetings with SSP to discuss implementation strategies
- Produce a training delivery schedule with full itinerary of the events
- Organize training venue, training materials and other necessary arrangements for the participants to attend in the training online (preferably) or face to face
- Deliver training using online (preferably) or blended approach
- Deliver training program for CCTV Operators and BPR
- Provide Ministry of National Security/SSP with Proposal on how objective will be achieved, including framework for implementation
- Provide presenter training/sensitization materials to be left with the project to enable the internal training/sensitization of new stakeholders that join the project, after the training, in areas specified
- Train a minimum of 30 instructors for both courses and 12 trainers
- Provide the Train the Trainers (TTT) student guide for training in both areas to a minimum of 12 instructors
- Submit the final training materials (including pre-assessments, post assessments, power point presentations, PDF files, group work exercises, simulation exercise, games, videos, polls etc)

Feedback, Monitoring and Evaluation

- Compile and submit feedback on training for each training program along with attendance registers of the participants
- Provide the SSP/MNS with periodic updates on the intervention
- Report based on session objectives and assessment and evaluation of participants. Report can also highlight main strengths and weaknesses and make recommendations deemed necessary for successful implementation of courses (Prepare final report detailing the achievement level of participants based on pre- and post-assessments conducted.)
- Provide Ministry of National Security/SSP with a monitoring and evaluation framework to assess the effectiveness of the programs

Support

- Provide support and guidance to the NPCJ team in uploading content on the Learning Management System (LMS).
- Provide guidance to team in monitoring data on the LMS
- Prepare proposal/workplan, including cost per participant and agenda.

Methodology

The vendor solution should entail accepted and proven methodologies for carrying out the assignment. Team must identify the relevant international standards and demonstrate how these are applied to the assignment.

Provide a detailed methodology (approach) and work plan indicating how the objectives of the assignment shall be achieved.

Must conform to the latest international methodologies and standards

Must be ISO Ratified/certified ?

All workshops must include student evaluation and feedback on the session and the presenter.

The work plan submitted should be aided by Microsoft Project or similar tool to show the allocation of time to each of the key components of the project and detailed scheduling should be provided to support the methodology outlined.

All documentation produced must meet the documentation standards for the project and must be reviewed and approved by the relevant TWG stakeholders. Utilize current and effective tools for constant communications, including but not limited to WhatsApp, Telephones, Email, and any others.

Deliverable and Milestones

Vendor shall provide the Services and Deliverable(s) for CCTV Operator (at least Level 3) and Behavior Pattern Recognition as follows:

- A. Detailed Work plan, including sensitization and trainings in CCTV operator) and Behavior Pattern Recognition course
- B. Detailed plan on implementation of protocols and guidelines for courses
- C. Design and deliver sessions to train the approved list of instructors (at least 30) and TTT (12) personnel
- D. Detailed outline of curriculum development standards for courses
- E. Detailed scope and sequence of both content areas
- F. Detailed learning design for courses
- G. Detailed learning evaluation process and measurements for instructors and participants
- H. Detailed tools and templates for curriculum management
- I. Complied tool kit of all content and learning aids
- J. Detailed training plan for course delivery
- K. Detailed plan on technology delivery for continuous learning
- L. Certification of trainers in relevant areas of study
- M. Detailed status report on progress against the work plan and the assessment of the current participants
- N. Forms, instructional instruments, and other relevant tools

Breakdown of Scope of Work

Milestones	Deliverables	Timeframe
Develop Session proposal for members of staff	<ul style="list-style-type: none">• Onboarding	2 weeks
	<ul style="list-style-type: none">• Prepare proposal including cost and workplan• Present Curriculum outline• Relevant curriculum Standards identified• Relevant protocols and guidelines tabled for course delivery• Present Learning design• Present objectives and outcomes for sessions• Schedule/timetable	3 weeks

	<ul style="list-style-type: none"> • Prepare workplan outlining implementation of activities • Sensitization session before training • Develop Monitoring and Evaluation framework 	
Deliver training to 70 personnel in (CCTV/BPR)- respectively	<ul style="list-style-type: none"> • Train instructors to be engaged in CCTV/BPR training (CCTV- 3-5 days, BPR 3-5 days) • Provide training course materials for participants and the necessary tools to participate in sessions • Provide assessment and certification for instructors • Provide framework for selection of instructors for TTT that are to be certified as trainers 	10 days maximum
Provide Training Report and Report on CCTV/BPR focusing on overall impact of the program.	<ul style="list-style-type: none"> • Session Report based on learning objectives and assessment and Evaluation of participants. • Final Report should also highlight lessons learnt and make recommendations deemed necessary for successful implementation of courses going forward. 	7 days
Provide TTT	<ul style="list-style-type: none"> • Provide TTT to selected 12 instructors in CCTV/BPR course respectively • Provide training course materials for 12 instructors in CCTV and BPR • Provide sample training plan template • Lesson Plans and all training aids • Provide assessment and certification for instructors 	3-5 days for CCTV 3-5 days BPR
Provide Training Report and Report	<ul style="list-style-type: none"> • Session Report based on learning objectives and assessment and 	7 days

on the overall impact of the program.	<p>Evaluation of participants (pre/post assessment).</p> <ul style="list-style-type: none"> • Training report and list of trainees with completed and signed contracts • Final Report should also highlight lessons learnt and make recommendations deemed necessary for successful implementation of courses going forward. 	
Content transfer	<ul style="list-style-type: none"> • Handing over all materials for courses 	3 days
Uploading on Moodle	<ul style="list-style-type: none"> • Provide guidance on upload of content on Moodle platform • Pilot Training of small cohort • Assessment of course • Complete roll out of training program • Monitoring and assessment 	ongoing

Duration

The consultancy is expected to last 30 days to include the preparation for the course content, the delivery within stipulated days and session summary report to be completed within 7 days after each training.

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Post Graduate Certification and/or master's degree in Curriculum Development/Instructional Design/ Surveillance Management and/or related disciplines.
- ISO Ratified
- Internationally recognized certification in surveillance management
- At least eight (8) years of experience in curriculum development, instructional design and/or training in CCTV and BPR or similar discipline
- Capacity and ability to provide training in field
- Record of successful delivery of similar engagements
- Record of above average customer satisfaction and feedback
- Clientele list includes local and international personnel

Languages:

Excellent writing skills and command of the English Language (oral and written).

Areas of Expertise:

Demonstrated experience in the design and implementation of curriculum standards and course delivery in surveillance/BPR

Demonstrated experience in documenting SOPs and preparing training material

The team assigned must have academic experience profiles to cover all areas required for the engagement

The team members must have the relevant certifications or affiliations to the standard bodies within the scope of the proposal

The team must be coordinated by single point of contract, responsible for planning and reporting and for coordinating the work of the firm with the SSP TEAM.

Skills:

- Working surveillance proficiency in various areas of the field
- Working computer proficiency, including the ability to utilize MS Suite.
- Expertise in using Microsoft Office suite
- Expertise in use of various emerging technologies in delivery of content relating to surveillance
- Excellent problem-solving skills
- Excellent communication (both written and verbal) skills and relationship management.
- Proven track record of working effectively within multi-disciplinary teams.
- Experience undertaking multilateral funded projects would be a distinct advantage.
- Good organizational, analytical, team-building, problem solving, communication and negotiating (including conflict resolution) skills
- Ability to quickly build and maintain productive relationships with administrators in institutions of academia and other key stakeholders
- Excellent Public Speaking and Presentation skills

Reporting

The firm will report to the Project Director – Project Execution Unit (PEU) for the Security Strengthening Project (SSP) and work directly with the Connectivity Technical Working Group (TWG).

The consultant(s)

will liaise and consult with the National Police College of Jamaica and other agencies involved in SSP on matters relating to the Project, as necessary

Location

Offices of MNS, with mobility as needed considering the locations of the various stakeholders and other scenes of action, and demands of the assignment, day to day. Consultant's premises, as necessary.

Type of Consultancy

Firm

Payment Schedule

The payment schedule will be based on completion of the major phases as evidenced in the completion of the deliverables. The payment schedule will be based on completion of the major phases as evidenced in the completion of the deliverables as noted below.

- 15% on completion of the work plan
- 30% on completion of the sensitization and training of instructors
- 15% on completion of TTT training
- 15% on completion of the final assessment, report, and certification of instructors
- 25% on completion and handing over of all training documents, manuals, tools kits etc.

Document Control

Distribution

For use by the SSP PEU, the relevant TWG and the consultant involved in the scope of work.

Version Control

Version #	Updated By	Revision Date	Approved By	Approval Date	Reason