
Consultancy to support the development of eLearning Strategy, e-Courses and conduct capacity development exercises	Project number/ cost centre:83457865 2019.2326.7
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- 0. List of abbreviations 2
- 1. Context..... 3
- 2. Tasks to be performed by the contractor4
- 3. Concept..... 6
 - Technical-methodological concept 6
 - Project management of the contractor (1.6) 6
 - Further requirements (1.7)..... **Error! Bookmark not defined.**
- 4. Personnel concept..... 7
 - Team leader **Error! Bookmark not defined.**
 - Key expert 1 **Error! Bookmark not defined.**
 - Short-term expert pool with minimum, maximum members **Error! Bookmark not defined.**
- 5. Costing requirements 7
 - Assignment of personnel and travel expenses 7
 - Sustainability aspects for travel 8
- 6. Requirements on the format of the tender11
- 7. Annexes.....12

0. List of abbreviations

AG: Commissioning party

AN: Contractor

ASAL: Arid or Semi-Arid Land

Atingi: Atingi E-Learning Platform

AVB: General Terms and Conditions of Contract for supplying services and work

BMZ: Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung)

EU: European Union

FK: Expert

FKT: Expert days

GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit Sustainable and Climate-Resilient Development III

IDDRSI: Drought Disaster Resilience and Sustainability Initiative

IGAD: Intergovernmental Authority on Development

ISAP IV: IGAD Security Architecture Program Phase IV

KZFK: Short-term expert

LMS: Learning Management System

M&E: Monitoring and Evaluation

PIAs: Peace and Security Institutions

REC: Regional Economic Community

SCIDA III: Strengthening IGAD's Capacity to increase drought resilience in the horn of Africa phase III

SORMAS: Surveillance, Outbreak Response Management and Analysis System

ToRs: Terms of reference

1. Context

The GIZ SCIDA III project is a regional initiative with a mission to enhance the resilience of the Horn of Africa. Commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-financed by the European Union, this project is set to run from April 1, 2022, to March 31, 2026. It focuses on strengthening the capacity of the Intergovernmental Authority on Development (IGAD) and improving the Regional Economic Community's (REC) ability to support its member states. The geographical scope covers the IGAD region in the Horn of Africa, which includes Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, South Sudan and Uganda. Around 70% of this region is arid or semi-arid land (ASAL), which leads to frequent drought-related disasters. The region is also characterized by internal and cross-border conflicts. With an estimated 80 million pastoralists and agro-pastoralists in the IGAD region, these challenges have forced 8.7 million people to abandon their traditional livelihoods. Consequently, the project targets impoverished pastoral and agro-pastoral populations residing in the arid and semi-arid zones of the IGAD region.

In response to the drought, the member states of the Intergovernmental Authority on Development (IGAD) entrusted IGAD with the leadership of the "Ending Drought Emergencies in the Horn of Africa" initiative. The 15-year Drought Disaster Resilience and Sustainability Initiative (IDDRSI) serves as a coordinating mechanism for regional efforts to build drought resilience, improve livelihoods and implement proactive measures for conflict prevention and migration management. The main objective of the initiative is to strengthen the resilience of communities and refugees.

One of the main objectives of SCIDA III project is to strengthen the capacity of the Intergovernmental Authority on Development (IGAD) and its various divisions by creating virtual learning courses on key topics such as disaster risk management, climate change, food security etc...

This initiative recognizes the paramount importance of capacity building in enhancing the effectiveness of IGAD's operations. By exploiting virtual learning methods, the project aims to provide flexible and accessible training opportunities, facilitating the transfer of knowledge in areas crucial to IGAD's mission. This approach not only increases efficiency and cost-effectiveness but also ensures the sustainability of capacity-building efforts, enabling the continuous development of skills and adaptation to changing needs.

Ultimately, the development of tailored virtual learning materials provides a dynamic and scalable means of empowering IGAD staff and external stakeholders strengthening regional resilience in the Horn of Africa.

A collaborative effort between IGAD and GIZ was undertaken to establish an IGAD Virtual Learning System to enhance human capacity development to effectively build drought resilience in the IGAD region. These efforts were part of the SCIDA II project in 2021 and 2022, laying the foundations for ongoing work. GIZ, in collaboration with ATINGI experts and the IGAD technical team, led the adaptation of the Atingi e-learning platform to meet IGAD's specific requirements. This included the development of IDDRSI and PIA course content, as well as training key IGAD staff in the fundamentals of digital learning, e-learning course design and discussions on future recommendations. The successful implementation of the IGAD homepage, as well as the integration of course categories and CSS into the ATINGI platform, marked important milestones. An online course, entitled "Introduction to IDDRSI", has been meticulously developed and is now available on IGAD's ATINGI space.

To ensure full understanding and use of the e-learning system, a four-day workshop was organized for 38 key IGAD staff members. This training, conducted as part of the SCIDA II project in March 2022, served as an introduction to the field of digital learning. Participants not only reviewed and provided feedback on the IDDRSI course design, but also tested it technically and content-wise. In addition, participants were tasked with creating their course content in the IGAD e-learning space, generating around 30 course content projects by the end of the workshop.

Recognizing the importance of supporting the creation of online course content, GIZ, on behalf of BMZ, procured essential audio-visual equipment for IGAD as this will facilitate the development of high-quality e-learning courses.

Recently, a feasibility study was conducted to assess the most suitable e-learning platform for IGAD (Intergovernmental Authority on Development) between Atingi, a cost-free option, and IGAD's proprietary e-learning platform. The outcomes and suggestions derived from this study mark a pivotal stride in fortifying the collaborative learning infrastructure linking ATINGI and IGAD, leveraging advancements from the SCIDA II project. Towards the close of the 2023 quarter, IGAD under ISAP IV project, engaged a consultant to tailor an eLearning platform and craft six model eLearning courses including capacity-building training.

In alignment with Financial Agreement under SCIDA III designed to assist IGAD in implementing an eLearning system for heightened organizational efficiency, GIZ will engage a contractor for the specified contract period, spanning from March 1st to August 31st, 2024, encompassing 90 working days. This initiative is aimed at supporting IGAD in its pursuit of an effective eLearning system

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- Review the existing e-learning-related initiative under various divisions and unit that was completed and ongoing within IGAD.
- Execute a scoping exercise to define the overarching objective, target audience, content requisites, delivery formats, evaluation methods, and quality assurance protocols, and identify challenges and opportunities for the e-learning strategy.
- Formulate a comprehensive E-Learning strategy document harmonized with the IGAD knowledge management strategy. This should encompass a Monitoring and Evaluation (M&E) plan, a logical framework (log frame) with SMART indicators, an action plan specifying clear outcome, and a detailed financial consideration. This document will serve as a comprehensive guide for all those involved in the eLearning initiative, providing a roadmap for implementation, monitoring and continuous improvement.
- Spearhead an inception and validation meeting for the IGAD e-learning strategy document.
- Coordinate and lead two capacity-building training sessions: one on Instructional Design and the other on e-Learning System Administration, both conducted face-to-face.
- Organize ongoing online review workshops, facilitate peer reviews, and implement quality assurance measures for courses.
- Establish or fortify a community of practices supporting the eLearning initiative within IGAD.
- Develop by supervising the production of a minimum of 15 high-quality e-learning course contents.

- Manage the uploading process and provide all final course materials on the IGAD E-Learning platform.
- Develop an exhaustive step-by-step guide for E-Learning course design

The expected deliverables are as follows:

- **Inception Report:** A report of at least 4-5 pages summarizing the initial phases of the project, including goals, objectives, stakeholders and preliminary planning, to demonstrate the consultant's understanding of the project, present the proposed methodology and outline the work plan.
- **Scoping Exercise Report:** A comprehensive report presenting the findings of the scoping exercise.
- **E-Learning Strategy Document:** A detailed document outlining the E-Learning Strategy, complete with an action plan specifying clear outcomes, timelines, and financial considerations. This document serves as a roadmap for implementing the e-learning initiative.
- **Capacity Building Training:** Conduct essential training sessions and create digital training materials and documentation for two capacity-building training sessions—specifically, Instructional Design Training and e-Learning System Administrator Training.
- **Validation Workshop Report:** Facilitate a validation workshop, gather feedback, and produce a concise summary report, and revise the E-Learning Strategy Document.
- **E-Learning Course Content:** Develop and upload a minimum of 15 high-quality e-learning course materials on selected priority thematic areas and upload on the IGAD Learning Management System (LMS).
- **Step-by-Step Guide:** A comprehensive guide detailing the step-by-step process for E-Learning course design.
- **Final Assessment:** Evaluate the deployment of the IGAD e-learning solution, providing concrete recommendations based on the assessment.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Inception report	Two weeks of contract signing
Scoping report document	Six weeks of contract signing
IGAD eLearning strategy document	Ten weeks of contract signing
Capacity building training	Fifteen weeks of contract signing
Step-by-step guide to eLearning course design	Twenty weeks of contract signing
15 High-quality eLearning course content available	Twenty-five weeks of contract signing
Final report on the implementation of the IGAD LMS	Twenty-seven weeks of contract signing

Period of assignment: from 15th of March until 30th of September.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Technical-methodological concept

Strategy: The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender. Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) .

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the **results-based monitoring system**.

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed).

The tenderer is required to describe its contribution to knowledge management for the partner and GIZ and to promote scaling-up effects under **learning and innovation**.

Project management of the contractor

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Tasks of the consultant

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the consultant

- Education/training: Master’s degree or equivalent in Education, Instructional Design, Educational Technology, Knowledge Management, or a related field would be advantageous
- Language: C2-level language proficiency in English, French as an additional asset
- General professional experience: 10 years of professional experience in the eLearning sector with deep Knowledge of learning management systems and eLearning authoring tools.
- Specific professional experience: 7 years of experience in the eLearning strategy development. A proven track record of development of an eLearning Strategy for organisations.
- Leadership/management experience: 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience: A 5 years of experience in projects in east African region and particularly IGAD countries
- Development cooperation (DC) experience: 5 years of experience in DC projects

Soft skills of the consultant

In addition to their specialist qualifications, the following qualifications are required of team leader:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Contractor/ Expert 1: On-site assignment for 1 expert x 90 days

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments

Designation of TL/key expert/short-term expert pool	1	90	90	
Travel expenses	Quantity	Price	.Total	Comments
Per-diem allowance in country of assignment	1			
Overnight allowance in country of assignment	12			
Transport	Quantity	Price	Total	Comments
International flights <i>IGAD countries</i>	3	1000	3000	Travel to the place of service delivery
Other travel expenses				e.g. visa costs
Other costs	Number	Price	Total	Comments
Flexible remuneration	1			10% of the total budget. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.