Project: Good Local Governance Programme South Caucasus

Mission: Re-Announcement: Design of e-learning content guidelines, standards and materials for Armenian IT software “Municipal Management Information System”

1. **Introduction**

The Good Local Governance Programme South Caucasus advises and supports respective partner-organizations at national, regional (sub-national) and local levels in Armenia, Georgia and Azerbaijan in the implementation of cooperation initiatives towards improved local governance. It supports the improvement of frame conditions, addresses regional (sub-national) governance issues and works towards the improvement of municipal services and citizens’ participation at municipal level. In the context of the German international cooperation approach, the Programme’s objectives are oriented within the framework of the Caucasus Initiative; thus the improved professional exchange among the countries of the South Caucasus and their increasing cooperation are also objectives at regional South Caucasus level.

The Programme is implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in Armenia co-financed by Swiss Agency for Development and Cooperation (SDC) and United States Agency for International Development (USAID) (until 2018). It is carried out in close cooperation with the Ministry of Territorial Administration and Development (MTAD) as the main political partner.

1. **Background**

One result area of the Programme is the strengthening of municipalities with regards to management and administration, including service delivery, administrative capacity and participatory decision-making. Along with the advancement of technologies, there is a need to reorganize the mechanisms of the municipalities’ work, and, focusing on a citizen-oriented approach, ensure high-quality, prompt and efficient service delivery to citizens. Numerous measures addressing the improvement of the service delivery have been undertaken in different stages of the reforms in the local self-governance system.

Human-centred approaches were exercised to nudge perceptions and needs of end-users in the municipalities and to design a smart approach in applying up-to-date information and communication technologies (ICT) to achieve accessibility, transparency, trust and improved service provision at local level.

The Municipal Management Information System (MMIS) is a joint effort of both private and public partners. It was launched as a response to municipal governance issues and aims to boost the performance of the local self-government in Armenia and improve the services delivered by the municipalities to citizens. The implementing team for the solution includes a consortium between MTAD and Information Systems Development and Training Center NGO (ISDTC).

MMIS is a unified and complex information system consisting of numerous management systems, registers, information resources, tools of internal and external communication, e-governance, e-participation and e-services components, such as: “Municipal Budget Management”, “Municipal Property Management”, “Electronic Document Management”, “Permits, Local Duties and Fees Management”, “Management of Functions of Municipal Council and Mayor”, “Services”,  “Population and Organization Registries”, “Human Resources Management”, “Networking”, “Hot line”,  “Online calendar”, surveys and forums, online services, etc. As a web-based system, MMIS also provides for the operation of the official websites of the municipalities.

In the context of Territorial and Administrative Reform of Armenia (TARA), MMIS serves as an indispensable tool when operated in a multi-settlement municipality ensuring access to main administrative services and efficient management of the enlarged municipality. Citizens do not have to travel to the centre of the municipality for a service but receive it in any of the settlements through a unified information space established via MMIS. MMIS also ensures the communication both among the settlements of the enlarged municipality and with the centre of the municipality.

In 2015, the Government of the Republic of Armenia with MMIS won the annual Open Government Partnership Award as Regional Champion Asia/Pacific. The theme of the award was "Improving Public Services" using principles of open governance. In 2016 another award was received in the nomination “The best regional municipal eSolution” in the 9th Regional Georgian Cyber Security and ICT Innovation Conference & Georgian Innovation award in Tbilisi.

MMIS belongs to the MTAD. ISDTC is recognized by MTAD as the organization responsible for the development of MMIS, system maintenance and support, as well as for providing classical class-room trainings on the system. The development of MMIS started in October 2006. Initially, Version 1 of the System was developed and installed by ISDTC in 217 communities. Until now, MMIS has been constantly developed and installed in more than 550 municipalities, engaging more and more users, and serving more citizens. Around 4.000 municipal servants have so far been trained to operate the System.

On average 3-day trainings (each) for municipal servants are delivered by ISDTC in Yerevan (ISDTC office) on all MMIS subsystems. The location of trainings creates certain difficulties for municipal staff from remote regions of Armenia to participate in the trainings while the number of municipal staff to be trained is constantly growing. Furthermore, the continuous MMIS software developments create additional need for trainings.

To address these issues, GIZ, in close coordination with MTAD and ISDTC, aims to transpose the MMIS class-room training curricula into e-learning/e-training curricula. Overall this would largely increase the efficiency of training provision. This would allow in the future all municipal servants to have 24/7 online access to MMIS training curricula and to benefit from on-the-job training and re-training opportunity on the software.

The MMIS training curricula is however voluminous. Hence, the **present assignment only focuses on a pilot project**. The MMIS e-learning pilot project concentrates only on the trainings provided to MMIS operators and administrative heads in the settlements of enlarged municipalities. The document **“ՀԱՄԱՅՆՔԱՅԻՆ ԿԱՌԱՎԱՐՄԱՆ ՏԵՂԵԿԱՏՎԱԿԱՆ ՀԱՄԱԿԱՐԳԻ ՄԻՋՈՑՈՎ ՎԱՐՉԱԿԱՆ ՂԵԿԱՎԱՐՆԵՐԻ ԿՈՂՄԻՑ ՏՐԱՄԱԴՐՎՈՂ ԾԱՌԱՅՈՒԹՅՈՒՆՆԵՐԻ ԸՆԹԱՑԱԿԱՐԳԵՐ”** is attached as a reference. This document is a User Manual for municipal MMIS operators and provides the content of the expected e-learning materials.

The expected e-learning model for this specific MMIS training is at least but not limited to ScreenCam recording videos accompanied by voice-over instructions. Each of the videos (“learning nugget”) should train one MMIS function. The learning nuggets should on the one side serve as objects for learning on demand, on the other side these learning nuggets should be integrated into a comprehensive e-learning curriculum. All e-learning materials are planned to be uploaded and made available on a Moodle-based Learning Management System that will be hosted by MTAD.

1. **Purpose of the assignment**

 **The overall purpose of this assignment is to support the transposition of a complex class-room training curriculum on MMIS into an e-learning training curriculum**. To achieve this, the assignment will pursue the following objectives:

1. **Development of an e-learning training curriculum** on the basis of the existing class-room training curriculum, incl. but not limited to definition of: learning methods, learning modules and examination tests for municipal servants, etc.
2. **Development of standards and style guides** as framework document for the actual production of e-learning materials
3. **Development of the MMIS e-learning materials** following 1) the e-training curriculum, 2) standards and style guides
4. **Provision of trainings on e-learning production** for national partners
5. **Development of communication materials** on the e-learning curriculum and Learning Management System

At the end of the assignment, the following results are expected:

1. The MMIS training curriculum is now available in e-learning format,
2. All expected e-learning contents are:
	1. Produced and handed over to GIZ and MTAD
	2. Hosted on the Learning Management System (depending on the progress achieved by other service providers)
3. MTAD and GIZ are provided with solid standard and style guides for further production of e-learning content
4. MTAD and ISDTC are equipped with the necessary knowledge to produce their own e-learning materials
5. Communication materials are developed and handed over to MTAD and GIZ.
6. **Tasks**

In order to breakdown the objectives and expected results for the assignment into concrete activities, GIZ is proposing the following sequencing of tasks/activities as orientation for the Bidders’ Technical Proposal:

**Task 1: Analysis of situation and selection of authoring tools**

The Contractor analyses the current situation in close coordination with GIZ, MTAD and ISDTC to become familiar with:

* The MMIS system and existing training curriculum;
* Learning needs and objectives of municipal servants;
* Requirements for e-learning production deriving from the Learning Management System.

It is however expected that the Contractor has made itself familiar with all background documents attached to these Terms of Reference before starting Task 1.

In addition, the Contractor recommends authoring tools to be used for the creation of the e-learning modules. Considering that in the future MTAD and ISDTC will be responsible for producing e-learning materials, the proposed tools should be the same as the Contractor uses and should meet the following requirements:

* Development of rapid e-learning modules, screen recordings, as well as communication videos for marketing issues.
* Easy to use allowing MTAD and ISDTC to produce e-learning materials.

After GIZ has approved the recommended tools, the Contractor produces all e-learning material with these tools. The source code should be delivered together with the learning materials by the Contractor.

**Task 2: Development of style guides, templates, etc.**

The Contractor develops the overall framework for e-learning production. The style guides and templates comprise:

* lettering and colours,
* templates for tests and interactions in the e-learning tool,
* themes for the e-learning tool (comparable to PowerPoint forms),
* functionalities for ScreenCam to guide the learner (see screenrecording\_example.avi).
* a style guide for the video tool/ScreenCam.

**As the authoring tools are not defined yet, the Bidders in their Technical Proposal shall present a generic model to explain the works to be implemented.**

 **Task 3: Development of e-learning materials for MMIS**

As already mentioned, considering the complexity of MMIS and the large scope of MMIS training curricula, it is decided to start MMIS e-learning with trainings for operators and administrative heads in the settlements of enlarged municipalities. The document “Procedures of services delivered by administrative heads via MMIS”is attached as a reference.

The Contractor closely works with ISDTC to analyse the training content and target audience. The Contractor then suggests the number, structure and content of e-learning courses and “learning nuggets”. The task includes but is not limited to:

* Analysis of target group: profiles and learning needs and objectives,
* Analysis of logical and step-by-step learning sequencing,
* Instructional design for each e-learning course and “learning nugget”,
* Storybook for each e-learning course and “learning nugget”,
* Production of each e-learning course and “learning nugget”,
* Production of examination tests to be integrated within the learning courses.

**Task 4: Trainings on e-learning authoring**

The Contractor trains up to 10 representatives from MTAD and ISDTC on professional e-learning authoring. The content of the training includes but is not limited to:

* the basic instructional analysis,
* instructional design of screen cam videos and e-learning programs,
* screen design,
* storybook for ScreenCam videos and e-learning programs,
* use of text (screen text and speaker text),
* production of screen cam videos and e-learning courses with the selected authoring tools.

The training should be hands-on. In the practical hands-on period participants themselves should produce learning nuggets and e-learning courses.

**Task 5: Development of communication materials**

The contractor should produce 2 communication videos via suggested and approved tool/s to promote MMIS and MMIS e-learning among national and municipal partners. These videos should cover a time frame of 1,5 to 2 minutes.

The video should demonstrate:

1. Moodle LMS and its functionality,
2. MMIS e-learning training course.

The general content information will be provided by GIZ, the script of the videos should be developed by the Contractor and approved by GIZ. The Contractor produces a story board for each video and develops the videos.

**Task 6: Handover of the e-learning process**

After the trainings, the Contractor organizes the handover of the whole process to GIZ and MTAD, incl. all elements and materials developed for the purpose of Tasks 1, 2, 3, 4 and 5.

1. **Deliverables**

The following deliverables are expected in the course of the assignment’s implementation and will be the basis for interim payments:

* Documentation on the e-learning framework (Task 2 based on Task 1)
* Final e-learning materials (Task 3)
* Training details (agenda, content) (Task 4)
* Communication materials (Task 5)
* Documentation on the handover process (Task 6)
1. **Proposed Schedule and Level of Efforts**

Tentative commencement of the assignment is **06.05.2019.** The contract will terminate on **22.11.2019.**

All below listed tasks are proposed to be implemented within up to **55 expert-days** during the mentioned period of time.

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| **Tasks** | **Timeframe** | **Expert days****(up to)** |
| 1 | Analysis of situation and selection of authoring tools | May – June 2019 | 5 |
| 2 | Development of style guides, templates, etc.  | 10 |
| 3 | Development of e-learning materials for services provided via MMIS  | July – September 2019 | 25 |
| 4 | Trainings on e-learning authoring | 3 |
| 5 | Development of communication materials  | October – November 2019 | 10 |
| 6 | Handover of the e-learning process to MTAD and others  | November 2019 | 2 |
| **Total** | **55** |

* The contractor is obliged to perform the assignment based on these ToRs while ensuring close contact with GIZ throughout the implementation of the assignment.
* The contractor shall provide all the results directly and in the first turn to GIZ for discussion and further action.
* GIZ will support the contractor with provision of transportation for travelling to municipalities, accommodation and other logistics. Travel costs (transportation, overnight stay) will be covered by GIZ. Additional per diems will not be paid.
1. **Technical Proposal**

Bidders are expected to present a Technical Proposals addressing all the following points:

* Proposed approach(es), strategy and methods for the implementation of the whole assignment;
* Description of proposed Action Plan and reflection on the proposed time schedule and level of efforts;
* Description of successful projects of similar nature;
* Examples of e-learning materials (training material, style guides, etc.) already produced by the Bidder;
* Detailed presentation of the team of experts proposed for the assignment, incl. description of team set-up and provision of CVs;
1. **Requirements for the Contractor’s profile**

The Assignment is to be implemented either by:

* Single consulting firms;
* A consortium of consulting firms.

Regardless the nature of the Bidder, the following experts’ profiles are requested for the implementation of the assignment. These profiles need to be highlighted by the Bidder in the presentation of the proposed team of experts. One proposed expert can anyhow possess more than one of the following requirements:

* Expertise and experience of training curriculum development for adult-learning;
* Expertise and experience of e-learning curriculum development;
* Expertise and experience in the production of e-learning content, esp. video-based/ScreenCam-based training content development;
* Expertise and experience in the production of communication/promotion video materials;
* Experience with Learning Management Systems (esp. Moodle-based).

**Overall, in the preparation of their Technical Proposal, the Bidders are expected to:**

* Present at least 1 successful project relevant to the accomplishment of the proposed assignment;
* Present a Technical Proposal tackling all requirements developed in the ToRs;
* Make themselves familiar with the User Manual “ՀԱՄԱՅՆՔԱՅԻՆ ԿԱՌԱՎԱՐՄԱՆ ՏԵՂԵԿԱՏՎԱԿԱՆ ՀԱՄԱԿԱՐԳԻ ՄԻՋՈՑՈՎ ՎԱՐՉԱԿԱՆ ՂԵԿԱՎԱՐՆԵՐԻ ԿՈՂՄԻՑ ՏՐԱՄԱԴՐՎՈՂ ԾԱՌԱՅՈՒԹՅՈՒՆՆԵՐԻ ԸՆԹԱՑԱԿԱՐԳԵՐ”
* Make themselves familiar with the ScreenCam\_Example\_1 (.avi file)
* Make themselves familiar with the Technical Assessment Grid attached to the ToRs based on which the assessment of Technical Proposals will be conducted.

In case of needs for clarifications on the ToRs, questions should be addressed in written to the contact person mentioned in the announcement documentation.