Programme: “Good Governance for Local Development in South Caucasus”

PN: 19.2204.6-002.00

Mission: Design and development of 3 e-learning curricula, content guidelines, standards and materials for municipal servants on municipal Annual Work Plans, Programme Budgeting and Armenian Public Sector Accounting Standards

1. **INTRODUCTION**

The Programme “Good Governance for Local Development in South Caucasus” (Programme) aims at strengthening the capacities of public institutions in the South Caucasus to the effect that they are better able to provide citizen-oriented services. The Programme advises partner institutions at national, regional (sub-national) and local levels in Armenia, Azerbaijan and Georgia on designing and implementing national reform processes, improving framework conditions and developing standards and guidelines. It supports the capacity development of key actors for citizen-oriented service delivery, primarily at local level. To promote citizen participation in local development processes, the Programme advises on the introduction of participation and complaint mechanisms and supports respective awareness raising for citizens. The Programme also supports the elaboration and implementation of strategies and instruments for regional development and local economic development. As a part of the German Caucasus Initiative, the Programme promotes professional exchange of knowledge and experiences between the countries of the South Caucasus.

The Programme is implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). In Armenia it is co-financed by the Swiss Agency for Development and Cooperation (SDC) and carried out in close cooperation with the Ministry of Territorial Administration and Infrastructure (MTAI) as the main political partner.

1. **BACKGROUND**

One result area of the Programme is strengthening the steering and management structures of municipalities, namely: improvement of annual planning and budgeting frameworks and financial management in general. In particular, the Programme provides technical assistance for the introduction of Annual Work Plans (AWP) and Programme Budgeting (PB) at local level, based on the respective methodologies developed in 2017, with a view to bring more result-orientation, transparency and accountability to the use of public resources. The main focus of the Programme intervention are the consolidated multi-settlement municipalities formed as a result of the territorial and administrative reform. As of 2020, 34 consolidated municipalities have been supported for the design and development of their AWPs and programme budgets. Furthermore, in order to improve the accounting framework at local level, the Programme also supported the development of a manual on Armenian Public Sector Accounting Standards (APSAS) and its introduction in all consolidated municipalities.

These activities entail extensive capacity-building for municipal servants. As a rule, multiple-day training courses are organized for each of the above-mentioned areas to allow for a comprehensive knowledge transfer to partner municipalities. The level of efforts invested in organising such face-to-face trainings is very high, while ensuring their sustainability and effectiveness remains a challenge. To address these issues, the Programme aims to develop e-learning curricula for those three areas: AWP, PB and APSAS, and make those available for municipal servants on www.elearning.mta.gov.am, the Moodle-based Learning Management System (LMS) of MTAI[[1]](#footnote-1), which was designed and developed through the support of GIZ in 2019. The curricula should be developed based on the methodologies on AWP (including the guideline on the use of AWP e-tool[[2]](#footnote-2)) and PB and the manual on APSAS (all the documents annexed to this ToR). All course materials should be both technically easy-to-develop and easy-to-digest (learning nuggets). The Contractor will be responsible for the entire process cycle, from drafting the course content to uploading final training materials to the LMS. Therefore, in order to complete the current assignment comprehensively, potential bidders are expected to combine various professional backgrounds.

As part of the assignment, the Contractor should also propose the e-learning mode or a combination of those for each course. Possible modes are screen recording, video tutorials, interactive powerpoint presentations (embedded in the platform if technically possible) and eventual quizzes.

Overall, these e-learning courses are expected to largely increase the effectiveness and efficiency of training provision. This would allow in the future all municipal servants to have 24/7 online access to materials and to benefit from on-the-job training and re-training opportunity.

1. **PURPOSE OF THE ASSIGNMENT**

**The overall purpose of this assignment is to transfer and adapt methodologies on AWP, PB and APSAS into e-learning format. It requires to develop e-learning curricula and materials on the basis of the methodologies and make those available in the LMS of MTAI.** To achieve this, the assignment will pursue the following objectives:

1. **Development of standards and style guides** as framework document for the actual production of e-learning materials,
2. **Development of e-learning training curricula** on the basis of respective methodologies/manual and in consultation with municipal practitioners,
3. **Development of the e-learning materials** following 1) the e-training curricula, 2) standards and style guides, and **upload to the LMS,**
4. **Piloting of the end-products** with municipal servants, to be selected by the Contractor,
5. **Development of communication materials** on each of the e-learning courses
6. **Provision of trainings on e-learning production** for national partners,
7. **Technical backstopping/troubleshooting** per the request of MTAI and GIZ

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

1. The methodologies are transferred and adapted into e-learning format,
2. All expected e-learning contents are:
	1. Produced and piloted with selected municipal servants
	2. Handed over to GIZ and MTAI
	3. Hosted on the LMS
3. MTAI and GIZ are provided with solid standard and style guides for further production of e-learning content,
4. MTAI is equipped with the necessary knowledge to produce their own e-learning materials or update the existing ones,
5. Communication materials are developed and handed over to MTAI and GIZ,
6. MTAI has been continuously supported with regards to technical improvements/troubleshooting.
7. **TASKS**

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

**Task 1: Analysis of situation, definition of learning methods and authoring tools**

The Contractor analyses the current situation in close coordination with GIZ, MTAI and municipal practitioners, proposed by GIZ, in order to get familiar with:

* the essence of AWP, PB and APSAS;
* learning needs and objectives of municipal servants;
* requirements for e-learning production deriving from the LMS.

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

In addition, the Contractor recommends the learning methods and respective authoring tools to be used for the creation of the e-learning modules. Considering that in the future MTAI will be responsible for producing e-learning materials, the proposed tools should be technically easy-to-use.

After GIZ/MTAI has approved the recommended tools and the curricula have been developed, the Contractor produces all e-learning materials with these tools. The source code should be delivered together with the learning materials by the Contractor.

**Task 2: Development of style guides and templates**

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

* lettering and colours,
* templates for tests and interactions in the e-learning tool(s),
* themes for the e-learning tool(s),
* a style guide for the selected tool(s).

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

**Task 3: Development of e-learning curricula and materials on AWP, PB and APSAS and integration in LMS**

As already mentioned, the training content should be developed based on the methodologies on AWP and PB and the manual on APSAS. The Contractor should first define standards for content development (number of learning nuggets, volume, structure, etc.) and preliminary structure of each course, so that the materials can be then transposed into an e-learning format without too much restructuring. Tests/exercises for self-assessment should be an integral part of each course. After agreeing the standards and the structure with GIZ and MTAI, the Contractor develops detailed curricula for each of the three thematic areas and creates e-learning materials following the curricula and standards/style guides.

The task includes but is not limited to:

* analysis of logical and step-by-step learning sequencing,
* instructional design for each e-learning course and learning nugget,
* development of the structure and detailed e-learning curricula for each of the thematic areas, including examination tests/exercises,
* production of e-learning materials (learning nuggets),

Upon development and approval by MTAI/GIZ, e-learning materials should be uploaded to www.elearning.mta.gov.am, the Moodle-based LMS of MTAI (access will be provided by MTAI).

**Task 4: Piloting of e-learning materials with selected municipal servants**

In order to further consider the learning needs and preferences of end-users and test the user-friendliness of the courses, the Contractor should conduct a thorough piloting of each module with municipal servants (planners, financial officers and accountants). The latter are to be proposed by the Contractor and agreed with MTAI/GIZ and should have at least 5 years of professional experience in municipal administration. At least 10 municipal servants in total should be involved in piloting, at least 5 of which should be employed in consolidated multi-settlement municipalities.

The piloting should take place distantly and no travel to municipalities are currently foreseen. The process can be organised upon development of either all three courses or each of them individually, depending on the progress of implementation.

After completing the piloting round, the Contractor should present a detailed report, including, but not limited to, the method of testing, profiles of municipal servants involved, key points of their feedback and the steps undertaken to address those.

**Task 5: Development of communication materials**

The contractor should produce 1 communication video (animation) for each of the courses with suggested and approved tool/s to promote e-learning among national and municipal partners. The duration of these videos should be 1,5-2 minutes.

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: Trainings on e-learning authoring**

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

* the basic instructional analysis,
* instructional design of applied technical tools,
* production of e-learning materials with the selected authoring tools.

The training should be hands-on, during which participants themselves should produce sample learning nuggets.

**Task 7: Technical backstopping (if necessary)**

After the development and piloting of e-learning courses and integration into the LMS, the Contractor should stand ready for technical backstopping if requested by MTAI or GIZ. This includes, but not limited to tackling technical errors identified by users both in the e-course materials and in the LMS itself, eliminating potential vulnerabilities and improving the design and structure of the LMS.

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)
* Draft e-learning curricula and materials (Task 3)
* Report on piloting of all e-courses with municipal servants and final materials (Task 4)
* Training details (agenda, content) (Task 5)
* Communication materials (Task 6)
1. **PROPOSED SCHEDULE AND LEVEL OF EFFORTS**

Tentative commencement of the assignment is **22.09.2020.** The contract will terminate on **30.07.2021.** The exact commencement date and the schedule of activities/workplan (including due dates) will be agreed with the winner of the tender.

All below listed tasks are proposed to be implemented within up to **113 expert days** during the mentioned period of time.

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| --- | --- | --- |
| **Tasks** | **Deadline** | **Expert days per task (up to)** |
| 1 | Analysis of situation, definition of learning methods and authoring tools | 9 October 2020 | 8 |
| 2 | Development of style guides and templates | 6 |
| 3 | Development of 2 e-learning curricula and materials and integration in LMS | 10 December 2020 | 70 |
| Development of 1 e-learning curriculum and materials and integration in LMS | 22 January 2021 |
| 4 | Piloting of e-learning materials with selected municipal servants | 12 February 2021 | 8 |
| 5 | Development of communication materials | 26 February 2021 | 8 |
| 6 | Trainings on e-learning authoring | 31 March 2021 | 3 |
| 7 | Technical backstopping (if necessary) | 30 July 2021 | 10 |
| **Total** | **113** |

* 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.
1. **TECHNICAL PROPOSAL**

Bidders are expected to present 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 or;
* A consortium of consulting firms or;
* A consortium of individual consultants.

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 possess more than one of the following requirements:

* Expertise in local self-governance in general and each of the thematic areas (AWP, PB, APSAS) in particular;
* 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 materials;
* Expertise and experience in the production of communication/promotion video materials;
* Experience and technical expertise with Moodle-based Learning Management Systems;

In addition, the Bidders are expected to present a team of experts that provide:

* Hands-on expertise and training experience in municipal planning process with a focus on AWP;
* Hands-on expertise and training experience in municipal finances with a focus on Programme Budgeting;
* Hands-on expertise and training experience in Accounting standards with a focus on APSAS.

**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 addressing all requirements developed in the ToRs;
* 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.

1. The LMS is currently undergoing final technical improvements and is not publicly accessible yet. [↑](#footnote-ref-1)
2. The guideline and the e-tool are annexed as complimentary to the methodology on AWP. However, for the purpose of this assignment, it should be seen as an integral part of the methodology and therefore the e-course on AWP. [↑](#footnote-ref-2)