Terms of Reference

Implementation of E-learning platform for IGAD

Institutional Strengthening Action Programme – ISAP IV (JFA-funded component)

March 15, 2023
# Table of Contents

Table of Contents ......................................................................................................................... i

1. Background .............................................................................................................................. 1

2. Justification ............................................................................................................................ Error! Bookmark not defined.

3. Objectives of the Consultancy ................................................................................................. 3

4. Scope of the work .................................................................................................................... 3

5. Target Audience ..................................................................................................................... 4

6. Methodology and approach .................................................................................................... 4

7. Expected Outputs .................................................................................................................... 4

8. Experiences and qualifications ............................................................................................... 5

9. Skills and Competencies ....................................................................................................... 5

10. Duration of the Assignment .................................................................................................. 6

11. Evaluation ............................................................................................................................. 6

12. Reporting Line and IGAD’s Role .......................................................................................... 6

13. Requirements for Application ............................................................................................... 6

14. How to Apply ......................................................................................................................... 7
1. Background

As part of the Intergovernmental Authority on Development (IGAD) regional strategy pillar 5, Corporate Development Services, the Institutional Strengthening Action Programme (ISAP) is a roadmap that brings together resources from the Joint Financing Arrangement (JFA) and other bilateral funding mechanisms such as the EU that have taken part in ISAP dialogue mechanisms and offered substantial institutional support to IGAD. It aims at enabling IGAD to deliver effectively on its mandate of peace, prosperity and regional integration in the Horn of Africa.

The focus of the ISAP is on corporate services such as human resources, knowledge management, information, communication and technology, digitalization, resource mobilisation and partnerships, and seed funding of studies and policy to facilitate innovation and enable IGAD to deliver priority programmes on issues such as resilience, migration and gender.

The programme is coordinated by the Planning, Coordination and Partnerships Division. Its operationalization follows an approach of one programme document, one budget, one reporting system and one dialogue mechanism for institutional strengthening. Such joint approaches have proven to reduce transaction costs typically associated with individual development partner requirements for different standards and formats that come with high transaction costs.

2. Rationale

IGAD’s regional strategic frameworks have guided the identification, implementation, and realignment of priority interventions since its inception. In 2021, IGAD started implementing the 2021–2025 Regional Strategy Framework. This particular framework is unique, as it is the first of five-year frameworks that will contribute to IGAD’s Vision 2050. Knowledge management is one of the corporate development services that enable the implementation of the IGAD Strategy 2021-2025.

The IGAD Knowledge Management Strategy 2022-2025 was developed internally to offer IGAD staff and stakeholders an integrated, efficient, transparent and sustainable KM system that improves business processes and facilitates decision-making and programme implementation. In addition, the strategy aims to directly contribute to the achievement of IGAD’s Strategic Development Objectives. The scope of this Strategy covers internal KM within the IGAD Secretariat and the KM relationships built with key external stakeholders. The outward-looking aspects focus on programming, while the inward-looking aspects focus on tackling bottlenecks to internal processes.

The strategy 2022-2025 therefore builds on the lessons learnt from past KM initiatives by IGAD and other international agencies with similar development aspirations. The strategy aligns with the IGAD Regional Strategy 2021-2025 and aims to directly contribute to the achievement of IGAD’s Strategic Development Objectives.
The strategy promotes on the following five key intermediate outcomes that are identified to address the knowledge Management related issues

- Intermediate Outcome 1.1: Strengthened management action to promote positive KM practices
- Intermediate Outcome 1.2: Increased capacity of staff to integrate KM into programming
- Intermediate Outcome 1.3: Strengthened knowledge sharing platforms
- Intermediate Outcome 2.1: Institutionalised KM systems
- Intermediate Outcome 2.2: Enhanced research for development

As part of the institutionalisation of KM Systems within IGAD and to Increase the availability and accessibility to knowledge and support the process of evidence-based decision making, the KM strategy identifies the implementation of e-learning in IGAD as key output under **Intermediate Outcome 2.1: Institutionalised KM systems.**

Based on this understanding, IGAD will continue with the ongoing steps to implement a uniform e-learning programme that will provide technology-driven solutions for training and building the capacity of staff, Member States counterparts and other external stakeholders.

**Why the E-Learning:** In 2020 the sudden outbreak and rapid spread of Covid-19 resulted to its declaration as a pandemic by the World Health Organization. The scramble to put in place measures to curb its spread led to region-wide lockdowns, and with it, restrictions on movement, face-to-face interactions and overall interruption of operations. For IGAD, this period has resulted in a disruption of activities, many of which involve training and technical support to the Member States. The organisation has seen a rapid transition to the use of virtual platforms such as Zoom and Teams for these types of activities but has yet to establish a structured e-learning programme.

The pandemic has accelerated the adoption of technologies that have emerged over the years, and with these technological advances, it is imperative that IGAD ventures into e-learning as a strategy that can help to increase the reach of its capacity-building programmes at an optimal cost. As new variants of Covid-19 continue to hinder a return to normal operations, e-learning would provide an advantage of reaching those who have limited flexibility of time, restricted mobility, and inability to attend face-to-face gatherings due not only to health factors but cultural or social factors as well, E-learning has the additional advantage of reaching those who are otherwise excluded from mainstream opportunities. It appeals to learners who are drawn to courses that provide them with the opportunity to work through content at their own pace. For IGAD, e-learning would help to monitor and manage learner activity through inbuilt metrics accurately and generate insights and hence provide insights about the extent to which capacity-building activities meet their objectives.

To guide the systematic application of this platform, an e-learning strategy and implementation plan will be designed. Based on the strategy, a secure web-based platform will be fully customized and available to internal stakeholders to attend online courses. Therefore, IGAD is seeking to hire a consultant/firm to implement an eLearning platform to support the IGAD’s online learning and development programs for our internal and external
stakeholders. The eLearning platform will be an essential tool to enable our learners to access learning content and acquire new skills and knowledge in different topics.

3. Objectives of the Consultancy

The consultant/firm will be responsible for implementing an eLearning platform that meets the following objectives:

1. **Establish Technology Infrastructure Platform:** To facilitate the production of e-learning contents based on IGAD’s requirements, the consultant will customise an open-source web based e-learning platform (Moodle framework) together with a customised mobile application. Therefore, the following sub activities are expected to be accomplished.
   a. Learning Management System developed and customised including Mobile applications with responsive user interface define & Integration with IGAD platforms in Single Sign-On.
   b. Support on acquisition & Installation of relevant software licence including Adobe Creative Cloud (Photoshop, After Effects, Premier, Audition, Illustrator, InDesign, Audition, Dreamweaver), 3DMax,
   c. Support on the acquisition of licence on an Artificial Intelligence platform to accelerate the content development process. (e.g Synthesia). The consultant is expected to pilot the selected courses using the AI Content production platform to create the selected courses and uploaded on to the platform.
   d. Support on the establishment of a Community of Practice (CoP) or champions group for eLearning within IGAD and establish an online Community of Practice collaboration platform based on the existing platforms like SharePoint, teams and yammer.

2. **Capacity Building Training:** Identify a smaller team of technical experts together with IGAD and provide training to on how to use the eLearning platform for content authors / course developers. In addition to that, train IGAD administrators who will be responsible for administration, management of the users, course content and continuous customisation and support to users and course creators. The CoP, will use their knowledge to support the rest of the organisation as a form of Training of Trainers (ToT).

3. **Develop e-learning contents on selected priority thematic areas:** Identify already existing training contents that can be adapted for the online platform and work with the relevant teams to prepare the courses. Minimum of 6 or more courses are expected to be developed and make it ready under the e-learning platform. To accelerate the content development process, Artificial Intelligence platform (e.g Synthesia) will be explored and piloted thus the consultant will support IGAD to utilise Synthesia AI platform that can convert training manuals into eLearning course materials.

4. Scope of the work

The consultant will be responsible for the following activities:
- Configure, install, and customize, secure eLearning platform (Moodle framework) together with Mobile application to meet the organization's requirements.
- Develop and deliver training to learners, trainers on how to use the eLearning platform.
- Create and upload interactive and learning contents (self-paced and/or instructor led) to the platform, including courses, quizzes, and other interactive learning activities.
- Test the platform for functionality and usability.
- Provide a training for the COP and system administrators on all the required skills to manage the platform.
- Provide ongoing technical support to learners and trainers as needed.

5. Target Audience
The e-learning activity will cover the internal stakeholder at this phase.

6. Methodology and approach
- The course contents development process shall be supervised through online monthly review meeting/workshops to develop 6 model courses and one physical review workshop covering various aspects of thematic areas related to climate adaptation and mitigation and other IGAD’s institutional policies, strategic priority areas. More specifically:
  - Hand-holding support for content authors by consultants through monthly review online workshop for a period of 4 months
  - Peer and quality assurance review for each of the 6 model courses
  - Finalisation of developed model courses through, peer review, and Quality Assurance feedback.
  - Continued engagement in the Online Community of Practice platform.
- KM working group members are expected to provide all the necessary technical inputs on the developed e-learning platforms or other technical matters.
- The ICT unit, to get an administrative training, which will equip them to host and maintain the platform and ensure 24/7 availability.
- Document and disseminate: all the course materials shall be uploaded on to the IGAD virtual environment (piloted) which is accessible under the http://learning.igad.int. The course materials shall also be accessible and available on the Mobile application for users who want to access the materials using their smart phones.

Communication team shall be engaged in the process of creating an awareness on the developed course so that internal and external users begin to utilise the course materials.

7. Expected Outputs
The Consultants will provide the following deliverables:
1. Inception Report: prepare and submit an inception report that includes a summary of the project's objectives, background information, scope, proposed approach, key stakeholders, project timeline, budget, risks, and assumptions.

2. Well tested and branded IGAD eLearning platform that is integrated to Single Sign On (SSO) services with Mobile Application.

3. Trained System users, community of practice (COP), administrators on Moodle frameworks.

4. Minimum of six Peer-reviewed course materials developed and hosted within the Cloud Based Moodle VLE. The course will include:
   - Climate Services (forecasting, change adaptation and mitigation).
   - Course materials related to policies and procedures that the IGAD Legal unit suggested.

5. Completion report that outlines the achievements, suitability plan, lessons learned and summary of the key findings and recommendations.

8. Experiences and qualifications

- A proven track record of designing, customising and implementing eLearning open source platforms for organizations.
- Demonstrable experience on configuring and supporting an open sources eLearning platform (Moodle).
- Ability to demonstrate a minimum of three successful eLearning project implementation for organisations.
- A team of experts with diverse skills, including instructional design, eLearning development, technical support, project management, computer programming, graphic designer, animator and training delivery.
- Knowledge of learning management systems and eLearning authoring tools.
- Experience in developing and delivering training programs.
- Strong project management skills, including the ability to manage timelines, budgets, and deliverables.
- Excellent communication skills, including the ability to communicate complex technical concepts to non-technical stakeholders.
- Understanding of adult learning principles and instructional design best practices.
- Ability to work collaboratively with stakeholders and subject matter experts.
- Familiarity with different types of online content, such as videos, animated clips, interactive activities, and assessments.
- Experience in providing technical support and troubleshooting to learners and trainers.

9. Skills and Competencies:

- **Knowledge of graphic design software and tools**: The firm should have expertise in graphic design software such as Adobe Illustrator, Photoshop, or similar tools to create high-quality graphics and illustrations.
- **Animation skills**: The firm should have experience in creating animated graphics using tools such as Adobe Animate, After Effects, or similar animation software.
• **Instructional design skills**: The firm should have a strong understanding of instructional design principles to ensure that the graphical animations are effective in conveying the intended learning outcomes.

• **UX/UI design skills**: The firm should have expertise in user experience and user interface design to ensure that the graphical animations are user-friendly and easy to navigate.

• **Programming skills**: The firm should have a solid understanding of web development and programming languages such as HTML5, CSS, XML, PHP and JavaScript is required. In addition to that good understanding of the Moodle architecture to create custom plugins or modify existing ones is required.

• **Project management skills**: The firm should have strong project management skills to ensure that the course development is completed on time and within budget.

• **Collaboration skills**: The firm should have excellent collaboration skills to work closely with the organization's subject matter experts to ensure that the course content is accurate and meets the organization's needs.

• **Quality assurance skills**: The firm should have a strong quality assurance process to ensure that the courses are error-free and meet the IGAD's quality standards.

10. **Duration of the Assignment**
The assignment is for a total of 3-to-4-month person’s day, starting from the date of signing a contract with IGAD.

11. **Evaluation**
The consultant/firm will be evaluated based on the quality of the eLearning platform and course contents delivered, adherence to the project timeline and budget, and the level of technical support provided.

12. **Reporting Line and IGAD’s Role**
The firm/consultants, who will undertake this assignment, will report to the acting Knowledge Management Coordinator, who will be the technical Focal Person for coordination of the assignment.

IGAD will provide the following to ensure the smooth implementation of the assignment.

1. Pay the consultancy fee according to the contract.

2. Provide the required internal documents for review by the consultants.

3. Monitor quality of the progress of the assignment.

4. IGAD technical team (KMWG) will provide timely feedback to all reports submitted by the consultants.

13. **Requirements for Application**
Interested Individual Consultants/Firm who are citizens of the IGAD Member States are invited to submit technical and financial proposals, separately comprising the following components:
1. A cover letter outlining the suitability of consultant/firm for the assignment, motivation and summarizing relevant experience.

2. The consultant/firm understanding of the Terms of Reference.

3. A clear and elaborate work plan.

4. Summary of consultant’s capacity statement, experience and activities related to eLearning.

5. The financial proposal will include detailed budget containing total costs as per person-day rates, work plan, excluding insurance and related costs. Proposed evaluation budget should include a payment schedule.

6. Detailed Curriculum Vitae, including names, addresses, telephone numbers of technical staff who will participate on the assignments individuals that will act as professional referees.

7. Copies of relevant work undertaken (electronic version) or website link of the project / accomplished related projects

14. How to Apply

Interested and qualified consultant may send their application that fulfils the requirements highlighted above to the following email addresses:

procurement@igad.int no later than ===== 2023. Please note that only shortlisted consultants/firm will be contacted.

Procurement Unit
Administration and Finance
IGAD Secretariat
Avenue Georges Clemenceau
E-mail: procurement@igad.int
P.O. Box 2653,
Djibouti, Republic of Djibouti

IGAD is an equal opportunities employer. Female candidates are encouraged to apply.