

## Terms of reference (ToRs)

Development of e-learning content and platform	<b>Project number/ cost centre:</b> 2016.2079.8-001.00
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## **0. List of abbreviations**

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
ToRs	Terms of reference

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a service provider in the field of international cooperation for sustainable development and international education work, dedicated to shaping a future worth living around the world. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security. GIZ's main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ). As a federal enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development in more than 120 countries worldwide.

On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and in partnership with the Indian Ministry of Skill Development and Entrepreneurship (MoSDE), GIZ is implementing the project 'Economic Empowerment of Women Entrepreneurs and Start-ups by Women' (Her&Now Project) to promote aspiring and existing women entrepreneurs in India.

The Government of India regards the promotion of entrepreneurship as a key mechanism for achieving its goals of sustainable economic growth and employment creation. To this end it is promoting existing businesses and business start-ups under several newly launched state programmes. The government is placing focus on supporting hitherto disadvantaged groups, especially women.

The project "Economic Empowerment of Women Entrepreneurs and Women's Start-ups" (Her&Now Project) seeks to support the Indian Ministry of Skill Development and Entrepreneurship (MoSDE) in improving the overall framework conditions for women-led businesses in India to increase the share of women entrepreneurs in the country. One field of action in achieving this goal is to develop a model curriculum which is tailored to the gender-specific needs of women entrepreneurs. To this end, the Her&Now project pilots together with local incubators gender-sensitive incubation and acceleration programmes for women entrepreneurs in three states of India (Rajasthan, North East and Telangana), which can then be scaled up across further locations. The Her&Now project focuses on women-led enterprises in the 'missing middle' segment, from tier II and III cities of India. While these are microenterprises, they should have the potential to employ personnel beyond their founders and be growth-oriented.

## 1. Context

In cooperation with local incubators, the **Her&Now model for gender-sensitive incubation and acceleration support programmes for women entrepreneurs with micro and small enterprises** has been developed and piloted. The overall objective of this assignment is to develop an **interactive e-learning platform through which the Her&Now Model can be mainstreamed**. With the e-learning platform the Her&Now model can be made accessible to **Indian incubators and accelerators and other organizations which are engaged in entrepreneurship promotion** and who want to increase their understanding and know-how of gender-sensitive incubation and acceleration support for women-led businesses. Through an interactive e-learning platform users learn about the specific elements of women-centric incubation and acceleration support programmes and receive guidance how to set up and implement a gender-sensitive support programme within their own organization. The e-learning platform is based on existing content material and curriculum on gender-sensitive incubation and acceleration support programmes developed and provided by the Her&Now project. The e-learning platform should apply a user-centered training methodology and use different features (videos, templates, graphics, quizzes, Q&A etc.) to make the learning

experience engaging and interesting. In addition, interactive and animated elements, like audio or video media and social-learning functions should be included. The e-learning programme is designed to be carried out and delivered in a blend of self-paced learning and virtual group-based learning with a facilitator. The user can decide to follow the entire e-learning programme or pick and choose certain topics of interest. One element of the e-learning platform at the very start of the user's engagement with the platform should be a questionnaire through which users can assess their current level of knowledge and scrutinize their area of interest and accordingly be guided to a specific learning path of the e-learning platform.

The e-learning platform shall be based on a customizable LMS which can be branded with the Her&Now color palate and which has above mentioned features (e.g. learning path, gamification and social learning functions. As part of the contract the service provider shall advise the project which LMS is most suitable for the type of content and the needs of the target group.

The e-learning platform will cover a selection of the following sample topics:

- **Designing a Women Centric Incubation Programme**
  - *Example module: Formulating vision of a Women Centric Incubation Programme*
- **Building a Pipeline**
  - *Example module: How to nurture the pipeline*
- **Marketing a Women Centric Incubation Programme**
  - *Example module: Effective communication for mobilization*
- **Building the Right Cohort**
  - *Example module: Application and selection*
- **Incubation**
  - *Example module: Gender-based challenges and opportunities*
- **Managing a Women Centric Incubation Programme**
  - *Example module: Team roles and responsibilities*
- **Designing a Mentorship Programme**
  - *Example module: Identifying pool of Mentors: criteria, process & communication*

The final selection of modules based on the above-mentioned topics and the exact duration of each module will be discussed in the kick-off workshop and shall be elaborated in the concept thereafter.

The duration of all self-paced e-learning elements shall not exceed 3h. In addition to the self-paced learning elements a set of instructor-led webinar will be embedded into the e-learning platform **(the design and delivery of the webinars is not part of this assignment).**

The e-learning platform will be provided in English.

#### **Technical requirements:**

The e-learning platform should:

- be designed for use on computers/notebooks, tablets/iPads, and mobile phones and all commonly used operation systems (Windows, Android, iOS) and multi-browser support without plug-ins
- be based on a cloud-based solution
- follow a pay-per-active user pricing model

- have community and collaboration features, individual learning paths, certification
- be designed in line with the project's design identity and color palate
- allow for basic analytics

**The target group and potential users of the e-learning platform are:**

- project managers in incubators who are interested in setting up a women-centric support programme for women entrepreneurs in addition to their gender-neutral programmes or who want to build gender-specific elements into their existing gender-neutral support programmes to make the programmes more effective for women entrepreneurs
- government officials and officials working in SME development units who would like to mainstream gender-sensitive incubation and acceleration support programmes within state-led entrepreneurship institutes
- other development organizations which fund/commission/implement projects in the field of women entrepreneurship promotion

The expected target number is approximately 50 users per month.

The contractor is expected to closely work with the Her&Now Project Team as well as the project's local implementation partners who have developed, piloted and implemented the model to get an understanding of the content of the model material and the organizational context.

Further, close collaborations with Her&Now Project to manage content reviews is expected as well as continuous updates to the Her&Now project team on progress of assignment.

## **2. Tasks to be performed by the contractor**

To achieve the above-mentioned objectives, the contractor will perform the following tasks – in close coordination with Her&Now Project

1. Participate in an initial kick-off meeting with the Her&Now Project team and implementation partner organization, to discuss and understand the model, validate critical objectives, agree on learning objectives and design expectations
2. After consultations with the Her&Now Project team and the implementation partner develop a detailed concept how to digitize the existing material into an e-learning format and to develop an instructional design document to guide the project through completion
3. Develop and present a sample user platform design of an interactive e-learning platform and propose a suitable learning management system
4. Design and code different tools which educate the users about different elements of women-centric incubation and acceleration support programmes (based on existing model and curriculum and interviews with the Her&Now Project Team and implementing organizations)
5. Designing and developing a functional prototype of the e-learning platform for review and validation
6. Finalize, launch and maintain an interactive e-learning platform (including settling monthly licensing/hosting fees, if any)

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

<b>Milestone</b>	<b>Deadline/place/person responsible</b>
Kick-off Meeting with Her&Now Project and implementation partners	To be achieved by 1 <sup>st</sup> week after start of contract
Concept and instructional design document of digitizing the model and curriculum into an e-learning platform after consultation with Her&Now project team and implementation partners	To be achieved by 5 <sup>th</sup> week after start of contract
Workshop to discuss concept and instructional design document	To be achieved by 7 <sup>th</sup> week after start of contract
Developing a detailed storyboard based on the concept and instructional design document	To be achieved by 10 <sup>th</sup> week after start of contract
Presentation and discussion of the detailed storyboard with Her&Now Project	To be achieved by 11 <sup>th</sup> week after start of contract
Prototype of e-learning platform	To be achieved by 15 <sup>th</sup> week after start of contract
Production of e-learning content, multimedia elements (except for sound)	To be achieved by 21 <sup>st</sup> week after start of contract
Presentation of the first version of e-learning platform	To be achieved by 22 <sup>nd</sup> week after start of contract
Final e-learning platform after necessary revisions have been made to improve the e-learning experience	To be achieved by 24 <sup>th</sup> week after start of contract
Piloting of the e-learning platform with target group	To be achieved by 25 <sup>th</sup> week after start of contract
Adjustments to include feedback and lessons learnt from the pilot	To be achieved by 29 <sup>th</sup> week after start of contract
Guidelines/Manual how to utilize the e-learning	To be achieved by 30 <sup>th</sup> week after start of contract
Settling monthly licensing/hosting fees of the e-learning platform, if any	be achieved until the end of April 2022

Period of assignment: From May 2021 until April 2022.

### **3. Concept**

In the bid, the bidder is required to show how the objectives defined in Chapter 1 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

#### **Technical-methodological concept**

##### **a) Methodology and didactic**

This section of the offer should briefly describe the overall methodological and didactic approach of the e-learning platform. Please base the answers in this section on the interpretation of the information contained in Chapter 1 and 2 of these ToRs.

First, describe in general terms the interpretation of the objectives in the ToRs and describe how you would go about completing the tasks. *This part of the offer will be evaluated in line 1.1.1 of the assessment grid.*

Next, propose initial ideas for the concept and format for the e-learning platform and include initial ideas for the appearance and design of the platform. Include 2-3 examples (e.g., live samples or screenshots) from your company's previous work in the area of e-learning concept and format, appearance and design. Also briefly describe which didactic methods the course should use and explain why these methods fit the target group and help them to achieve the learning objectives. Include 2-3 examples (e.g., live samples or screenshots) from your company's previous work in the area of didactic methods. *This part of the offer will be evaluated in line 1.1.2 of the assessment grid.*

##### **b) Description of the development process**

This section should describe the development process/workplan to develop the e-learning platform.

Describe how to manage the knowledge and information flows between you, the GIZ project and the implementation partner. *This part of the offer will be evaluated in line 1.3.1 of the assessment grid.*

Propose a detailed timeline for the project (using the timeline shown in these ToRs as a basis). *This part of the offer will be evaluated in line 1.4.1 of the assessment grid.*

Describe the concept for staff planning for the project. *This part of the offer will be evaluated in line 1.6.2 of the assessment grid.*

##### **c) Description of the technical design**

This section should describe the technical design of the e-learning platform.

First, briefly describe how to fulfil the technical requirements of the product. Next, describe the selection criteria for identifying a suitable LMS *This part of the offer will be evaluated in lines 1.7 of the assessment grid.*

### **Project management of the contractor**

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.  
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2018

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

## **4. Criteria for Eligibility of firms**

Please provide the **legal status of your consulting firm**.

Please provide the **average annual turnover** of your consulting firm for the last three financial years (last- but- four financial can be included in case of invitation to tender held within six months of end of last financial year)

Please provide the **number of employees** as at 31.12. of the previous year.

Please provide information on at least **2 reference projects** in the field of development of e-learning content and platform.

Please demonstrate technical experience in (a) **instructional design** and (b) **multimedia production**

Please demonstrate regional experience in India

## **5. Personnel concept**

The bidder 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.

### **Team leader**

#### Tasks of the team leader

- Overall responsibility for the development of the e-learning platform (quality and deadlines)



- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting short-term experts
- Regular reporting in accordance with deadlines

#### Qualifications of the team leader

- Education/training (2.1.1): University qualification in Instructional Design or Instructional/Educational Technology, multimedia production qualification or similar
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 7 years of professional experience in the developing project management plans for quality e-learning platforms
- Specific professional experience (2.1.4): 5 years demonstrated experience in applying instructional and engaging design in training/e-learning, knowledge and experience with remote/digital training approaches
- Leadership/management experience (2.1.5): 2 years of managing project teams for developing e-learning, including personnel, budget and time
- Regional experience (2.1.6): 3 years of experience in projects in India
- Development Cooperation (DC) experience (2.1.7): NA
- Other (2.1.8): NA
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#### Soft skills of team members

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

- Team skills
- Initiative
- Communication skills
- Sociocultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

#### **Short-term expert pool with minimum 2, maximum 3 members**

##### Tasks of the short-term expert pool

- Instructional design and development of e-learning platform (Developing storyboards and content for e-learning and virtual courses, developing multimedia elements / graphics / graphical guiding elements for eLearning applications (animations, videos, etc.)

##### Qualifications of the short-term expert pool

- Education/training (2.6.1): university qualification in Instructional Design or Instructional/Educational Technology, software development
- Language (2.6.2): 3 experts with very good language skills in English,
- General professional experience (2.6.3): 3 experts with at least 3 years of experience in developing storyboards and content for e-learning platforms
- Specific professional experience (2.6.4): 3 experts with at least 3 years experience in Adobe Creative Suite and other applications to create graphics, animation, audio, video etc. multimedia elements; experience in coding interactive content (advanced learning activities, adaptive testing, games, and simulations using applications) with HTML5, CSS, JavaScript, jQuery and Animation
- Regional experience (2.6.5): 3 experts with at least 3 years of experience in India

- Development Cooperation (DC) experience (2.6.6): 0 experts with at least 0 years of experience in DC
- Other (2.6.7): NA

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

### **Details about backstopping**

The bidder is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the bid in accordance with section 5.4 of the AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Contractor's responsibility for seconded personnel
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

Please note that backstoppers will work in the absence of the main experts and therefore bidders cannot quote additional fee for backstoppers. Proposals must however include the backstopping plan and personnel who will serve as backstoppers should the main experts be absent

## **6. Costing requirements**

### **Assignment of personnel**

Team leader: On-site assignment for 100 expert days

Short Term Experts Pool: Total 300 expert days

### **Other costs**

Hosting: After presentation of final e-learning platform until April 2022 (end of contract)

Licensing costs for 50 active users per month: Pilot of e-learning platform until April 2022 (end of the contract)

### **Specific Conditions pertain to COVID- 19 Measures**

***The specific conditions pertain to COVID- 19 measures are integral part of contract and shall act as binding document under special agreement and interpreted along with GTCC.***

In addition to the provisions as detailed in **clause 09** of The General Terms of Contract governing the delivery of works and services commissioned by **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (local)**, the Consultant confirms that he/she accepts the Consulting engagement with full knowledge and understanding of the travel and other requirements of the engagement including specifically the need, on the part of the Consultant, to take all required precautions (including prevention and risk mitigation measures) against the risks arising from the ongoing Novel Corona Virus (COVID - 19) Pandemic

The Consultant shall provide to the GIZ an RT-PCR Negative Test Report for Novel Corona Virus (COVID - 19) prior to starting the Consulting Engagement and shall always additionally comply with the following in the course of the Consulting Engagement:

1. Obtain Medical and other Insurance Cover in respect of the Novel Corona Virus (COVID - 19) Infection/Disease and consequences thereof – (GIZ will reimburse the insurance cover up to 5000 Indian Rupees)
2. Strictly follow and comply with the prescribed Mask, Hand Washing/Sanitization and Social Distancing Protocols.
3. Take safe and secure mode of transportation.
4. Observe all local restrictions/precautions as applicable for the specific areas of travel covered by the Consulting Engagement.
5. If eligible, get vaccinated against the Novel Corona Virus (COVID - 19).
6. Install and maintain as active at all times the Government of India's Arogya Setu App.
7. If exposed to any active case of Novel Corona Virus (COVID - 19) to take all steps as advised by the Government of India's advisories in such case.
8. If feeling unwell and experiencing any of the symptoms of Novel Corona Virus (COVID - 19) infection - to take all steps as advised by the Government of India's advisories in such cases including but not limited to getting an RT-PCR Test for Novel Corona Virus (COVID - 19), self- isolation, notifying the GIZ and also the concerned local Novel Corona Virus (COVID - 19) isolation/treatment facility.
9. Other compliance as may be notified by the GIZ and the Government of India from time to time in relation to Novel Corona Virus (COVID- 19) infection/disease.

Furthermore, The Consultant accepts the Consulting Engagement on a best and informed judgement basis with full knowledge of the tasks to be performed, the place of performance and the precautions and safeguards to be reasonably taken by the Consultant to mitigate all types of risks associated with the said Consulting Engagement. The Consultant undertakes the Consulting Engagement at his/her own risk and responsibility and shall not, under any circumstances, and at any time, be entitled to assert any liability or other claims whatsoever against the GIZ, its Management, Officers and Employees for any consequences or risks or harm that may arise to the Consultant in the course of or as a consequence of undertaking the Consulting Engagement or any actions or consequences arising in relation to such Consulting Engagement.

## **7. Requirements on the format of the bid**

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English. References and examples of past work are required and should be included

The complete bid shall not exceed 15 pages (excluding CVs & other supporting company documents)

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs. The CVs shall not exceed 10 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs should be submitted in English (language) only.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

## **8. Data Protection**

Personal data will be processed on behalf of the client. Therefore, an agreement on “Outsourcing of data processing (AuV)” will be concluded with the contractor in accordance with Art. 28 GDPR. For this purpose, the technical and organisational measures (TOM) for compliance with the data protection requirements must be outlined prior to conclusion of the contract. If the contractor has already been audited by GIZ in the past, an update in accordance with GDPR must nevertheless be sent. After a positive check, the contract is concluded with the AuV attachment.

## **9. Annexes**

Overview Training Content