

Terms of reference (ToRs) for development of online training course on wetland management

Development of online training course on wetland management	Project number/ cost centre: 16.9020.5.001.00
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List of abbreviations and acronyms

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
ToRs	Terms of reference(s)
MoEFCC	Ministry of Environment, Forest and Climate Change
CDA	Chilika Development Authority
WISA	Wetlands International South Asia
NIC	National Informatics Centre
NPCA	National Plan for Conservation of Aquatic Ecosystems
CV	Curriculum Vitae
COVID-19	Corona Virus Disease, 2019
LMS	Learning Management System
LCMS	Learning Content Management System
WBT	Web-Based Training
IDD	Instructional Design Document
SSL	Secure Sockets Layer

1. Context

1.1. Project Background

The MoEFCC, in partnership with the GIZ, is implementing a Technical Cooperation project “Wetlands management for biodiversity and climate protection” with funding support from the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) under the International Climate Initiative (IKI). The goal of the project is to strengthen the institutional framework and capacities for an ecosystem-based integrated management of wetlands of international importance (Ramsar sites) in India. The project is implemented in close cooperation with the NPCA of the MoEFCC.

The objective of this Project is that Wetlands of International Importance (3-4 Ramsar sites) in India are managed according to an ecosystem-based integrated management approach. Three main output areas define the implementation approach of the project:

1. Integrated management planning for 3-4 pilot Ramsar sites based on biodiversity, ecosystem services and climate change risks.
2. Capacity development of national, state and site level stakeholders for integrated wetland management.
3. Development of a wetland monitoring system, including an instrument to track management effectiveness.

Four Ramsar sites have been selected as pilot sites under the project: Pong and Renuka in Himachal Pradesh, Bhitarkanika in Odisha, and the Point Calimere in Tamil Nadu. In addition, the Wetland Research and Training Centre, Chilika Development Authority (CDA) has been identified as a resource centre for the project. The project would be implemented at these sites in partnership with the respective State Wetlands Authorities and site level management institutions. Wetlands International South Asia (WISA) will be a technical partner in project implementation.

1.2. Context of Assignment

With an aim to contribute to strengthening the institutional framework and capacities for ecosystem-based integrated management of wetlands in India, a capacity and training needs assessment (CTNA) was undertaken last year. This was primarily based on capacities required for implementation of National Plan for Conservation of Aquatic Ecosystems (NPCA) guidelines and Wetlands Rules 2017, encompassing integrated management planning for wetlands. The CTNA report highlighted capacity and training needs for wetland management at national, state and site-level; suggested approaches for capacity development of stakeholders; and recommended training topics for different target groups.

As a next step towards devising a strategy for development of training programmes recommended by the CTNA report, an expert consultation was organised. Officials from Wetlands Division of Ministry of Environment, Forest and Climate Change (MoEFCC), State

Wetland Authorities (SWA), project site managers, experts, and wetland knowledge partners participated in this consultation. The discussions highlighted the need for capacity development for wetland management for MoEFCC, SWAs, District Wetland Committees (DWC), site managers, frontline staff, CBOs, line departments and the private sector. The SWAs indicated the requirement for trainings on implementation of Wetland Rules, delineation of zone of influence, and integrated management planning. At the district level, orientation for DWC including the line departments and local administrative bodies was emphasised.

Under the present COVID-19 situation, the possibility of organising live online courses and self-paced modular online course for various target groups was also deliberated. In response to the COVID-19 pandemic, the project is trying to adapt capacity development methods and offer courses online. This course can also help to create more connected networks of wetland managers and stakeholders in the longer term.

1.3. Objectives and Scope of Assignment

The objective of this assignment is to develop online training course on wetland management. The nature of the course should be self-paced and interactive, comprising of multiple modules. The course should be designed based on existing content and in consultation with GIZ project team and resource persons. The course should be hosted/integrated into the learning platforms and will be open to public.

The online course would largely focus on – wetland ecology, integrated wetland management, Wetland Rules and governance, stakeholder engagement, wetland monitoring, rapid assessment of wetland ecosystem services.

Target Group

The target group for the online training would include wetland site managers, frontline staff, staff in Wetlands Division in MoEFCC, State Wetland Authority, District Wetland Management Committee, trainers, media and CBOs/NGOs, etc.

Learning objectives

The learning objectives include –

- Understanding of wetlands, their ecology and services, catchment and site management
- Clarity on principles of integrated management planning for wetlands including wetland governance and sectoral coordination. Rules and guidelines for integrated wetland management and planning.
- Skills and tools for application of Rapid Assessment of Wetland Ecosystem Services (RAWES) approach for assessment and integration of biodiversity and ecosystem services into integrated management planning process.
- Familiarise participants on stakeholder participation for participatory management of wetland and the influence zone.
- Familiarise on how to develop a monitoring framework following the basic monitoring protocol.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

I. Instructional Design Document

- i. Collect training course content from GIZ project team, clarify objectives and finalise content in consultation with resource persons in a kick-off meeting.
- ii. Submission of high-level instructional design document (IDD) including the course concept, pedagogical approach, tools, work plan, collation of existing training content and limitations, and System Requirement Specifications (SRS) document (describing all data, functional and behavioural requirements of the software under production or development according to requirement of the hosting/LMS platform.
- iii. Present and discuss IDD with GIZ, MoEFCC and resource persons in a workshop.
- iv. Developing and presenting detailed storyboard based on IDD.

II. Design and Development

- i. Transform training material to e-learning modules on the topics that are identified. Design and curate interactive modules using various pedagogical tools including audio/video script, multimedia elements, graphics, animations, stimulations, quizzes, case studies, etc. Topics within the modules should be graded according to their complexity during development.

The following type of available materials can be converted to e-learning content:

- Materials from the existing face-to-face training (e.g. participant manual, activities, assignments, case studies)
 - Existing training on similar topics (for example, for other target groups)
 - Material from different formats: Documents (Microsoft Word, PDF, eBooks), PowerPoint Slide Presentations; videos, webinars (live streaming or recorded), other multimedia content.
- ii. Prototype - Develop and present two to three samples of the online training platform and an initial prototype of one of the topics. These should be approved by GIZ project team.
 - iii. Develop the first module incorporating the feedback on the prototype. The following components should be included in the training:

Create User Profile

Enable option for the user to create a 'Profile' for the course to save their details and track their progress in the course or module. The details entered in this will be used to generate the certificate, measure progress and enrol in future courses.

Brief overview to be provided for the training and each module including -

- About the course
- About the module, syllabus (audio/ppt/video), duration
- Instructors details
- 'Sitemap' and 'Help' section
- Include tabs/sections for 'Feedback' and FAQs

A certification shall be provided based on the assessment elements such as quiz, multiple choice questions (MCQs), hypothetical scenarios, match the following. These can be used to test the competence of the participants on the topics. These questions should adhere to the weightage given to each topic for the process of certification.

- After each chapter / module, learners take a short quiz. When the learners successfully complete the quiz, the module is shown as “completed.”
 - Sub-modules should also be tracked and marked as completed, so the learners can avoid repeating content that they already did.
 - After the learners complete the entire module, including the last quiz, a certificate of completion is generated.
 - Include a repository of reading material and contacts of resource persons, instructors for additional information.
 - Provide subtitles for videos wherever required
 - Provide an option to save (user’s progress) and exit
 - Optional- Provision for saving course material like worksheets, PDF which can act as the Library
- iv. Design and develop up to 5 modules (approximately 100 – 150 minutes duration each module) and host all e-learning modules on appropriate LMS.

III. Platform deployed on hosting server and going-live

- i. Platform skeleton to be compatible with hosting platform’s requirement (including NIC) for easy integration in the future.
- ii. Deploying the portal – initiating final deployment of the portal and placing it on the platform.
- iii. Initial managing of the portal through tasks like making incremental updates to metadata, managing the content on the platform, and web assets using automated scripts.
- iv. Conduct web security audit and get Security Audit Certificate from CERT-In empanelled vendor.
- v. Moderator- The consultant should moderate responses to queries and feedback during the contract and ensure the transfer to assigned person thereafter.

IV. Operation maintenance and training

a) Post deployment portal maintenance

- Implement the SSL certification
- Provide technical support to maintain the portal during the contract period. The selected agency shall be available for 4 months to provide services if there are technical faults in running the online e-learning platform, after the contract ends.
- Carry out error/bug fixes and small enhancements to keep the platform fully functional at all times during the contract period.
- Support users and administrators in any technical platform related issues.

b) Training organized for management of e-learning platform

- Training material: Develop clear and comprehensive Operational and Technical Reports/ Manuals for training and maintenance of the e-learning platform.
- Perform 2 training workshops for or admin users and test users.
- Provide source codes for the portal (CD/DVD) to GIZ and MoEFCC, all modules within the system and template licences.
- After e-learning platform is live to audience, perform monitoring of the back and forth process of platform development cycle to manage the e-learning platform for 4 months.

Technical Factors and Additional Specifications

- i. Language - The basic version should be created in English. The provider should create a table including the text of the basic version, so that GIZ/any other agency can do the translation and send it back to the provider for developing the version in the other language(s).
- ii. Interactivity - The e-learning course should have graded level of interactivity and could include the following features:
 - Enhanced page turner that might include animated illustrations and synchronized presentation elements.
 - Cohesive presentation with branched elements, adaptive feedback, and remediation.
 - Single player role playing game with success and failure paths, scoring mechanisms, and feedback with replay or after-action review features.
- iii. Hosting / LMS Platform
The course will be hosted on an appropriate platform (including MoEFCC). To ensure proper hosting, the digital format of the courses should be independent of the platform and fulfil general standards (SCORM 1.2 or SCORM 2004/X-API). In addition, the following criteria should be met:
 - Using up-to date web standards (e.g. html5)
 - Cross-platform usability
 - No additional plug-ins required (e.g. no Flash)
- iv. Updating the Course
The provider should develop the digital content so that the content can be updated at a later date by the respective IT team.
- v. Licensing or Follow-Up Fees
The course should be developed so that no license fees or other follow-up fees will be incurred (apart from updating the content at a future date).
- vi. Accessibility and Inclusiveness
Voice-over narration and subtitles for the content should be included. This also includes the navigation features, which should have a voice-over feature, as well as the possibility to switch to a higher contrast for display on the screen.
- vii. Responsive Design
The course should be designed for use on computers / notebooks, tablets / iPads, and mobile phones.

- viii. The content would be collected from GIZ. Additionally, creative commons licenses should be used to source content, preferably, the following ones:
- public domain,
 - attribution alone or
 - attribution and shareAlike
 - obtaining and citing appropriate permissions and copyrights
- ix. The output should be accessible in multi-browsers and in smartphone devices.
- x. In case the developed platform phases out or ceases to exist, the agency will be required to upgrade/ change the same without any additional cost to GIZ.
- xi. The content should be Sharable Content Object Reference Model (SCORM) compliant and run on any standard SCORM compliant Learning Management System (LMS)
- xii. **Data Security and Upholding Data Privacy Regulations**
If personal data are gathered and processed in the course creation process, the process must comply with the legal requirements for data protection according to data protection rules and the Contractor will have to sign necessary data protection agreement as part of the contract. The principles of data protection, such as purpose limitation, data economy and avoidance, transparency, and necessity must be taken into account. The requirements of data protection law, such as the obligation to provide proof, to retain, and to delete data, must be fulfilled. Furthermore, the Contractor shall ensure compliance with the data protection rules/or local formalities and shall include the necessary information in a protocol on processing activities. Company internal data and documents should be stored and processed in a secure environment that prevents unauthorized access.

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

Milestone	Deadline/place/person responsible (Tentative) – from signing of contract
Kick-off meeting to collect training course content from GIZ project team, clarify objectives and finalise content in consultation with resource persons	1 week
Submission of high-level instructional design document (IDD) including the course concept, work plan, collation of existing training content and limitations, and System Requirement Specifications (SRS) document	2 weeks
Workshop with GIZ, MoEFCC and resource persons to discuss IDD	2 weeks
Developing and presenting detailed storyboard based on IDD	3 weeks
Present dashboard template and prototype of one training topic	5 weeks

Design and develop first complete module and present to GIZ team, resource persons and other stakeholders	8 weeks
Host the first module on website after incorporation of suggestions and feedback	10 weeks
Design, develop and phased launch of other modules with simultaneous incorporation of feedback	Phased launch of modules starting 16 weeks onwards and completion by 26 weeks
Submission of all the e-modules in a CD	26 weeks
Maintenance	45 weeks

Period of assignment: From 15th December 2020 until 15th June 2021.

Travel: Delhi (For companies placed outside Delhi)

The contractor shall report to the team leader of the Wetlands project and work in close cooperation with the GIZ project team and resource persons.

Deliverables

- i. Inception report including the course concept, work plan, and System Requirement Specifications (SRS) document and IDD.
- ii. Presentation of prototype of one of the training topics.
- iii. Hosting of first training module on appropriate platform.
- iv. Hosting of all training modules on appropriate platform.
- v. Submission of all the e-modules in a CD.

3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 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.

Description of methodological and didactic approach

Description of methodological and didactic approach. This section of your offer should describe the overall methodological and didactic approach for the course(s) to be developed. Please base your answers in this section on your interpretation of the information contained in Chapter 1 and Chapter 2 of the ToR (but do not repeat this information verbatim in your offer).

First, describe in general terms your **interpretation of the objectives in the ToRs**. Include a **critical examination of the tasks** and describe how you would go about completing the tasks.

Next, propose an appropriate concept and format for the e-learning course and include initial ideas for the appearance and design of the course. Include 2-3 examples (live samples or

screenshots) from your company's previous work in the area of course concept and format, appearance and design as a basis for comparison.

Finally, 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 provided in Chapter 1. Include 2-3 examples (live samples or screenshots) from your company's previous work in the area of didactic methods as a basis for comparison.

The bidder is required to present and explain its approach to **steering** the measures with the project partners.

The offer should describe the technical design of the course to be developed. This should include methods to, (i) fulfil the technical requirements of the product; (ii) connect to other systems / interface management; (iii) ensure data protection and data security.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

This section should describe the development process including steps to develop the e-learning course, and to manage the knowledge and information flows needed for the project. A detailed timeline for the project should be proposed.

Other specific requirements

- The assignment should be carried out in close cooperation with GIZ project team. The assignment execution should follow the feedback mechanism with regular discussion and engagement of the contractor with GIZ, resource persons, experts and stakeholders to review and provide suggestions. For this purpose, the contractor would be available for discussions and meetings in Delhi or online as and when required.
- GIZ will own all copyright of the training content including photos, animations and videos under this consultancy and will be free to use it as deemed fit. The contractor will be duly acknowledged in all publications when images/videos are used and will also be free to make use of these when it is made public by GIZ.
- The contractor implements the meetings and workshops in consultation with GIZ. The assignment execution should follow the feedback mechanism with continuous discussion and engagement of the contractor with GIZ and hosting platform organisation including MoEFCC to review and provide suggestions. For this purpose, the contractor would be available for discussions and meetings in Delhi or online/telephone as and when required.

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 advisory 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

In derogation from GIZ AVB, the contractor makes contributions to reports to GIZ's commissioning party instead of submitting its own reports.

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.

Technical 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

Eligibility Criteria for firms

The qualifying criteria for the firms/institutions/organisations applying for this is given as follows:

- Should be registered in India;
- Should have annual turnover of at least Euro 70,000;
- Should have minimum present staff strength of 10 persons;
- Should have implemented reference project with a minimum value commission of Euro 5,000;

- Should have implemented at least one reference project in developing e-learning and virtual courses and at least one reference project in developing multimedia content, in the last three years;
- Should have 5 years of experience in developing e-learning and virtual courses;
- Should have 3 years of experience in LMS use/ programming/ implementation;
- Should have 5 years of experience in developing multimedia content/ graphics/ graphical guiding elements for e-learning applications (animations, videos, etc.);
- Should have 3 years of experience in implementation of e-learning standards, SCORM/X-API;
- Should have experience of implementing assignments with multi-disciplinary teams of experts
- Experience in implementing development projects

The experiences and competencies are to be backed-up with reference projects and work samples.

4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

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

The team of consultants shall comprise at least the following:

No.	Role	Criteria	Description
1	Team Leader	Qualifications (2.1.1)	Professional/Post-Graduate in Information Technology with exposure to multimedia applications (
		Language (2.1.2)	English
		Specific Professional Experience (2.1.4)	10 years of experience in e-learning project management Experience in LCMS use/ programming/ implementation
		Leadership experience (2.1.5)	5 years of leadership experience in managing relevant project
2	Expert 1 - Instructional Designer	Qualifications (2.2.1)	B.A./M.A. in instructional design, education, educational technology or similar relevant field
		Language (2.2.2)	English
		Specific Professional Experience (2.2.4)	5 years of experience in instructional design and ability to write instructional text, audio and video scripts. Experience in developing storyboards and content for e-learning and virtual courses.

3	Expert 2 - Multimedia Designer	Qualifications (2.3.1)	Bachelor's or Master's in multimedia designing
		Language (2.3.2)	English
		Specific Professional Experience (2.3.4)	3 years of experience in designing software such as standard ADOBE Creative Suite, Dreamweaver. Should have IT skills to produce multimedia products
4	Expert 3 - Developer	Qualifications (2.4.1)	Bachelor's or Master's in computer science or software engineering
		Language (2.4.2)	English
		Specific professional experience (2.4.4)	3 years of experience in using computer software to write and modify programming code. Experience in testing codes for bugs and implementing improvements and fixes. Experience in adjusting the source program, testing the design according to project requirements.
5	Expert 4 - IT Architect	Qualifications (2.5.1)	Bachelor's or Master's in computer science or software engineering
		Language (2.5.2)	English
		Specific professional experience (2.5.4)	3 years of experience in designing and creating online training content solutions. Understands and applies domain knowledge to implement secure, robust and scalable solutions
6	Short-term Expert Pool - (Team of maximum 3)	Qualifications (2.6.1)	Systems graduate professional, multimedia professional or other related field
		Specific professional experience (2.6.4)	2 years of experience in multimedia design, programming tasks, system design and development, database management

Note: The above-mentioned criteria have been numbered as per the technical assessment grid format.

5. Costing requirements

Assignment of personnel

Team Leader: Up to 45 expert days

Expert 1 - Instructional Designer: Up to 50 expert days total

Expert 2 - Multimedia designer: Up to 80 days total

Expert 3 - Developer: Up to 80 days total

Expert 4 - IT Architect: Up to 45 days total

Short-term Expert pool - Technical Specialist (3 persons): Up to 180 days total

Travel

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Note: If restrictions are introduced to combat coronavirus/COVID-19 (restrictions on air travel and travel in general, entry restrictions, quarantine measures, etc.).

6. Inputs of GIZ or other actors

GIZ is expected to make the following available:

- Conceptual inputs and information related to e-learning content for wetland management
- Necessary communication to MoEFCC to facilitate the tasks outlined in the project

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.

The core proposal/bid shall not exceed 15 pages (excluding CVs, company documents & Annexures as per grid for assessing eligibility of firms document).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted. The individual CV shall not exceed 2 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs shall be submitted in English.

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