



Norwegian Ministry
of Foreign Affairs



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TERMS OF REFERENCE

- A. Job Title:** Individual Consultant on developing e-learning training programs for public agents and for private sector (instructional design)
- B. Duty Station:** Chisinau, Republic of Moldova
- C. Project reference:** Curbing Corruption by Building Sustainable Integrity
- D. Contract type:** Individual Contract (IC)
- E. Duration and workload:** July 2020 – April 2021; up to 30 working days

F. Background:

Curbing Corruption through Building Sustainable Integrity in Moldova Project (further the Project) will contribute to achieving a sustainable integrity and anticorruption system in the Republic of Moldova through the strengthened capacities of the public and private sector entities and the civil society for the efficient application and monitoring of national integrity instruments and standards. The project will enhance capacities of the public and private sector actors, as well as of the Civil Society Organisations (CSOs) for the implementation of effective corruption prevention instruments and tools and will strengthen the anticorruption demand side through an increased public awareness on anticorruption and on the means to curb corruption. It will contribute to the progressive implementation of the Sustainable Development Goal 16 that calls for a substantial reduction of corruption and bribery in all their forms and for developing effective, accountable and transparent institutions at all levels.

The Project is framed around the National Integrity and Anticorruption Strategy (NIAS) 2017-2020 and responds to the needs of its various actors and stakeholders in addressing the challenges for the effective implementation of NIAS, such as (i) limited capacities of the Secretariat of the Strategy's pillar monitoring groups and reduced involvement of CSOs in the monitoring process; (ii) insufficient capacities within central and local public authorities to ensure the uniform compliance with anticorruption and integrity standards; (iii) lack of mechanisms for enforcing integrity standards in private sector; and (iv) weak anticorruption demand-side explained by the limited awareness of men and women on the available anticorruption tools to be used and on the means of protection in the event of denunciation of corruption.

To enhance the capacities of public authorities for ensuring the uniform compliance with anticorruption and integrity standards and to strengthen the capacities of private sector to implement integrity standards the Project will support the National Anticorruption Center in developing on-line training courses on institutional integrity policies and anticorruption standards for public and private sector representatives. In this context, the Project seeks an Individual Consultant (hereinafter the Consultant) to develop a training programme on integrity and anticorruption standards and instruments in the e-learning format tailored for senior and mid-level managers, newly recruited employees from central and local public administration institutions and for private sector representatives.

G. Objective:

Main objective of the service is to provide expert assistance to NAC and develop an e-learning programme, containing three training courses (22 modules/subjects) on institutional integrity and anti-corruption standards and instruments tailored for senior and mid-level managers, newly recruited employees from central and local public administration institutions and for private sector representatives, based on the content developed by the Client (NAC).

The e-learning courses shall ensure an easy and fast access to information and knowledge and build the capacities of the target group in the field of integrity and anti-corruption norms, standards and instruments.

Target group: senior and mid-level managers; newly recruited employees from the central and local public administration institutions; private sector representatives.

H. Scope of work and key responsibilities:

In order to achieve the stated objective, the Consultant shall perform the following tasks:

Task 1: Apply Instructional Design techniques to transform the off-line training content on institutional integrity and anti-corruption standards and instruments, provided by the Client, into a flexible e-learning course:

- Review and assess the offline/in-persons training course content on institutional integrity and anti-corruption standards and instruments, provide recommendations on transforming the offline training into an e-learning one; coordinate with the NAC staff and the Project the most suitable e-learning solution(s);
- Apply Instructional Design techniques to transform the off-line/in-classroom training course content into a flexible e-learning course;
- Support to testing and piloting the e-learning course – at least two pilot sessions delivered with end-beneficiaries, and perform adjustments to the courses as necessary;
- Provide continuous guidance, coaching and professional advice to NAC staff and the Project in the process of developing an e-learning programme on institutional integrity and anti-corruption standards and instruments in: developing the structure, scenarios, identifying and combining visual, textual and audio elements, etc.;
- Expert advice and support to ensure the sustainability and maximize the impact of the course.

Task 2: Training and coaching of NAC trainers on e-learning topics (instructional design, using authoring tools and content management)

- Provide training and mentoring to NAC trainers in the specifics of e-learning courses vs offline training, content development and management, e-transformation of e-learning courses; mentoring and coaching on using e-learning tools, including developing and uploading e-courses, designing scenarios for professional development trainings, pedagogic redesign, managing/updating e-learning courses, etc.;
- Provide advice on other e-learning related topics.

Task 3: Develop procurement package for one e-learning training programme on institutional

integrity and anti-corruption standards and instruments:

- Draft technical specifications and evaluation criteria for the e-learning solutions to be developed, in line with the best practices and available solutions in this field;
- Provide advice and impartial argumentation in evaluating technical proposals, provide clear answers and comments to inquiries submitted, provide clear comments and justification for the rejected offers/proposals;
- Be member of the procurement evaluation committee, set-up by the Project, and sign the evaluation reports;
- Ensure adequate and timely monitoring of the progress of development and quality of the contracted e-learning solutions;
- Provide assistance and guidance throughout the developing process - in the analysis and design phase, development, testing and piloting phases, including training of users and final adjustments and submission of project deliverables;
- Facilitate the interaction between the Project and provider contracted to deliver the eLearning solution(s);
- Assess the functionalities of the eLearning solution(s), delivered by the contracted offeror, against the proposed technical solution(s);
- Provide in-person or remote advice on other eLearning related topics.

I. Deliverables and expected timeline:

The assignment should be carried out within a period of 9 months, not exceeding 30 workdays.

<i>Deliverables</i>	<i>Description</i>	<i>Tentative timeframe</i>
1. Transform the off-line training content into a flexible e-learning course	1. Review of offline course materials performed, recommendations on the transformation of the course into e-learning format provided; 2. Instructional design tools applied, course content transformed into a flexible e-learning solution – draft course developed; 3. Two pilot sessions for testing and piloting conducted, adjustments to the course performed accordingly; 4. Mentoring and advice to NAC staff and trainers in e-learning topics – continuous throughout the duration of the assignment; 5. Instructional design tools applied, course content transformed into a flexible e-learning solution – final version of the course.	Up to 15 working days 30 August 2020
2. Procurement related package provided	Procurement related package for the e-learning solution as per UNDP requirements developed: technical specifications for the eLearning solution, evaluation criteria, etc.;	Up to 3 working days 30 August 2020

Deliverables	Description	Tentative timeframe
3. Training on e-learning conducted	One training (2 days of training) delivered for NAC staff in the specifics of e-learning courses vs offline training, content development and management, e-transformation of e-learning courses; including training toolkit (agenda, user-friendly and practical guidelines for NAC staff, power-point presentations, case studies, examples, handouts, etc.).	Up to 3 working days 10 September 2020
4. Support for evaluation of offers provided	Technical expert assistance in evaluation process provided (including responses to bidders' clarification questions, clear comments for the qualified offers and justifications for the rejected/disqualified offers) provided.	Up to 3 working days 20 October 2020
5. Assistance during the digital development provided	Monitoring and assessment of the technical performance of the Provider contracted to deliver the e-learning solution ensured during 6 (six) months, maximum 5 working days.	Up to 5 working days 30 April 2021
6. Activity Report submitted	Final Activity Report on all performed activities and deliverables submitted	1 working day 30 April 2021
Total number of working days		30 working days

Note: Deliverables and final timeline can be amended or specified for the purpose of the assignment. Disbursements shall be made only after the endorsements of the submitted deliverables by the Project Manager.

J. Deliverables Format

The deliverables will be submitted in electronic copy using the standard software products (Microsoft Office Word, Excel, Access and PowerPoint) and the Content Objects in the compatible editable e-learning formats. All training courses will be presented **in Romanian language**.

K. Organizational Setting:

This is a part-time assignment. The consultant will work with the management and staff of the National Anticorruption Centre for substantive aspects of the assignment, and under the direct supervision of the UNDP Project Manager – for administrative aspects.

The Consultant shall work with NAC trainers responsible for developing the content of the course, guide and coach them in the process of adjusting the content of the course to the requirements and specifics of e-learning.

The consultant will submit the Report on the execution of the assignment as per the contract to UNDP Project Manager.

K. Inputs:

The National Anticorruption Centre will provide the Consultant with the necessary information and materials for the fulfilment of tasks, facilitate meetings and provide other reasonable logistical support when necessary.

L. Qualifications and skills required:

I. Academic Qualifications:

- Master's Degree or equivalent in Informational Technologies, Public Administration, Social Science, Pedagogy or related areas;

II. Years and sphere of experience:

- At least 4 years of proven professional experience in the field of instructional design, including design lead of eLearning modules, development of e-learning courses, providing online trainings;
- At least 3 assignments in e-learning courses design, elaboration, implementation and/or evaluation, etc., in Europe/CIS region;
- Previous relevant experience in Moldova on e-learning related issues shall be considered an advantage;

III. Competencies:

- Proven experience in developing and delivering trainings on e-learning related topics; experience and capacity to deliver trainings on e-learning for professional development of public servants shall be considered an advantage;
- Proven experience in developing terms of references, monitor and evaluate the IT deliverables for e-learning courses;
- Excellent knowledge and understanding of professional development specifics, adult-learning and the use of e-learning tools demonstrated by previous assignments;
- Strong communication, teamwork, coordination and organizational skills demonstrated by previous assignments;
- Previous successful experience in development assistance or related work for a donor organization, in particular UNDP, governmental institutions, NGO/think-tank or consulting firm is a strong advantage;
- Creative and innovative thinking;
- Knowledge of Romanian language;
- Knowledge of English, Russian for the purposes of the assignment.

IV. Personal qualities:

- Proven commitment to the core values of the United Nations; in particular, is respectful of differences of culture, gender, religion, ethnicity, nationality, language, age, HIV status, disability, and sexual orientation, or other status;
- Responsibility, Flexibility, Punctuality.

The United Nations Country Team in the Republic of Moldova is committed to workforce diversity. Women, persons with disabilities, Roma and other ethnic or religious minorities, persons living with HIV, as well as refugees and other non-citizens legally entitled to work in the Republic of Moldova, are particularly encouraged to apply.