

Section II: Schedule of Requirements (Amendment 1)

eSourcing reference: RFP/2020/15140

Terms of Reference for the Learning Management System (LMS) for GELI

Introduction:

The United Nations Office for Project Services (UNOPS) is an operational arm of the United Nations, supporting the successful implementation of its partners' peacebuilding, humanitarian and development projects around the world. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement, and infrastructure services to a wide range of governments, donors, and United Nations organisations. With over 6,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical, and management knowledge they need, where they need it. By implementing around 1,000 projects for our partners at any given time, UNOPS makes significant contributions to results on the ground, often in the most challenging environments. The Global Executive Leadership Initiative (GELI) is a programme hosted by UNOPS.

With ongoing United Nations development and broader international humanitarian reform, a specific focus has been placed on collective action, system coordination, and as a key tenet of success, leadership. GELI is an innovative program for senior field leaders from across the humanitarian and development system that, over time, will contribute to improved responses and drive collective action that saves lives and enhances development plans to the benefit of affected people. GELI is intended to be a multi-donor initiative through which senior field leaders will engage in a highly interactive cutting-edge curriculum with a comprehensive tailor-made program that has never been introduced into the humanitarian-development-peacebuilding context. Senior field leaders will have a unique opportunity to participate in peer exchanges with others from the system. GELI will offer a platform for senior field leaders across the international system to enhance their drive and impact, manage complexity, deliver results, and lead and engage across the humanitarian-development-peace and security spectrum, considering the global socio-political and economic trends that are influencers.

GELI is a unique program that brings together executive-level field leadership from the United Nations, non-governmental organizations (NGOs), and the Red Cross/Red Crescent Movement on a joint learning journey that mirrors the country-specific field leadership decision-making platforms. This learning journey includes three distinct but complementary tracks: 1) a 12-month flagship leadership program that includes three short residencies, an executive coach assigned to each participant for 18 months and learning during intersession periods; 2) short duration field-based trainings; and 3) a Leadership Innovation Lab that will create a safe space to tackle issues, exchange with the view to create innovation, influence policy and result to publishing new thinking and good practice.

Background:

As a new initiative being designed during 2020, with the roll-out of training delivery in 2021, GELI is at a critical time in its development. GELI is an executive programme that will provide training and resources and build connections between global constituencies. Providing a seamless platform that will offer capabilities outlined below is critical to delivering a sought after training program that encourages remote engagement, information sharing, and engagement, as well as capabilities to support seamless delivery of in-person training. The system must be flexible, can be used in a variety of situations (i.e. mobile, low-bandwidth) to accommodate the situation of participants, and serve as a flexible solution for GELI stakeholders to ramp up skills and knowledge quickly as situations and needs evolve in real-time.

Justification of Consultancy:

A robust Learning Management System (LMS) is central to the achievement of GELI's learning strategy in order to maximize resources and minimize duplication, to improve learning programmes and services envisioned. It will provide a central platform for senior leaders who can easily find the courses/resources/expertise they need to expand their skills and share their knowledge through best practices and lessons learned, thereby contributing

to improved learning experiences. It will also serve as a common platform to better facilitate GELI partner-based training activities. The LMS provides a common, robust platform to facilitate the work of GELI training providers who deliver learning to the wider GELI constituency. Through the use of such a platform, it is expected that the GELI core programme will be better coordinated with reduced duplication as well as benefits gained from an enhanced tracking and monitoring system to measure return on investments.

Immediate objective(s):

The LMS should act as a “learning hub” for participants, providing a streamlined, current, and easy to use platform for all of the leadership learning opportunities and resources that GELI will provide to field staff in their professional development. A robust LMS will enable GELI constituencies to actively participate in blended learning journeys that incorporate residential classroom-based learning with facilitated virtual and social learning, along with other virtual learning formats. It will also provide mobile access such that constituencies can log in and learn worldwide utilizing their mobile phone, laptop, etc., and not just in their office.

The immediate objective is the development and roll-out of a customized LMS for GELI that will provide multi-faceted general training and content management. The LMS should be the ‘go to hub’ for GELI participants of all three tracks and alumni to: a) allow the GELI team to schedule events, manage registration, and assess and track training activities for participants and alumni; b) provide a central resource for documents shared with participants and an exclusive area for alumni; c) have the capacity to support webcasts, discussion boards, or other virtual learning forums; d) support participant engagement with facilitators, speakers, coaches, and the GELI Management Team; e) enable GELI participants to engage in virtual learning in a variety of modalities; f) provide a mobile learning environment that allows participants to log on and learn anywhere, not just in their office; and e) allow for the export of all data and reports for our own GELI analysis and data migration should we need to transition to a different platform in the future.

Outputs:

The contractor will provide a tailored web-hosted LMS for GELI. The LMS will include, at a minimum, the following components:

- An instructor-led training (ILT) feature set to facilitate self-service enrollment and track attendance;
- Social learning features (i.e. forums/communities, chat groups, discussion boards, and collaborative wikis);
- Assignments (uploaded documents) that allow for feedback to individual learners;
- The ability to launch and track custom eLearning content, including webinars, podcasts and other live and recorded sessions;
- Learner-generated/shared/rated content (upload documents, videos, articles, etc.) for dynamic types of learning assignments;
- Gamification, including motivational learning tools such as certificates and badges;
- The ability to issue, store and track certifications;
- Sharable Content Object Reference Model (SCORM) or Aviation Industry CBT Committee (AICC) compliance and HTML compatibility.
- The ability to track individual learner training activities;
- Advanced audience targeting - users can receive unique training requirements based on their, or the program's, learning needs;
- A reporting, interface with the ability to view and export reports in differing formats, including an option for custom reporting;
- Import of user information or other data from other existing systems, such as Salesforce;
- Any “traditional” LMS functionality included (e.g., course creation, test creation, notification and reminders on program requirements, user completion, etc.);
- Course evaluation and survey tools;
- Communication between: facilitators-learners, learner-learner, administrators-learners, and administrators-facilitators, via the LMS and an option through WhatsApp;
- Blended Learning support with the ability to combine instructor-led, self-paced learning, and social learning in a single course;

- Synchronous Learning support;
- Standard and Custom self-service reports;
- 24/7 Technical Support; level 1 & 2 supports to include train the trainers;
- Low bandwidth options for remote users with dial-up or limited bandwidth capability;
- Easy dissemination of HTML-Based communication (such as Newsletter)
- Multi-language feature, that allows for scalability - all content will be published in English as the first priority, and potentially moving forward French, Spanish, and Arabic;
- Capability to keep the LMS independent from other agencies;
- Routine software and maintenance;
- Ability to have ports for external as well as internal users.
- Curated learning content based on preferences and the needs of the Organization;
- Team reporting and dashboards to track mandatory learning;
- Seamless integration with other platforms, such as SurveyMonkey, Salesforce, and others – an API must be integrated;
- Does not require coding to customize or update features, custom reporting and content of the LMS.

The LMS will have a minimum of 13 concurrent licenses for GELI personnel working across a number of organizations who are given the authority to monitor and track GELI cohort participants leadership development requirements. These personnel will have super admin access. Three additional personnel should have administrative access, and 20 individuals should be provided facilitator access. The LMS should accommodate a minimum of 25 active users upon launch, and scalable to accommodate several hundred short-term users. The LMS contract will provide design, development, training, implementation, post-live training, support, and documentation of the LMS. Associated outputs include:

- Documented upgrade and enhancement plans, maintenance policies and incremental cost increases (if any) during the contract term.
- Disaster recovery plan, to include backup policies and procedures and estimated rapid recovery time due to system failures.
- Security plan and processes to prevent security breaches such as hacking and protect the system against unauthorized use.

The contractor will provide hosting services on a cloud-based system for a three year period, with an additional option year that GELI may exercise based on performance and other programmatic considerations.

Activities:

- Technical Workshop: The contractor will facilitate discussion during an initial technical workshop to further define LMS requirements for GELI, offer a demo of various capabilities to support the brainstorming process, and make suggestions around potential options.
- Initial Development: The contractor will develop the LMS according to GELI requirements listed below and noted during the technical workshop. Further, the LMS will be developed to be interoperable with other GELI systems (i.e. Salesforce and website).
- Testing: The contractor will test the LMS to ensure it works with a variety of desktop web browsers, bandwidth capabilities, mobile access, and within different organizations with varying levels of security restrictions.
- Follow-Up Demo: The contractor will provide a demo of the LMS to the client for initial feedback and to inform adjustments prior to the soft launch.
- Soft Launch: The contractor will provide a soft launch of the LMS for a period of 30-90 days with a limited number of users.
- Formal Launch: The contractor will provide a formal launch of the system to all users no more than 30 days after completion of the soft launch.

Qualifications of the successful supplier:

Minimum requirement for the firm:

- The contractor should be in continuous business of supplying similar services during the last 3 years prior to bid opening
- The contractor should have full-service in-house capabilities for the full cycle of the LMS design, development, and delivery.
- The contractor should be able to provide regular system updates to remain compatible with current operating systems and have a communication system to provide updates regarding the upgrades and scheduled system downtime.

Minimum requirement for the key personnel:**1. Project Manager qualifications:****Education**

- ✓ Bachelor's Degree in related field.

Work Experience

- ✓ Minimum 5 years of professional experience in having overseen design, development, and implementation of technical end-user training programs and initiatives; including 3 years of experience working with learning technologies, such as LMS required.

Timing:

The period of performance is 3 months, to include design, development, and customization; soft launch; full launch; and transition of to GELI for management.

Reporting:

The contractor will report to Deputy, Partnership and Outreach, GELI on technical matters and Associate Portfolio Support Officer in UNOPS on contractual matters

Schedule of Payments:

Payment will be based on milestone deliverables upon submission of invoice and upon certification of the work completed. During the hosting period, the contractor should submit monthly invoices to UNOPS based on the number of active users. The hosting fee should be included in the invoice, divided into monthly increments based on annual fee, if any.

| | Deliverables | Payment % |
|---|---|-----------|
| 1 | Soft Launch of LMS | 30% |
| 2 | Full Launch of LMS | 40% |
| 3 | Accompany Documents (i.e. User Guides, Documented Upgrade and Enhancement Plans, Disaster Recovery Plan, Security Plan) | 15% |
| 4 | Transition of the LMS to the GELI IT Focal Point | 15% |
| 5 | LMS Hosting for Three Year Period | |
| 6 | LMS Hosting for One Year Option Period | |

Annex A

List of Required and Desired LMS Features for GELI.

Essential items are marked with an asterisk (*).

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|---|
| Web based customizable landing page |
| Web-based learner interface* |
| Web-based administration interface* |
| Ability to host discussion boards and virtual chat* |
| Ability for learners to print progress reports and transcripts* |
| Ability for administrators to sign up any learner for any course* |
| Able to display custom branding |
| Ability to have ports for external and internal users* |
| Ability to sign up for any course online* |
| Ability to bookmark a course and return later |
| Ability for learners to search for training courses by keyword* |
| Ability to set up new classes using templates* |
| Ability to create multiple sessions of a class without typing common info multiple times* |
| Ability to track by course* |
| Ability to track by learner/student* |
| Ability to track by department/organization* |
| Each user has unique username and password |
| Single Sign On Capability |
| Sensitive data is encrypted in database and hosted server |
| Integrated with 3rd parties in a secure manner (if yes, please describe) |
| Ability to customize certificates* |
| Ability to customize confirmation and reminder emails* |
| Ability to limit class size* |
| Automatic wait list feature* |
| Ability to limit wait list size* |
| Ability to update class status (cancellations, change in date/time, etc.)* |
| Ability manage rosters* |
| Ability to output class rosters in sign in sheet form* |
| Ability to output monthly course schedules |
| Ability to confirm class reservation via email* |
| Ability to email reminders to class participants at a custom time interval* |
| Ability to confirm enrolment immediately* |
| Ability to schedule courses on non-contiguous days* |
| Ability to track student attendance and non-attendance* |
| Ability to assign a status to students (e.g., "no show," "cancelled," etc.)*o |
| Ability to set course prerequisites* |
| Ability to create a training plan for individuals* |
| Ability to create a training plan for a group* |
| Ability to automatically issue, tack and store course completion certificates* |
| Ability to manage course evaluations* |
| Ability to manage instructor evaluations |
| Ability to display an online catalogue* |
| Ability to track course completion status* |
| Ability to require classroom courses* |
| Ability to require online/eLearning courses* |
| Ability to host assessments* |
| Ability to support blended learning initiatives* |
| Ability to launch eLearning content* |
| Ability to run web-based courses developed internally with Storyline, Captivate, or PowerPoint* |
| SCORM Compliance (please indicate version)* |
| AICC Compliance (please indicate version) |
| Ability to set passing scores for tests* |

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|---|
| Ability to automatically grade tests* |
| Built in test creation engine* |
| Built in survey creation engine* |
| Built in certificate creation engine* |
| Built in content authoring |
| Web-based reporting interface* |
| Ability to report on learner progress by individual* |
| Ability to report on learner progress by group* |
| Reports formats: HTML, .pdf, .csv, .doc, .xls* |
| Ability for administrator/privileged users to generate enrollment/registration reports* |
| Ability for administrator/privileged users to generate graphical reports |
| Ability for administrator/privileged users to generate custom or ad hoc reports* |
| Ability for learners to access their own progress reports/transcripts* |
| Ability to export to data*YES/NO |
| Ability to track learner progress in eLearning courses* |
| Ability to track learner assignments* |
| Ability to track learner attendance* |