Program Consortium: World Vision Germany, World Vision Georgia Foundation (WVGF) and Danish Refugee Council (DRC)

**Digitalization of Elaborated Training Courses for E-Learning Platform**

Terms of Reference

2025

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# Acknowledgments

This assignment contributes to the ERTAD project’s ongoing efforts to enhance the accessibility and effectiveness of capacity-building initiatives for stakeholders engaged in poverty alleviation. It specifically focuses on the **digitalization of existing training materials developed by the UPG Knowledge Hub**, transforming them into **interactive, user-friendly e-learning modules** ready for integration into an **online learning platform**.

The **digitalized courses** will promote self-paced learning and strengthen the **sustainability of training delivery**, supporting relevant stakeholders in the **onboarding and continuous professional development** for the frontline social service providers working with target households.

The **UPG Knowledge Hub**, operated by the **Danish Refugee Council (DRC)** in collaboration with the **World Vision Georgia Foundation**, is committed to providing accessible, high-quality, and contextually relevant e-learning materials. The digitalization process aims to convert existing offline UPG learning modules into interactive online content that is **technically accurate, pedagogically sound, and contextually adapted**.

This process will combine the **technical expertise of external service providers** with the **strategic oversight of the Knowledge Hub management team** and the **endorsement of partner organizations**, ensuring that all outputs are **learning-efficient, technologically effective**, and **aligned with the overall objectives** of the UPG framework.

All materials produced under this assignment will remain the **intellectual property of the project partners** as described in this document and **may not be used for private, commercial, or third-party purposes** without prior written consent.

# Glossary

DRC Danish Refugee Council

WVGF World Vision Georgia Foundation

GA Graduation Approach

IDP Internally Displaced Person

NEET Not in Education, Employment or Training

GoG Government of Georgia

LEPL Legal Entity under Public Law

SIDA Swedish International Development Agency

GBV Gender Based Violence

HH Household

HEC Household Empowerment Consultant

# Introduction and Background

## Who we are

Danish Refugee Council (DRC), founded in Denmark in 1956, is Denmark’s largest and the world’s leading non-profit, independent, rights-based refugee organization. Organization’s vision is to assist refugees, internally displaced people, and their host communities to a dignified life. DRC protects lives and human rights and empowers beneficiaries throughout conflict displacement by providing shelter, food, and hope in terms of work, education, and integration towards a sustainable future. Since 1998, programmes in the South Caucasus are designed through a “protection lens”, ensuring that all activities integrate protection principles. As such, organization will continue to work on expanding its knowledge and ensure durable solutions are provided to IDPs, returnees and host communities, and as well as make IDPs, returnees, host communities and persons in a refugee-like situation aware of and actively claim their rights, through legal assistance and awareness raising.

World Vision Georgia Foundation is a relief, development, and advocacy organization that has been working with the most vulnerable children, their families, and communities since 2000. The primary objective of WVGF is to tackle the root causes of vulnerability and injustice and by doing so, help the most vulnerable to live life in fullness. Throughout its 25 years of operation in Georgia, World Vision has been working to strengthen the child welfare system and create a healthy and active society for children that is inclusive, tolerant, and provides equal opportunities for all. In its work towards the overarching mission of the organization, WVGF recognizes a holistic approach whereby the improvement of a child’s well-being is inextricably linked to the overall ability of the child’s family and the community to provide welfare for the child. With active grassroots engagement, WVGF builds local capacity and creates an active civil society in the regions of Georgia to achieve sustainability of its developmental efforts.

# Background

The Ultra-Poor Graduation (UPG) project Training Package has been developed to equip frontline service providers and community-level practitioners with the knowledge, tools, and practical skills necessary to guide vulnerable households through the poverty graduation pathway. Rooted in the UPG approach, the training materials combine conceptual understanding with practical applications that empower families to strengthen their livelihoods, enhance social participation, and build long-term resilience.

The full UPG package is organized into ten interlinked modules though the core are UPG Approach four main pillars Social Protection, Social Empowerment, Livelihood Promotion, and Financial Literacy—each contributing to a holistic and sustainable graduation process:

UPG Approach and Coaching introduces the theoretical foundations of the UPG model and equips practitioners with practical tools for household engagement through coaching, interviewing, and the development of Household Graduation Plans.

**Social Protection** strengthens understanding of social policy, welfare, and child protection systems, emphasizing inclusion, rights-based approaches, and practical measures that address household needs in health, education, and well-being.

**Social Empowerment** focuses on self-awareness, communication, decision-making, and positive parenting, fostering individual and family agency, emotional resilience, and constructive relationships.

**Livelihood Promotion** builds essential competencies for employability, entrepreneurship, and economic participation. It includes guidance on goal setting, business communication, and job readiness, while supporting households to develop viable livelihood strategies.

**Financial Literacy** enhances the ability of participants to manage household finances effectively, make informed financial decisions, and strengthen financial security through savings, budgeting, and responsible borrowing.

Each module is designed to be participatory and practice-oriented, combining theoretical content with exercises and case studies that can be applied during household visits and coaching sessions. Gender equality, inclusion, and human rights principles are mainstreamed throughout all modules.

To increase accessibility, sustainability, and scalability, the UPG training materials will be digitalized and hosted within an interactive learning environment. The digital format will enable self-paced learning, continuous professional development, and the onboarding of new staff and partners involved in family support and empowerment initiatives.

The digitalization process will adapt the existing UPG materials into modular, user-friendly formats suitable for learners with limited prior knowledge of the UPG approach. It will combine multimedia elements—such as videos, animations, and quizzes—with downloadable guides, interactive exercises, and reflection tools.

The goal is to ensure that the digitalized UPG training package not only strengthens the capacity of facilitators and practitioners but also supports long-term institutional learning, replication, and knowledge management within the broader framework of poverty reduction and social inclusion.

# Service Summary

|  |  |
| --- | --- |
| **Programme/Project** | Supporting Poverty Alleviation through Ultra-Poor Graduation (UPG) in Georgia - ERTAD |
| **Programme Phase** | January 1, 2023 – December 31, 2026 |
| **Service Name** | Digitalization of Elaborated Training Courses for E-Learning Platform |
| **Service Purpose** | The purpose of this service delivery is to digitalize the existing Ultra-Poor Graduation (UPG) learning modules and related training materials developed under the ERTAD project, transforming them into interactive, user-friendly, and self-paced digital resources for integration into the e-learning platform. The digitalized content—comprising videos, infographics, quizzes, and other tools—will enhance accessibility, support continuous professional development, and strengthen training delivery for the relevant stakeholders engaged in poverty alleviation. |
| **Primary Methodologies** | Elaboration of digitalization approach  Elaboration of detailed scripts based on module content and script outlines;  Production of digital materials: slides/voiceovers/videos/infographics;  Recieve feedback per module from working group and finalize the content. |
| **Indicative Duration** | 72 Working days, maximum of 12 weeks |
| **Indicative service Start date** | 15.12.2025 |
| **Anticipated Final Acceptance date** | 16.03.2026 |

# Purpose and objectives of the Service

The purpose of this service is to **digitalize the existing Ultra-Poor Graduation (UPG) learning modules and related training materials** developed under the **ERTAD project**, ensuring their effective integration into the **e-learning platform** as part of a dynamic, accessible, and interactive online learning environment.

The service aims to **transform the current face-to-face training modules, presentations, handbooks, and learning tools** into **engaging and self-paced digital resources** that will complement in-person training and promote the **sustainability and continuous accessibility** of developed knowledge.

The digitalized materials will be tailored for **frontline service providers** and other **stakeholders engaged in poverty alleviation efforts**, including the **Social Service Agency (SSA)**, **Household Empowerment Consultants (HECs)**, and representatives of other partner institutions. By enabling **inclusive and autonomous online learning**, this service will strengthen **training delivery**, facilitate the **onboarding of new staff**, and support the **ongoing professional development** of practitioners working with target households.

To achieve this, the consultant will:

* **Design, edit, and produce digital learning content** (e.g., videos, voiceovers, infographics, quizzes, case studies, and interactive exercises) based on the existing UPG modules;
* **Develop a visually engaging and user-friendly digital manual design** aligned with the e-learning platform’s structure;
* **Digitalize appropriate tools for learner assessment and certification** to ensure a **functional, sound, and easy-to-navigate learning experience** suited to the needs of the target audience.

The digitalization service provider is expected to create **10 e-learning modules** from the existing offline materials, which amount to approximately **500 pages in total volume**. Based on preliminary calculations and content specifics, the service provider will develop digital materials comprising **around 291 slides, 21 videos, 122 infographics, 85 voiceovers, 20 quizzes, 10 online certificates, and 58 attachments**. A detailed outline of the UPG learning module scripts is provided in [*Annex 1. UPG learning material script outline.*](Annex%201.%20UPG%20learning%20material%20script%20outline.docx)

The digitalized materials should be **adaptable for integration across various e-learning platforms and portals** that will host the UPG modules. To ensure flexibility and scalability, the **front-end** component of the system should be developed using the **Angular framework**, while the **server-side logic** should be implemented on the **Node.js platform** utilizing the **NestJS framework**. For **data storage**, the system will employ a **PostgreSQL relational database management system**, with a **build generation and deployment mechanism** established to enable seamless deployment and hosting under the corresponding application subdomains.

1. **Authentication & Access Control**

Apply Role-Based Access Control (RBAC) with clearly defined roles (Admin, Instructor, Learner).

1. **Data Protection**

* All data encrypted in transit (TLS 1.2+) and at rest (AES-256).
* Store credentials and secrets in a secure vault (e.g., Azure Key Vault, AWS KMS).
* Ensure compliance with GDPR/local data protection laws (data minimization, retention policy).

1. **Secure Development Practices**

* Follow OWASP Top 10 guidelines for web application security.
* Implement input validation, CSRF protection, secure headers, and rate limiting.
* Use dependency scanning and patch management for all libraries.

1. **Security Testing**

* Perform Static Application Security Testing (SAST) and Dynamic Application Security Testing (DAST) before deployment.
* Conduct penetration testing and provide a report before go-live.
* Fix all Critical/High vulnerabilities prior to acceptance.

1. **Audit & Logging**

* Enable audit logs for all admin actions and sensitive operations.
* Store logs securely and ensure they are tamper-proof.
* Provide monitoring dashboards for security events.

1. **Backup & Disaster Recovery**

* Implement backups with encryption.
* Test restore procedures quarterly.

1. **Compliance & Privacy**

* Conduct Data Protection Impact Assessment (DPIA) if personal data is processed.
* Provide privacy policy and user consent mechanisms for data collection.

1. **Content Security**

* Validate and sanitize all uploaded files (e.g., PDFs, videos) to prevent malware.
* Use Content Security Policy (CSP) to mitigate XSS attacks.

The assignment specifically aims to:

* Ensure that all the elaborated (10) training courses are **converted into digital formats** compatible with the E-learning platform;
* **Enhance the content** through interactive elements such as videos, animations, voiceovers, infographics, quizzes, and other learner-engagement tools;
* Create **user-friendly and accessible e-learning materials** that align with adult learning principles and digital education standards; and
* Support project partners in constructing a sustainable, scalable, and inclusive digital learning environment that can be used for the **continuous training and onboarding** of **frontline service providers** of different **partner and stakeholder agencies**.

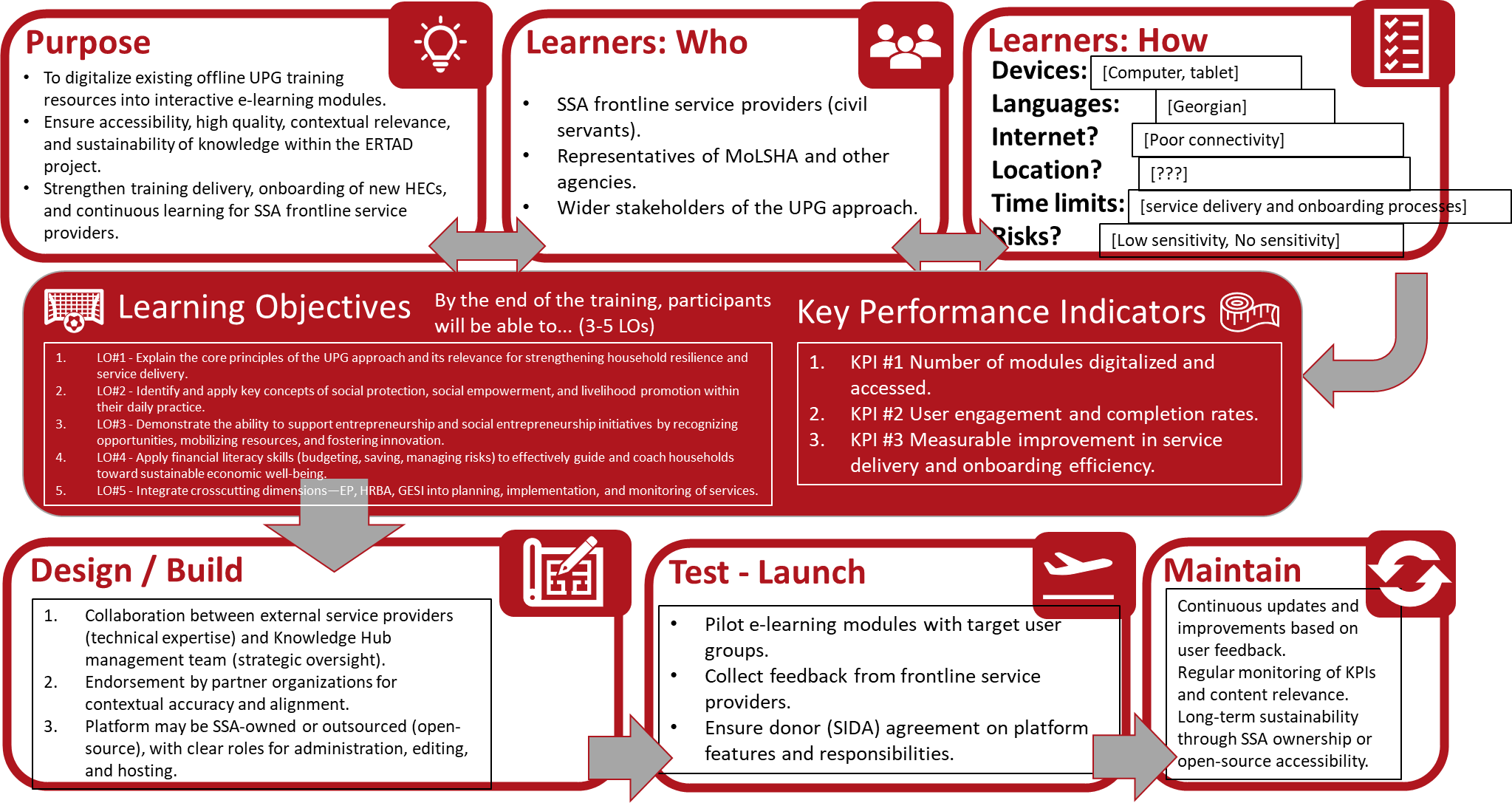
Through this assignment, the project seeks to ensure that the developed training content is not only preserved but also **enhanced, modernized, and made permanently accessible** through the digital platform.

## Target Audience

The primary users of the digitalized training materials are frontline service providers engaged in family support and empowerment activities under the ERTAD project and beyond. These users act as coaches, facilitators, and mentors for the project’s target beneficiaries, primarily families living under the poverty line.

The digitalized materials will be designed to strengthen learners’ ability to deliver high-quality coaching, service and family support services while ensuring that the content remains accessible and relevant for learners with limited prior knowledge of the Understanding Poverty Graduation (UPG) approach and related thematic areas such as entrepreneurship, family strengthening, and financial literacy.

The materials will be structured to support self-paced learning, continuous professional development, and the onboarding of new staff, ensuring that the acquired knowledge and skills are sustainable, replicable, and easily accessible within the Knowledge Hub.



# Scope of Work and Methodology

The Consultant will be required to prepare a detailed methodology and work plan indicating how the objectives of the project will be achieved, and the support required from DRC.

The service provider will be responsible for **digitalization of the existing training materials** into interactive, user-friendly, and contextually relevant e-learning modules, following a structured and collaborative process led by the Knowledge Hub management. The methodology will combine instructional design best practices, digital content development, and iterative review cycles to ensure high-quality learning outputs.

**1. Collaborative Development Process**

* Work closely with the Knowledge Hub management, DRC, and World Vision representatives to ensure alignment with project objectives, learning standards, and donor requirements.
* Participate actively in working group meetings to endorse scripts, approve formats, and provide feedback throughout the development cycle.

**2. Script Adaptation and Content Digitalization**

* Review and adapt existing offline materials, including UPG modules, handbooks, and presentations, for digital delivery.
* Integrate **interactive and learner-centered features**, such as videos, infographics, quizzes, case studies, and practical exercises.
* Ensure all content is accessible, contextually relevant, and engaging for the frontline providers.

**3. Interactive and Applied Learning Design**

* Transform theoretical explanations, problem-based learning scenarios, and hands-on exercises into **digital formats** suitable for self-paced or blended delivery.
* Maintain alignment with learning objectives, ensuring practical exercises and assessments reflect real-life contexts.
* Incorporate embedded knowledge checks, reflection prompts, and peer interaction opportunities where applicable.

**4. Iterative Review and Quality Assurance**

* Submit draft digital modules to the Knowledge Hub management for review at key stages.
* Address feedback regarding content accuracy, pedagogical soundness, clarity, usability, and contextual relevance.
* Revise and finalize modules based on iterative review cycles before deployment.

**5. Testing and Delivery Readiness**

* Conduct multi-device and cross-platform testing to ensure technical functionality, usability, and accessibility.
* Collaborate with the Knowledge Hub team to prepare modules for deployment on the e-learning platform, ensuring learner progress tracking and engagement monitoring features are integrated.

**6. Guiding Principles**

* **Collaboration and Participation**: Engage actively with Knowledge Hub management and working group members throughout all stages.
* **Quality and Accuracy**: Ensure content is pedagogically sound, technically functional, and contextually relevant.
* **Efficiency**: Follow an iterative and parallel workflow to optimize development time and minimize bottlenecks.
* **Sustainability**: Produce modules that are scalable, replicable, and easily updated for future use.

This methodology ensures the digitalization process is **systematic, participatory, and focused on delivering high-quality, interactive, and learner-centered e-learning modules** in line with the objectives of the Knowledge Hub-led initiative.

The digitalization of materials is carried out through the following process and steps:

# Deliverables

The Consultant will submit the following deliverables as mentioned below:

| **Phase** | **Expected deliverables** | **Indicative description tasks** | **Maximum expected timeframe** |
| --- | --- | --- | --- |
| **Phase 1 / Pillar 1**  (1) Social Protection & (2) Ultra-Poor Graduation (UPG) modules digitalized | **Deliverable 1: Prototype Course (Social Protection & UPG Module)**  - Development and acceptance of the Ultra-Poor Graduation (UPG) module as the pilot/benchmark course and Social Protection module | Sourcing  Documentation  Develop, test, and obtain approval for the UPG & Social Protection module as the model digitalized training course.  Feedback from the project staff and revision of the prototype | **2-3 weeks Estimate** |
| **Phase 2 / Pillar 2**  (3) Social Empowerment and (4) Skills Development modules digitalized | **Deliverable 2: Digitalized Training Modules (Social Empowerment & Skills Development)**  - Development and acceptance of the Social Empowerment and Skills Development modules digitalized modules | Apply approved design and technical standards from the prototype.  Prepare detailed scripts for each module of the Social Empowerment and Skills Development.  Produce and digitalize all materials (text, visuals, multimedia).  Conduct periodic coordination and content validation meetings. | **2-3 weeks Estimate** |
| **Phase 3 / Pillar 3**  (5) Entrepreneurship and (6) Social Entrepreneurship modules digitalized | **Deliverable 3: Digitalized Training Modules (Entrepreneurship and Social Entrepreneurship)**  - Development and acceptance of the Entrepreneurship and Social Entrepreneurship modules | Apply approved design and technical standards from the prototype.  Prepare detailed scripts for each module of the Entrepreneurship and Social Entrepreneurship.  Produce and digitalize all materials (text, visuals, multimedia).  Conduct periodic coordination and content validation meetings. | **2-3 weeks Estimate** |
| **Phase 4 / Pillar 4** (7) Financial Literacy; (8) HRBA; (9) GESI; (10) Environment Protection | **Deliverable 4: Digitalized Training Modules (Financial Literacy; HRBA; GESI; Environment Protection)**  - Development and acceptance of the Financial Literacy; HRBA; GESI; Environment Protection modules | Apply approved design and technical standards from the prototype.  Prepare detailed scripts for each module of the Financial Literacy; HRBA; GESI; Environment Protection.  Produce and digitalize all materials (text, visuals, multimedia).  Conduct periodic coordination and content validation meetings. | **2-3 weeks Estimate** |

# Duration, timeline, and payment

The total expected duration to complete the assignment will be no more than ***12 weeks***. The detailed work plan needs to be developed by the contracted organization and agreed upon with DRC. The consultant shall be prepared to complete the assignment no later than ***March 16***.

| **Phase** | **Expected deliverables** | **Indicative Duration** | **Payment Milestone (% of total fee)** | **Payment Condition** |
| --- | --- | --- | --- | --- |
| **Phase 1 / Pillar 1** | **Digitalization of (1) Social Protection and (2) Ultra-Poor Graduation (UPG) modules** | 2–3 weeks | 25% | Upon submission and DRC’s acceptance of the two fully digitalized modules and inception confirmation of design and technical standards. |
| **Phase 2 / Pillar 2** | **Digitalization of (3) Social Empowerment and (4) Skills Development modules** | 2–3 weeks | 25% | Upon submission and approval of both digitalized modules and validation that content meets agreed quality standards. |
| **Phase 3 / Pillar 3** | **Digitalization of (5) Entrepreneurship and (6) Social Entrepreneurship modules** | 2–3 weeks | 25% | Upon submission and approval of both modules and confirmation of technical integration with the e-learning platform. |
| **Phase 4 / Pillar 4** | **Digitalization of (7) Financial Literacy, (8) HRBA, (9) GESI, and (10) Environment Protection modules; pilot testing and final submission** | 2–3 weeks | 25% | Upon completion of pilot testing, feedback integration, and acceptance of all finalized modules and final report. |

Acceptance will be acknowledged only if the deliverables are judged to be in accordance with the requirements set out in the contract, to reflect agreements reached and plans submitted during the contract process and incorporate or reflect consideration of amendments proposed by DRC.

Deliverables will be regarded as delivered when they have been received electronically by the consultant and confirmed acceptance of them.

# Itemized budget

The overall budget and detailed budget breakdown should be proposed by the applicant based on the deliverables outlined above.

The applicant is expected to propose the overall budget and a detailed budget breakdown based on the deliverables per phase, including costs for scripting, digitalization, multimedia production, and testing.

# Proposed Composition of Team

The applicant is expected to propose a consultant team with the required expertise to successfully deliver all project outputs. The team should include, but is not limited to, the following key positions. Applicants may add or remove positions as appropriate, based on the proposed methodology and approach:

* Team leader or the project coordinator
* Digital Learning Specialist / Instructional Designer
* Multimedia / E-Learning Developer
* Quality Control / Content Reviewer
* Subject Matter Experts (if necessary)
* IT / Platform Specialist

**Note:**

- The applicant may combine roles or propose additional positions if justified by the work plan.

- The team should have a balance of technical, pedagogical, and content expertise to deliver high-quality digital learning modules for all pillars of the project.

# Eligibility, qualification, and experience required

## Essential:

* Proven experience in developing and digitalizing training modules, preferably in social, economic, or UPG-related fields, using digital or blended learning formats.
* Strong expertise in graphic design, visual storytelling, and multimedia production, including creation of short-form educational videos (motion design, scripting, voiceovers, post-production).
* Experience in designing and integrating interactive e-learning platforms or web pages, including quizzes, certificates, and other learner engagement features.
* Sound knowledge of learner-centered instructional design principles, accessibility standards, and adult learning methodologies.
* Technical proficiency in relevant e-learning tools and platforms, including experience with Node.js, NestJS, and PostgreSQL.
* Demonstrated ability to deliver high-quality outputs within tight deadlines while ensuring relevance, accessibility, and user engagement.
* Capacity to collaborate effectively with project management teams and respond to iterative review and feedback processes.

## Desirable:

* Demonstrated experience working with international organizations, NGOs, or development projects.
* Familiarity with the local cultural, social, and economic context of the country.
* **Eligibility**:
  + The applying company must be legally registered and authorized to operate in Georgia.
* **Qualification and Experience:** 
  + The company should demonstrate at least 5 years of proven experience in digital learning design, instructional design, or multimedia production.
  + Evidence of having successfully implemented at least two contracts within the past five years in the areas of training digitalization, e-learning course development, or similar projects, preferably within development, social, or UPG-related fields.
  + Proven capacity to deliver high-quality outputs within tight deadlines and through iterative quality assurance and review processes.

# Application package to be submitted by applying organization.

* CVs of team members, including designers and technical staff.
* List of relevant service services conducted within the last 3 years indicated relevant links of at least one manual and one video tutorials.
* **List of digital training courses developed within the past three years**, including links to publicly accessible sources or, where applicable, access to internal platforms. If access cannot be provided, a demo video or other visual evidence of the digital training course should be shared to demonstrate relevant experience.
* Recommendation letters from previous contractors (at least 2 recommendation letters).
* Technical proposal with detailed timeline, involved human resources, and estimated budget (with a detailed breakdown of costs per unit) in EUR.
  + Budget should be presented without VAT.

The abovementioned documents should be sent in PDF format to: [rfq.geo.tbs@drc.ngo](mailto:rfq.geo.tbs@drc.ngo) no later than **6 PM, December 8, 2025.**

Please indicate the following assignment title in the subject line of the email “Elaboration of digital materials of UPG learning modules” otherwise your application will not be considered.

# Proposal Evaluation and Selection

The evaluation is made on a technical and financial basis.

The proposed technical offers by bidders will be evaluated using the following criteria, and points will be allocated on a scale from 1 – 10 for each of the criteria stipulated below, whereas the weighting is as follows:

|  |  |
| --- | --- |
| **Qualifications – 50%** | * Documented experience working in the relevant sectors – 20% * Demonstrated experience in developing relevant digital learning courses – 30% |
| **Proposed services - 30%** | * Quality and suitability of the proposed content in meeting DRC’s requirements – 15% * Demonstrated understanding of the Terms of Reference (ToR) – 15% |
| **Budget / Best Value for Money – 20%** | * Reasonableness and competitiveness of the proposed budget in relation to the scope of work and expected deliverables – 20% |
| **Total** | **100%** |

All bidders must obtain an **average score of at least five** for the total technical scoring to proceed to the financial evaluation. The financial offer will then be weighed against the technical offer.

The final decision will be made after the interview, considering applicants’ relevant experience, qualification, and cost efficiency of the offer.