

TERMS OF REFERENCE

CONSULTANCY TO DELIVER A MASSIVE OPEN ONLINE COURSE (MOOC) ON SPORT FOR DEVELOPMENT AND PEACE (SDP)

Job description: Manage project, deliver all course content and produce a Massive Online Open Course (MOOC) for Sport for Development and Peace (SDP).

Project budget: Up to £60,000.00 (until 30 December 2019).

Overview

The International Platform on Sport and Development (sportanddev), the Commonwealth Secretariat and the Australian Government have formed a strategic partnership to deliver and implement a Massive Open Online Course (MOOC) on sport for development and peace. This aims to develop the skills and capacity of government officials, international and national sports organisations and non-governmental organisations to develop sport for development and peace programmes, policies and strategies.

Background

The SDP MOOC will build learners' knowledge and understanding on maximising the contribution of sport to identified development objectives. The MOOC will focus on the alignment of sport for development orientated programmes and policies to context specific and national development priorities, and the Sustainable Development Goals (SDGs). It will also focus on key sport for development and broader sport policy themes including gender equality, disability, social inclusion, safeguarding and protection of young and vulnerable people in sport.

The project partners recently undertook a mapping project to identify key content and learning outcomes for the SDP MOOC. This independent analysis identified key learning outcomes for target audiences as well as an outline of course content, structure and open source content available. The report informs next steps and will be made available to the successful consultant/institution. The next phase of the SDP MOOC development is to appoint a consultant/institution to deliver the course.

Key partners

The International Platform on Sport and Development (sportanddev), the Commonwealth Secretariat, and the Australian Government have formed a strategic partnership to deliver the SDP MOOC, including through the formation of a project SDP MOOC Steering Group.

- **The International Platform on Sport and Development:** The leading online platform for the sport and development field, servicing around 500,000 unique users per year. It is a collaborative initiative, supported and governed by a diverse set of stakeholders who are committed to contributing to sport and development. It facilitates knowledge sharing and coordination. It is managed and operated by the Swiss Academy for Development, a centre of excellence for sport and development.
- **Commonwealth Secretariat:** A voluntary association of 53 independent sovereign states, which cooperate in the common interests of their citizens, to further international

understanding, development and democracy. The Commonwealth Secretariat is mandated to assist member states to enhance the positive contribution that sport can make to sustainable development, health and building peaceful and just societies (Commonwealth Secretariat Strategic Plan 2017/18 - 2020/21). The Commonwealth's work in this area focuses on strengthening national, regional and international sport-related policies, including their alignment to the 2030 Agenda for Sustainable Development and Sustainable Development Goals (SDGs), and improving capacity to measure the contribution of sport to these non-sport objectives.

- **Australian Government:** Through the Department of Foreign Affairs and Trade (DFAT), the Australian Government re-joined the sportanddev.org Steering Board in July 2017. DFAT have a highly successful track record of delivering sport for development programmes since the early 2000s, in partnership with national sporting organisations, primarily in Asia and the Pacific.

Scope of the assignment

The SDP MOOC Steering Group is seeking a consultant/institution to deliver the MOOC. The primary project management and coordination tasks are as follows:

1. Finalise learning outcomes, course content and module structure;
2. Deliver all educational components of the MOOC, including developing and/or producing all course content and material;
3. Commission and manage production of bespoke content development as required, ensuring this draws on, and has the input of, experts from a diverse range of geographical contexts;
4. Liaise with the selected platform provider and commission and manage learning technologist(s) and media production providers for the SDP MOOC and facilitate the completion and upload of content for the SDP MOOC;
5. Work collaboratively and effectively with the MOOC Steering Group and all stakeholders to produce and curate content for the SDP MOOC;
6. Coordinate a consortium of educational providers and partners (Reference Group) to assist in the production and quality assurance of content and course material, as well as assessment and evaluation tools;
7. Produce, monitor and update project management and coordination documents, including work plans and budgets;
8. Coordinate the Steering Group and Expert Reference Group which includes organising calls, writing minutes and preparing progress reports;
9. Commission experts for technical aspects. This includes identifying experts, drawing up TORs, monitoring progress and reporting duties and contract management;
10. Prepare a communication and marketing plan;
11. Promote and market the MOOC in coordination with the Steering Group;
12. Deliver and administer a pilot to test preliminary MOOC content and undertake a review/lessons learnt analyses of pilot;
13. Prepare the final MOOC, ensuring it is ready for launch.

Target audience

Through an online survey, which generated 397 responses, and targeted interviews with key sport and non-sport stakeholders, a scoping and content mapping report commissioned by the Steering Group confirmed that the SDP MOOC should be developed for three distinct audiences:

- **Sports organisations** (national Olympic and Paralympic committees, Commonwealth Games associations, international governing bodies, national sports federations etc.);
- **Government ministries and officials**; and
- **NGOs** (civil society and community groups).

The target audiences will have the opportunity to choose from two learning pathways, although there will be core content and overlap between the two areas. The two pathways focus on:

- Groups/individuals that *deliver* sport policy and sport for development and peace programmes; and
- Groups/individuals that *set, influence and/or support* others delivering sport for development and peace programmes.

Course content and structure

The course content should be designed to allow each of the target audiences for the course to cover core themed content but select different learning pathways which would then signpost learners to different content, case studies and learning tasks. The proposed structure would provide flexibility for distinct learner pathways or parallel course offerings, with learners self-selecting which pathway(s) they follow.

Other key components of the course outline include:

- Content shaped around six modules, with each module covering two key themes;
- Each module to take approximately three hours to complete;
- The duration of the SDP MOOC would be around 18 hours in total.

Indicative course outline

1. Introduction to Sport for Development and Peace and the SDGs

SDP theories of change and intervention logic; history of sport and development; key debates and developments in the field.

2. Sport for Development and Peace Policy and Strategy

Relevance of international policy and strategic frameworks (e.g. Sustainable Development Goals, MINEPS Sport Policy Follow-up Framework and the Kazan Action Plan, Olympic Agenda 2020 and Commonwealth Games Federation Transformation 2022); the history and development of the SDP policy field; and social development policy and strategy development processes.

3. Sport for Development and Peace Programme Design and Delivery

Developing SDP theories of change and theories of action; programme design, delivery and evaluation; programmatic case studies: sport for health, gender, disability inclusion, education and

economic empowerment, peace building and social cohesion etc.

4. SDP, Human Rights, Good Governance and Protecting the Integrity of Sport

The relevance of good governance, human rights, safeguarding and child protection, and sport integrity to SDP; gender equality; and, inclusive and adaptive sport theory and design.

5. Monitoring, Evaluation and Learning (MEL)

Evaluating policy and strategy, including model indicators on sport and the SDGs; and, programmatic MEL good practice.

6. Making a Case for Sport and Development

Engaging and advocating with non-sport stakeholders; framing and presenting evidence; and, promoting networking and communication between sport and development stakeholders.

Key deliverables

As part of this project, the consultant/institution will be required to deliver:

1. Project inception report

- Set out in detail the methodology, work programme and approach to the project, including liaison with the Steering Group and other relevant stakeholders.
- Provide a detailed project plan for the development of a pilot of the content for all modules of the SDP MOOC and delivery of the pilot course.
- Outline how experts from diverse geographic contexts will support the development of the MOOC content.

2. Detailed course overview and plan

- Provide a detailed plan, content and course components including all references and learning resources for each module of the SDP MOOC as defined by the MOOC Steering Group.

3. Course content and design specifications

- Produce all required course content compatible with the chosen MOOC platform for each module of the SDP MOOC as defined by the MOOC Steering Group.
- Ensure course material is suitable/compatible for online learning including production of online assessment tools, and full direction and content for video creation/editing and production of open educational resources.
- Commission and manage production of bespoke content development if required.
- Provide all required scripts and resource material along with design specifications for the platform provider to enable production and upload of MOOC content (including commissioning and managing delivery of content from) learning technologists and media production.

4. Pilot SDP MOOC

- Deliver a pilot SDP MOOC in June 2019 including assessments (likely this will be delivered through a hybrid approach).
- Prepare lessons learned checklist, and any amendments to content from pilot to inform the SDP MOOC launch in October-December 2019.

5. Marketing and communications

- Produce a plan for marketing the course using online platforms, social media, newsletters and other means.

6. Administration and reporting

- Provide an oral progress report to the SDP MOOC Steering Group at the monthly Steering Group meetings, and a short written report every two months.
- Produce a final report outlining recommendations on the delivery of the MOOC for a 3-year period from January 2020 to December 2022.

An indicative timetable is detailed below. The final timetable will be agreed once the consultant/institution is appointed.

Timeline	Task
7 January 2019	Expression of Interest (EOI) for TORs published
31 January	Deadline for EOI submissions, including project inception report
1-15 February	Assessment of applications
18- 22 February	Briefing for successful consultant/institution, including review/finalisation of project inception report
25-28 February	Detailed Course Overview and Planning
1 March – 30 May	Develop all course content and design specifications
April - May	Liaison with platform provider, learning technologist/s and media production teams
May	Content development and testing workshop (tbc)
June - July	Delivery of SDP MOOC pilot
August–September	Evaluation and ‘lessons learned’ from Pilot to inform final MOOC, adjustments and modifications to course content and structure
September - October	Marketing and communications plan for MOOC
November 2019	MOOC delivered
December 2019	Evaluation of MOOC

Management arrangements

The SDP MOOC will be delivered through a collaborative approach overseen by the MOOC Steering Group. The contractual arrangement will be managed by the Swiss Academy for Development (which

operates sportanddev). However, the Steering Group will have oversight of all aspects of the production and updating of course content and material; identification and contracting of a platform provider; and the contracting, management and delivery of consultancies required to produce, deliver and/or evaluate the MOOC.

The consultant/institution is expected to liaise and work with the MOOC Steering Group, and a broader reference group and other nominated partner organisations/collaborators in completing the consultancy. In particular, the successful consultant/institution will be required to liaise with the platform provider and commission any required learning technologists and media production teams. The overall project budget for the MOOC is £60,000.00 including any tax payable by the consultant (see indicative budget below for more information). This fee is all inclusive, including for any commissioning of learning technologists and media production.

Any travel, accommodation and subsistence required for the delivery of the MOOC pilot will be at the discretion of the MOOC Steering Group as per its members' relevant travel policies. Any travel costs for the pilot should not be factored into submissions.

Indicative budget

The budget of up to £60,000 includes all costs needed to create and launch the MOOC, incorporating any external contracts needed and all technological components. An example budget is below. The budget is indicative and the consultant/institution can suggest an alternative based on their own work process and way to divide tasks. However, consultants/institutions must take into account the need for each of the below budget items to be incorporated into the project.

Budget item	Description	Cost
Development time	5 days per module (x 6 modules) plus assessment, quality assurance and coordination of external consultants/services	£20,000
Learning design	2.5 days assessment and course design support - 2-3 workshops and handover to learning technologist	£1,250
Media production	3.5 days per module (x 6 modules) at £500 per day	£10,500
Learning technologist	1 day per module (x 6 modules) plus set up of assessment system and final checks at £500 GBP day	£5,000
Subtitling	External tool (outsourced) or manual time internally	£1,000
External licences	Use of materials, especially music for videos or images for MOOC that are not freely available	£750
Platform	License for MOOC platform	£8,500
Marketing	If communicating wider than known networks	£2,000
Project management	Coordination, administration and handling technical issues	£11,000
Total		£60,000

Qualifications and competencies

- A post-graduate qualification in a relevant discipline.
- Demonstrated expertise and high-level knowledge in sport for development and peace, in particular its impact in supporting the achievement of Sustainable Development Goals.
- Demonstrated expertise and high-level knowledge in policy development and programmatic design and its application in relation to sport for development and peace.
- Demonstrated results developing course content for online and distance learning, including the production of online learning tasks and assessment tools and supporting the production of video content and open educational resources.
- Experience delivering and/or teaching on a Massive Open Online Course.
- Demonstrated knowledge of intellectual property considerations and experience in the negotiating the use of information and knowledge resources with holders of intellectual property of relevant material.
- Cross-cultural competencies, with expertise working in a diverse range of countries and contexts.

Applicants should be able to demonstrate:

- Expert knowledge of sport for development and peace, the SDGs and related sport policy and strategy.
- Expert knowledge of online and open learning and education.
- Strong analytical skills and high-level written communication.
- Outstanding project management and coordination skills and expertise.
- High-level negotiation and stakeholder liaison skills.

Submission process

Applications are welcomed from individual experts, academic and research institutions, consortium arrangements, consultancy companies and/or technology providers that can demonstrate the necessary project management and technical expertise to deliver the MOOC.

To apply, interested parties should submit the following:

- Overview of proposed approach to the assignment, including:
 - Methodology for each deliverable
 - Proposed scope of activities to deliver each requirement of the assignment
 - Indication of approach/potential providers of learning technology and media production (if required)
 - A proposed format and content overview for the final course
 - Total time, number of days and personnel commitment for the assignment
 - A proposed budget
- Example(s) of previous work that demonstrate capability to complete the assignment, inclusive of examples of layout and design models;
- A prospectus outlining relevant information about the organisation submitting the proposal that includes relevant experience and achievements together and the detailed CVs of experts who would work on the assignment.

To be considered, submissions are required by close of business [GMT] on 31 January 2019.

Submissions should be emailed to:

Paul Hunt

Project Manager, the International Platform on Sport and Development

hunt@sad.ch