

TERMS OF REFERENCE¹

For

Consulting Firm for Developing Content of Learning Management System (LMS) for National University.

Title:	LMS Content Development Firm
Contract Package No.	SD 304
Organization	National University
Type of Contract	Lump-sum
Name of the Project	College Education Development Project (CEDP)
Duration of Contract:	The assignment is targeted for completion within 4 months from the date of contract signing, with the possibility of adjusting the duration based on performance and assignment needs.

1. Introduction

Bangladesh has achieved remarkable success in access and gender parity for primary and secondary education. This has resulted in a surge of graduates seeking higher education, placing significant strain on the tertiary education sector to accommodate this rapidly growing pool of qualified students. However, the tertiary education system faces challenges in access, planning, governance, management, quality, relevance to the job market, and financing.

To tackle these challenges, the Government of Bangladesh (GoB) secured a loan from the International Development Association (IDA) to strengthen the development of the College Education Sub-sector through the College Education Development Project (CEDP). Aligned with the objectives outlined in the 6th Five Year Plan (2011-2015) and the Strategic Plan for Higher Education (2006-2026), CEDP aims to enhance the quality and relevance of college education while strengthening governance and management within the sub-sector.


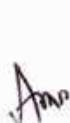
The main objectives of the CEDP are to (a) strengthen the strategic planning and management capacity of the college education subsector, (b) improve the teaching and learning environment of participating colleges, and (c) Project Management, Communications, and Monitoring and evaluation.

National University (NU), under the Directorate of Secondary and Higher Education (DSHE), is the primary implementing agency of CEDP. Bangladesh Open University (BOU) and the National Academy for Educational Management (NAEM) also collaborate with NU to implement this project. A Project Management Unit (PMU) has been established to support the implementation of the CEDP.

2. Objective of the assignment

The College Education Development Project (CEDP) under the National University has

¹ This Terms of Reference (ToR) is indicative and intended for preliminary information purposes only. The finalized ToR will be provided to the shortlisted firms along with the Request for Proposal (RFP).



implemented a cloud-based Learning Management System (LMS), including a robust e-learning platform. Utilizing this LMS Platform, with the support of CEDP, the National University aims to introduce fully-fledged undergraduate e-learning courses utilizing the students' and faculty's personal computers and mobile devices. With this goal set, the main objectives are outlined as follows:

- i. Enhance the Learning Management System (LMS) by developing fully functional e-learning courses. This includes online course registration, recorded and live online classes, dependable course evaluation, and results reporting.
- ii. Implement technology-enabled Blended Learning programs in colleges. This will combine the benefits of face-to-face instruction with the flexibility of eLearning to improve teaching and student learning outcomes.
- iii. Increase the value proposition for colleges and strengthen the National University's (NU) involvement. This collaborative effort will ensure the delivery of affordable, high-quality, world-class education.

3. Scope of Services

The scope of assignment for LMS content development includes, but is not limited to, the following tasks:

- i. Development of an Information Memorandum (IM) for the LMS tailored for the National University.
- ii. Design and develop a functional prototype (template) of the online learning modules.
- iii. Create engaging content for the fourteen (14) Bachelor Honors Subjects of the National University. The content shall cover six (6) individual papers on each subject of the first—and second-year curricula.
- iv. Develop a training curriculum for NU teachers and provide training to the content writers and review panel.
- v. Integration and Uploading of Content into the LMS
- vi. Quality assurance measures.

4. Brief deliverables, action plan, and indicative timeline:

- i. Information Memorandum (IM) for LMS for NU (within 4 weeks of signing the contract):
 - a) CEDP will organize a kickoff meeting involving experts from the consultant side and relevant NU personnel. This meeting will discuss guidelines, objectives, limitations, anticipated curriculum changes, and evaluation system reform.
 - b) The firm will conduct a comprehensive needs assessment to analyze the current scenario,
 - NU's existing LMS will be examined to understand its functionalities and capabilities. Key features such as content delivery mechanisms, assessment tools, collaboration options, and reporting capabilities must be specifically included.
 - Assessment of faculty and student readiness for LMS, including access



- to the Internet and compatible devices.
 - Evaluation of NU's specific requirements and challenges.
 - Identification of emerging trends and best practices in eLearning.
- c) Detailed documentation outlining the assessment report, strategies, features, and technical specifications to ensure engaging content and a learning methodology tailored to the National University (NU) 's needs.
- d) The documentation should include guidelines for virtual classrooms, online exams, submission procedures, and evaluation methodologies aligned with NU's academic curriculum.
- ii. Design and develop a functional prototype (template) of the online learning modules (within 4 weeks of signing the contract):
 - a) Organize fourteen (14) **Concept Development Workshops** to develop the blueprint (concept mapping) containing content and sub-contents for 1st-year and 2nd-year courses of selected subjects and provide expert services in conducting the workshops.
 - b) Based on these workshop reports, design and develop a functional prototype (template) of the complete online learning modules, including texts, multimedia elements, graphics, audio, video, animations, and assessment. A demo should be presented to the National University for validation.
- iii. Creation of Engaging Content for the fourteen (14) Bachelor-Honors Subjects of the National University (within 14 weeks of signing the contract):
 - a) Deployment of the Content Writer, Reviewers, and Experts selected by the National University for content development, ensuring alignment with course objectives and learner engagement strategies.
 - b) Organize instructional design (ID) workshops for the content development team (writers, editors, and reviewers) and provide expert services for the workshops.
 - c) Develop engaging and interactive learning materials for eighty-four (84) National University papers across fourteen (14) subjects. These materials include interactive learning materials, texts, multimedia elements, graphics, audio, video, animations, etc.
 - d) Assist in developing Question Banks by the subject experts for each selected course (MCQ, True-False, Essay/Short Questions) suitable for online use in the LMS.
 - e) Provide expert services to develop text content for the selected courses and monitor the progress of content development through periodical meetings as deemed necessary by the National University.
 - f) Accommodate a blended learning approach for 'Bachelor Honors students' to accommodate diversifying learning styles and methods.
- iv. Develop a training curriculum for NU teachers and provide training to the content writers and review panel (within 12 weeks of signing the contract):
 - a) Consultant is required to plan the agenda and activities for the **Concept Development workshop** and shall develop material as mentioned in section



4.ii.

Details of the workshop is below:

Total number of workshops: 14 Nos.

Duration of each workshop: 1 Day

Participants per workshop: 40 Nos.

The honorarium structure for each day of the workshop shall be as follows:

- Chief Guest (1 person, Honorarium BDT 5,000.00)
- Special Guest (3-person, Honorarium BDT 3,500.00)
- Chairperson (1 person Honorarium BDT 4,000.00)
- Rapporteur (1 person Honorarium BDT 2,500.00)
- Participants (40-person, Honorarium BDT 1,500.00)

The consultant will provide two snacks and a standard lunch for each workshop and must also provide one standard bag, folder, pad, and pen for all workshop participants.

- b) Designing comprehensive **Training on LMS Content Management** for the NU faculty members assigned to operate the LMS platform. The curriculum covers essential topics, including LMS navigation, content management, virtual classroom facilitation, utilization of assessment tools, and student engagement techniques.

Details of the training is below:

Total number of Training: 1 No

Duration of each Training: 4 Days

Participants per Training: 60 Nos.

The honorarium structure for each day of the training shall be as follows:

- Chief Guest (1 person, Honorarium BDT 5,000.00)
- Special Guest (3-person, Honorarium BDT 3,500.00)
- Chairperson (1 person Honorarium BDT 4,000.00)
- Rapporteur (1 person Honorarium BDT 2,500.00)
- Participants (60-person, Honorarium BDT 1,500.00 per day)

The consultant will provide two snacks and a standard lunch for each day of the training and must also provide one standard bag, folder, pad, and pen for all guests and participants.

- c) The training/workshop-related costs listed above, including venue cost, the honorarium for participants and guests, standard refreshments (morning and afternoon), lunch per person, and materials such as a pad, folder, pen, etc., should be included in the financial proposal as reimbursable expenses. Please note that the venue will be selected by the Client (CEDP/NU/colleges) in consultation with the consultant.
- d) Prepare a comprehensive social media-compatible video tutorial for students explaining the step-by-step method of using the prepared LMS content. The consultant shall upload this tutorial to appropriate social media platforms.
- v. Integration and Uploading of Content into the LMS (within 14 weeks of signing the contract):
- a) Upload all learning materials, including text modules, video content, and

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question banks, in a format compatible with the National University's existing LMS platform. The consultant shall ensure seamless integration to facilitate online course delivery, interactive learning activities, and online assessments.

- b) Uploaded content shall be structured to ensure optimal accessibility, ease of navigation, and a positive learning experience for students and faculty.
- vi. Quality assurance measures (within 14 weeks of signing the contract)
 - a) Verify content compatibility with the LMS interface and functionality across various devices and browsers.
 - b) Functionalities related to content delivery, such as lectures, podcasts, quizzes, simulations, and interactive elements, to ensure they work seamlessly.
 - c) Prepare a final report that includes the progress of the content development.
 - d) The Consultant shall submit periodic progress reports on the assignments to meet CEDP's monitoring and evaluation (M&E) requirements.

5. Infrastructure Requirement:

- i. The consultant should have access to well-equipped studios with a classroom-like environment for recording high-quality video lectures and audio content. These studios should have excellent lighting, comfortable furniture, and effective air conditioning to create content effectively.
- ii. The consultant should have the equipment necessary for content development.
 - a) Reliable computers for content creation tasks (scripting, editing, project management, etc.), Graphics tablets, and high-performance computers for video editing.
 - b) During implementation, the consultant shall ensure secure cloud storage or local servers for content backups and other important files.
- iii. The consultant should ensure the necessary software for the assignment; the following list is not exclusive-
 - a) Graphic Design Software like Adobe Photoshop or Illustrator (or similar) for creating visuals and infographics.
 - b) Necessary software for video editing software.
 - c) Project Management Tools
 - d) The consultant shall provide one Zoom (video conferencing platform) subscription, capable of hosting meetings with up to 300 participants, to arrange necessary meetings throughout the assignment period.
- iv. Network and Security:
 - a) Reliable and fast internet for online collaboration, resource downloads, and cloud-based content delivery.
 - b) Must ensure cyber security, including Firewalls, anti-virus software, and secure access protocols to protect sensitive data and intellectual property.

6. Duration of the Assignment

The assignment is targeted for completion within 4 months from the date of contract signing,



with the possibility of adjusting the duration based on performance and assignment needs.

7. Qualifications of the Consultant²

The Consultant should have the following experiences:

- i. The consultant should have at least ten (10) years of experience in training and education-related Consultancy Services.
- ii. The consultant should have at least five (5) years of experience developing learning content for educational institutions.
- iii. The consultant should have a complete media center equipped with a digital camera, whiteboard, and sufficient experts to prepare videos.
- iv. The consultant should have a well-equipped Learning center that can be used for teacher training.

8. Shortlisting Criteria

Interested consulting firms should provide information demonstrating they have the required qualifications and relevant experience to perform the services. The short-listing criteria are:

- i. Core business & years in business.
- ii. Relevant Experience (Similar assignments of compatible size, complexity, and technical specialty in the required area)
- iii. Technical and managerial capability of the firm.
- iv. Financial capacity/soundness of the firm (Turnover, Net worth, Profit, etc.)

Consultants are requested to submit the following supporting documents in support of the above-mentioned criteria:

- i. Registration documents, including a brief description³ of the firm (s);
- ii. JV agreement⁴ (if applicable).
- iii. Firm's brochure.
- iv. Audited financial reports for the last three years.
- v. List of relevant experience⁵
 - a) Should be supported by necessary documents, i.e., completion certificate and contract agreement.
 - b) Also encouraged to submit a brief description of the nature of the job, total cost, total input in terms of man month, employer, location of service, description of

² Qualifications and Experience of Key Persons/Experts shall be provided and be considered to determine the strength and weakness of the firm. Actual requirement of personnel that is any inclusion of expert or non-key expert to complete the assignment shall be provided during development and deployment phase and Post implementation phase.

³ A Brief Description of the firm should be provided in the format attached in Annexure A; otherwise, the application will not be considered.

⁴ The value of the non-judicial stamp for the execution of the Joint Venture agreement shall be Tk 300.00

⁵ Relevant experience lists should be provided as per the format attached in Annexure B. Otherwise, the firm's application will not be considered.

service, etc.)

- vi. Document related IT, VAT, Updated Trade license, etc.
- vii. Professional Strength⁶, Support and Logistics Capacity.
- viii. Staffing & logistics of the firm.
- ix. A cover letter containing comprehensive contact information (such as mailing address, telephone, fax, and email) and the designated contact person for further communication.

9. Team Composition and proposed activities:

The consultant team will be led by a Team Leader who will be assisted by an eLearning Expert. Team Composition is as follows:

Key Expert:

- i. Team Leader
- ii. Deputy Team Leader
- iii. eLearning Expert
- iv. Instructional Design Expert
- v. Graphics/Animation Expert
- vi. Content Writer⁷ panel– (to be selected by the National University)
- vii. Content Reviewer⁷ panel – (to be selected by the National University)

Non-Key Expert:

- i. An experienced Technology expert team for content upload and configuration in the LMS system.
- ii. A fully capable technical support team to meet the deadline. The team shall include audio-video content editors, sound engineers, illustrators, media experts, and IT experts.
- iii. A quality assurance team.

10. Qualifications of Key Experts and their proposed responsibilities

SI No.	Key Expert	Qualification Requirements of the Key Experts	Major Tasks to be performed
1.	Team Leader (1 Position)	<ul style="list-style-type: none">- A minimum of a post-graduate degree is required. A PhD will be considered an added advantage.- Minimum of 10 years of general experience in Teaching / ICT service,- Minimum of 5 years of specific experience in educational content	<ul style="list-style-type: none">- Overseeing the entire LMS content development process- Assigning tasks and managing workflow- Ensuring project deadlines and quality standards are met.

⁶ A list of Professional Strengths should be provided in the format attached in Annexure C. Otherwise, the firm's application will not be considered.

⁷ The consulting firm shall have contractual agreements with the content writers and reviewers. The firm shall pay the remuneration to these content writers and reviewers, which CEDP will, in return, pay as "Reimbursable Honorarium Payment".

SI No.	Key Expert	Qualification Requirements of the Key Experts	Major Tasks to be performed
		<ul style="list-style-type: none"> development or substantially relevant fields. - Experience in coordinating the teaching/training courses is preferable. - Proven experience conceptualizing and implementing teaching and/or training and assessment in education, preferably in Bangladesh. - Excellent communication and report-writing skills; 	<ul style="list-style-type: none"> - Communicating with clients and stakeholders - Identifying and mitigating project risks - Mentoring and coaching team members.
2.	Deputy Team Leader (1 Position)	<ul style="list-style-type: none"> - A minimum of a post-graduate degree is required. A PhD will be considered an added advantage. - Minimum of 10 years of general experience in managing Teaching/Training, - Minimum of 3 years of Specific experience in coordinating course content development or teaching/training courses. - Strong experience in conceptualizing and implementing training evaluation studies. 	<ul style="list-style-type: none"> - Overall coordination with different stakeholders of the assignment. - Make schedules for the activities with the content writers and review progress. - Supervising experts and other teams to achieve quality standards and meet deadlines.
3.	eLearning Expert (1 Position)	<ul style="list-style-type: none"> - A minimum of a post-graduate degree is required. A PhD will be considered an added advantage. - Minimum (10) years of general experience in teaching or ICT services. - At least two (3) years of specific experience providing eLearning services. - Strong experience in conducting training on the issues of LMS-based eLearning. 	<ul style="list-style-type: none"> - Led the eLearning content development team and launched LMS-based eLearning for the NU. - Led a team in designing and developing a functional prototype (template) of an online learning module, including texts, multimedia elements, graphics, audio, video, animations, and assessment. - Prepare necessary training material and deliver training sessions.

SI No.	Key Expert	Qualification Requirements of the Key Experts	Major Tasks to be performed												
4.	Instructional Design Expert (1 Position)	<ul style="list-style-type: none">- A minimum of a post-graduate degree is required. A PhD will be considered an added advantage.- Minimum 10 years of general experience in teaching.- At least 3 years of relevant specific experience.- Experience in distance education will be preferred.- Considerable experience in providing training in Instructional Design issues.- Should have experience in modular text development at a higher education level.	<ul style="list-style-type: none">- Lead the needs assessment team and prepare content development strategies, features, and technical specifications.- Preparation and Submission of Information Memorandum (IM).- Overall responsible for the training of resource persons (writers, editors, and reviewers)												
5.	Graphics/Animation Expert	<ul style="list-style-type: none">- Minimum Diploma in Graphic Design or related field is required. A graduate degree will be considered an added advantage.- at least three (3) years of working experience in the preparation of designs for educational materials- Minimum 2 years of experience developing graphics for web-based education materials in Bangladesh.- Experience in working with the design of textbooks and/or Education content for LMS.	<ul style="list-style-type: none">- Responsible for leading the team that develops visual elements, such as simulations, animations, graphs, etc., for eLearning content.- Prepare training courses to demonstrate the impact of meaningful graphical simulation and introduction to animation.												
6.	Content Writers (168 Positions)	<p>**National University will select the content writers and provide contact information to the Firm.</p> <p>The total number of Content Writers shall be as follows:</p> <table><tr><td>6.1</td><td>Number of Subjects-</td><td>14.0</td></tr><tr><td>6.2</td><td>Number of Papers (per Subject)</td><td>6.0</td></tr><tr><td>6.3</td><td>Number of Writers for each paper</td><td>2.0</td></tr><tr><td colspan="2">Total (person)</td><td>168.0</td></tr></table>	6.1	Number of Subjects-	14.0	6.2	Number of Papers (per Subject)	6.0	6.3	Number of Writers for each paper	2.0	Total (person)		168.0	<ul style="list-style-type: none">- Two Content writers shall team up to cover the comprehensive content of one paper.- Responsible for writing the contents for the LMS, including lecture notes, presentations, slides, etc., in editable format for capacity for future development.- Content writers shall present the material for video, audio recording, or podcast creation.
6.1	Number of Subjects-	14.0													
6.2	Number of Papers (per Subject)	6.0													
6.3	Number of Writers for each paper	2.0													
Total (person)		168.0													
7.	Content Reviewer (42 Position)	<p>**National University will select the content reviewer and provide contact information to the Firm.</p>	<ul style="list-style-type: none">- Three content reviewers shall form the review panel for each subject.												

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SI No.	Key Expert	Qualification Requirements of the Key Experts		Major Tasks to be performed
		7.1	Number of Subjects-	14.0
		7.2	Number of reviewers for each subject (per Subject)	3.0
		Total		42.0
				and one review panel will be responsible for reviewing all the content for that subject. - Regularly perform meetings and review the progress of the content development for that subject.

11. Consultant Selection Method, Contract Type, and Payment Schedule:

The firm will be selected using the Quality and Cost Based Selection [QCBS (National)] method. The winning firm will be engaged through a signed contract with CEDP.

This assignment will be a lump-sum contract. Payment is due after achieving the benchmarks set in the Terms of Reference (ToR) or as agreed upon in the negotiation meeting. Final payment will be made upon successful completion of all the deliverables. All reimbursable amounts shall be paid after receipt of the supporting documents and invoices of the cost incurred.

The proposed payment schedule is as follows:

- 6% of the payment after the Information Memorandum (IM) report is accepted and the demo is approved.
- 84% of the payment can be claimed upon the completion of content for the eighty-four (84) papers, individually for each paper or in any desired combination. Payments for these 84 papers will be distributed equally.
- 10% of the payment after acceptance of the deliverables.

12. Facilities and services to be provided by the client:

- i. The National University shall provide the following services:
 - a) Provide venues for holding training and dissemination workshops.
 - b) Provide necessary curriculum and evaluation-related information for the LMS and content developers.
 - c) Select the subjects the content of this assignment is to be prepared for.
 - d) Select the Content Writers.
 - e) Select the Content Review Panels.
 - f) Select the teachers to be trained in an LMS-based program.
 - g) Launch the Blended Learning for NU courses.
- ii. CEDP shall:
 - a) Coordinate with the consultation and National University stakeholders.
 - b) Shall pay the consultant within twenty-eight (28) days of receipt of the bill and

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[Signature]

acceptance of the deliverables.

13. Confidentiality and Intellectual Property

All information shared between the National University (NU) and the consulting firm regarding this assignment will be treated as confidential. Both parties commit to taking appropriate measures to safeguard this confidential information from unauthorized disclosure or use.

The National University (NU) shall hold full copyright ownership of all materials developed for this assignment, including templates and editable files, which will be transferred to NU before completion. NU shall retain the right to reproduce, reuse, or modify these materials for further development without infringing any intellectual property rights.



(Mohammad Khaled Rahim)

Project Director (Additional Secretary)
College Education Development
Project (CEDP)



Annexure A⁸

Name of the firm	Please mention the role of the partner in the case of JV.
Brief Description of Firm, including activities	Please limit the word count to 300.
Year of Registration ⁹	DD/MM/YYYY (—Year—Months—Day)
Annual Turnover (Last 3 Financial Year)	2020-2021 - 2021-2022 - 2022-2023 - BDT/USD It should be supported by an Audit Report or Relevant documents.
Status of relevant legal Document	Trade license <input type="checkbox"/>/ <input checked="" type="checkbox"/>
	Tax Identification No. <input type="checkbox"/>/ <input checked="" type="checkbox"/>
	VAT/BIN No. <input type="checkbox"/>/ <input checked="" type="checkbox"/>
	Other

⁸ Should be filled for each JV Partner (if applicable)

⁹ Year, month calculated from date of registration to Date of Publication of EOI

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Annexure B

Format for Experience:

General Experience

SI No	Name and description of Service Provided	Name of Client	Total Contract Value	Start Date	End Date
1.					
2.					
3.					
4.					

Relevant Experience

SI No	Name and description of relevant services provided similar to our requirement.	Name of Client	Total Contract Value	Start Date	End Date	Ref. Experience Form ¹⁰
1.						Page/ Reference no
2.						Page/ Reference no
3.						Page/ Reference no
4.						Page/ Reference no

¹⁰ Should be supported by "Consultant's Experience Form, Annexure-A"

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8

Consultant's Experience Form

Major Works Undertaken that best Illustrates Qualifications

[using the format below, provide information on each relevant assignment for which your firm was legally contracted for carrying out consulting services similar to the ones requested under this assignment]

Assignment Name ¹¹ :		Country:
Assignment Location within country:		Duration of assignment (months):
Name of Client:		Professional Staff provided by your organization:
Start Date (Month/Year)	Completion Date (Month/Year)	No of Staff: No of Staff-Months
Name of Joint Venture Consultants, if any:		No of Staff-Months of Professional Staff provided by Joint Venture Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved and Functions Performed:		
Detailed Narrative Description of Project:		
Detailed Description of Actual Services Provided by Company Staff:		
Firm's Name:		
Authorized Signature:		

¹¹ Should be Supported by Completion Certificate/Agreement document (if applicable)




Annexure C

List of Professional Strength (Technical & Managerial Personnel)

SI No	Name of Personnel	Position	Educational Qualification	Total Experience (years)	Similar Experience (years)
1.					
2.					

Support and Logistics Capacity.

Total No. of Supporting Staff	(Mention Numbers)
Total No. of Other Logistics Capability	(Should be mentioned as appropriate)



(Mohammad Khaled Rahim)

Project Director (Additional Secretary)
College Education Development
Project (CEDP)

