**Terms of Reference**

**A Consultancy Service to Develop a Course Outline and Training Materials for the Short Course on *“Film Business Skills (Entrepreneurship)”* under the GIZ ECO-EMPLOI Program**

(International Consultancy Assignment)

**Kigali, January 2022**

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| **Date of terms of reference** | 23.01.2022 |
| **Expertise requested** | Consultancy service to develop short course ‘Film Business Skills/Entrepreneurship” |
| **Position** | Lead Consultant/Expert |
| **Language of work** | English |
| **Localisation** | Kigali |
| **Period of implementation of the mission** | 31.01.2022 – 25.02.2022 |
| **Number of working days** | 15 |
| **Contact persons** | **Project Backstopping:** GOPA - Bad Homburg:  Sophia Carlo [Sophia.carlo@gopa.de](mailto:Sophia.carlo@gopa.de)  **Team Leader:** GOPA - Kigali:  Rob Van de Gevel [Rob.VandeGevel@gopa.de](mailto:Rob.VandeGevel@gopa.de)  **Training Coordinator:** GOPA – Kigali  Jean-Marie Vianney Muhire [JeanMarieVianney.Muhire@gopa.de](mailto:JeanMarieVianney.Muhire@gopa.de) |

1. **Introduction**

The bilateral Economy and Employment Promotion Programme (Eco-Emploi), as part of the priority area “Sustainable Economic Development” of the Rwandan-German Development Cooperation is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), between January 2020 and December 2022, and incorporates an integrated approach of Technical and Vocational Education and Training (TVET), labour market interventions and private sector development. The program aims at employment-intensive growth in selected economic sectors, namely wood, tourism & hospitality, and film industry, with a special focus on digitalization. The economic empowerment of women, youth and persons with disabilities are a crosscutting effort in all activities of the program. Eco-Emploi works towards achieving SDG 1 "No poverty", SDG 4 "High-quality education", SDG 5 "Gender equality" and SDG 8 "Decent work and economic growth”.

The TVET component of Eco-Emploi and its implementation has been awarded by GIZ to GOPA Worldwide Consultants. Founded in Germany in 1965, GOPA is a leading consulting group dedicated to performing and effectively contributing to international cooperation and global development. The main aim of GOPA’s engagement in TVET and employment is to ensure that citizens can attain high-quality TVET and employment which is not only vital to their personal wellbeing and upkeep, but also to that of the societies they are a part of.

1. **Rationale of the Assignment**

GOPA is implementing TVET related interventions in the Tourism and Hospitality sector, the Wood value chain, and the Film & Audio-Visual sector. A study to identify employment opportunities and associated skills in these three sectors was carried out and pointed to different demand needed short courses that should be developed for the target groups/youths in the three mentioned sectors. The study also informed the design of training packages and approaches to be undertaken.

In the quick assessment study conducted by GOPA to identify employment opportunities, Film Business Skills/Entrepreneurship has been identified as one course that has a high rank in terms of employment opportunities due to the emerging market opportunities around the globe. The skills required to become a competent and business-oriented professional are lacking in the Rwandan market and yet the opportunities are abundant.

The development of this short course will apply an approach that (i) improves the employability of course participants (ii) facilitate the efforts of the Rwanda TVET Board (RTB) and Rwanda Polytechnic (RP) to have relevant curricula through the direct involvement of representatives of the private sector in each of the three sectors.

The long-term impact and sustainability of the short course development process will be ensured by linking the short course development process to the curricula review and development initiatives of RTB and/or RP. This will ensure that the short courses can be implemented as a stand-alone course responding to an identified need and at the same time become part of a process that enhances the relevance of existing RTB or RP curricula – in part or fully.

The short course development will involve both practitioners from private companies and training providers including RTB, RP and/or other private TVET schools. GOPA will identify and invite relevant stakeholders for this process. GOPA will also provide technical support in terms of DACUM Methodology[[1]](#footnote-1) and relevant templates.

GOPA will engage a consultant who is a subject matter expert (individual consultant – hereinafter the consultant) to facilitate the short course development process.

1. **Methodology**

Due to the COVID-19 restrictions, the below approach is proposed; however, during the inception meeting other suitable methodologies may be proposed by the consultant.

The GOPA team will prior to the initiation of the assignment, in close cooperation with relevant employers’ associations select two to three representatives; RTB/RP will also select two to three representatives to be part of the course development group.

It is the responsibility of the consultant to prepare and facilitate the course development process. To ensure that employers and RTB/RP/TVET schools’ representatives are given the opportunity to be fully engaged in the development process and for the quality of the final product - the curriculum and training materials – to the satisfaction of RTB, RP and GOPA. Throughout the process, the consultant will work closely with the short course development group and the GOPA team.

To facilitate the short course development process, GOPA will engage a qualified and competent individual consultant for 18 working days (Level of effort). The assignment will start on 31st January and the final products will be handed over on 25th February 2022.

1. **General Objective**

The general objective of this assignment is to develop a three-week demand-driven short course on Film Business Skills/Entrepreneurship through engagement of employers and representatives of RTB, RP and Private TVET schools. The training course will be developed together with relevant practitioners. The consultant will develop a course outline and training materials/manuals for the course that is interactive and, as per the study findings, will include, but may not be limited to, the following skill set/units:

* + - 1. **Film Based Enterprise Models**
  1. General Business Models in the Film Sector (Sustainable competitive advantage, unique value proposition, target market)
  2. Legal structure: Finding the right form
  3. Partner selection, decision structures, investor models
  4. Scaling-up: From a start-up to the stars

* + - 1. **Business Planning for Film Based Enterprises**
  1. Market Research (market analysis, competitor analysis, leading to SWOT)
  2. Product & Services
  3. Marketing Plan (Product, Pricing, Promotion, Distribution)  - this includes Copyrights, management of sales for Film and audio-visual products.
  4. Financial Plan (includes financing strategy, forecasting) – this includes Finding the right partners and Investors for Film and Audio-Visual sector

* + - 1. **Film Production**
  1. Preparation: Scheduling, budgeting, crew hiring, security measures and insurances
  2. Production: Accounting, cost report and cost controlling

1. **The Target Audience/Group**

This short-term training course targets various categories of beneficiaries including TVET Graduates who are employed, underemployed and unemployed, it also targets those who acquired skills from the job therefore content will be chosen wisely, engaging private sector in this exercise will be very key to reflect the needs of the industry.

1. **Methodology**

Due to the COVID-19 restrictions, the following method shall be proposed, however, during the kick-off meeting, the consultant may propose other suitable methodologies.

Under the current COVID-19 restrictions the following methodology is suggested. The GOPA team will prior to the initiation of the assignment, in close cooperation with relevant employers’ associations select two to three representatives and RTB/RP select two to three representatives to be part of the course development group.

The consultant will draft and forward the course outlines for discussions and further development by the course development group during organized workshop.

Based on the discussions the consultant will adjust the course outline and submit to GOAP. The below represent the main step of the suggested methodology.

* Perform desk research of most recent documents including the recent skills assessment report and RTB/RP curricula.
* Prepare a draft course outline for discussions and validation with practitioners and RTB/RP representatives during the organized workshop (face-to-face or virtual).
* Incorporate all comments provided and submit the final course outlines to be used for further development of the course
* Draft training materials in line with approved short course outlines for discussions and validation with key stakeholders.
* Incorporate all comments/inputs provided, finalize training materials and submit to GOPA team.
* Submit the final short course components including course outlines and final training materials in a presentable manner using the English Language to the GOPA team sector-specific expert.
* With COVID-19 measures in place currently, the consultant should work mostly from home. If the current COVID 19 measures are lifted, the consultant will lead all workshops that will be organized during this assignment face to face or virtual workshops.

The consultant may propose a different method during the kick-off meeting. The methodology should respect any COVID-19 restriction in place at any given time.

GOPA should avail all relevant documents including the employment opportunity and skills analysis and course outline template to the consultant.

1. **Deliverables and validation**

The consultant will develop and submit to GOPA a draft Course outline including Unit titles, Learning outcomes, summary indicative contents and suggested training methodologies. After discussions of the course outlines, the consultant will proceed in preparing training materials, final products shall be submitted to the contacts persons’ emails highlighted above.

The specific deliverables include:

* An inception report; effectively capturing the agreed upon minutes and decisions of the inception meeting.
* A draft course outline containing units’ titles, learning outcomes, indicative contents, and training methodologies for discussions. The draft course outline should be accompanied by a PowerPoint (PPT) presentation and should be submitted 3 days after the signing of the contract.
* A draft training material containing topics, illustrations, steps, key facts, exercises, or scenarios developed in line with the approved course outlines should be submitted 16 days after the signing of the contract for expert’s scrutiny.
* Validated course outline and training materials.

The validation of the course outline takes place through a 1-2 days’ workshop, that of the course materials during a 2-3 days’ workshop. These validation workshops will be organized by GOPA and the consultant, being the content expert, shall lead the validation process. Depending on the measures in place to combat the COVID-19 pandemic, the workshops may be physically or virtually conducted.

All the deliverables shall be subject to validation with key stakeholders and the GOPA team. Failure to produce one of the deliverables within the required deadlines or any significant deviations from agreed responsibilities or tasks of the consultant without any valid reason will be considered a performance failure.

The developed course outline and materials under this assignment are following the spirit of a Creative Commons license of Attribution, and imply that the creator of the work (Licensor) has granted a worldwide, royalty-free, non-exclusive, perpetual (for the duration of the applicable copyright) license to exercise the rights in the Work with the restriction of utilizing the name of the Original Author (or pseudonym, if applicable) if supplied, and/or if the Original Author and/or Licensor designate another party or parties (e.g., a sponsor institute, publishing entity, journal) for attribution ("Attribution Parties") in Licensor's copyright notice, terms of service or by other reasonable means, the name of such party or parties.

In case of difficulties encountered that could compromise the execution of the contract in terms of timeframe and quality, it will be the responsibility of the consultant to inform the GOPA team immediately. In case clarifications are needed, the consultant is expected to ensure tight and regular dialogue with the GOPA team.

1. **Timeframe of the Assignment**

* A draft course outline for discussion and review by the course development working group submitted no later than 3 days after initiating the assignment following the signing of the contract
* A draft final training material including training PPT presentations: 12 days following the signing of the contract
* Validation sessions: 1 to 2 days for course outlines and 2 to 3 days for training materials.
* Final report submission: two days after the last validation workshop with key stakeholders.

1. **Technical and logistical support**

The GOPA team sector-specific expert will:

* Provide the consultant with relevant documents such as the employment opportunity and skills analysis and sector relevant documents and relevant TVET curricula
* Provide the consultant with the contact details of the short course development working groups members.
* Offer DACUM support to the entire process.
* Participate in all meetings/workshops of the short course development working groups.
* Offer any relevant support to the entire short course development process.

1. **Key Characteristics of the Consultant**

The task is to be carried out by an individual consultant having the following profile:

* The consultant should have a strong education background, preferably evidenced by a university degree or professional certificates in Live TV directing, Film, Audio-Visual, Multimedia, or any other related field.
* The consultant should have at least 3 years of relevant working experiences in the Film and Audio-visual sector.
* Experience in working with key actors from within the Film and Audio-visual sector
* Have a strong, relevant, and proven experience in Course and training materials development with both qualitative and quantitative analytical approaches, preferably in TVET, with a specific window on self-/employment creation and entrepreneurship.
* Demonstrable planning and organizational skills, and the ability to plan and lead courses development related workshops – preferably from similar assignments.
* Able to work independently and deliver on time with quality.
* Have excellent verbal and written communication skills in English.
* Computer literacy and experience with developing materials and editing.
* Abide by professional ethics.

1. **Application**

Please note, all the costs of the consultant, such as transport, communication, accommodations, and other costs, for undertaking the assignment will be included in the consultancy fee. GOPA will not cover any logistical costs separately.

The application including a signed cover letter which acknowledges the content of these terms, a CV with three references which the GOPA may contact without prior notification should be sent to JeanMarieVianney.Muhire@gopa.de not later than 27th January 2022 at 5h00 pm Kigali time and specify in the subject line: Application to develop a short course on **“Film Business Skills/Entrepreneurship”**

Applying consultants must meet all the requirements mentioned under key characteristics of the consultants which should be clearly visible from the consultant's CV.

The selection of the consultant will be done at the full discretion of GOPA. Only the best potential consultant will be contacted and GOPA. Female consultants are strongly encouraged to apply.

1. Developing a Curriculum (DACUM) is a process that incorporates the use of a focus group in a facilitated storyboarding process to capture the major duties and related tasks included in an occupation, as well as the necessary knowledge, skills, and attitudes. [↑](#footnote-ref-1)