PROJECT TO SUPPORT PRISON GOVERNANCE BASED ON HUMAN RIGHTS IN CAMEROON (PAGOC)

Development of a MOOC (Massive Open Online Course)

Training on respect for human rights in prisons in Cameroon

TERMS OF REFERENCE

JULY 2025

Avec l'appui de la Délégation de l'Union Européenne au Cameroun

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ASF France is looking for a consultant or consultants, called "the consultant", for the following mission: development of a MOOC (massive open online course) on training on respect for Human Rights in the prison environment in Cameroon.

I.   CONTEXT AND JUSTIFICATION

Avocats Sans Frontières France (ASF France), the Cameroon Network of Human Rights Organizations (NGO RECODH) and the Research Institute for Development (RIDEV), with the financial support of the Delegation of the European Union to Cameroon, are jointly implementing the ***Project to Support Human Rights-Based Prison Governance in Cameroon - PAGOC*** (2024-2027). With the aim of contributing to the consolidation of prison and judicial governance sensitive to human rights and the protection of persons in detention, particularly the most vulnerable prisoners, it intervenes on 4 axes:

1- Capacity building for lawyers and stakeholders in the criminal justice system, of which the MOOC is an integral part;
2- Legal and holistic care for 220 prisoners until their reintegration and the financing of micro-projects for the promotion and protection of persons deprived of their liberty;
3- The establishment of working and study groups on detention in Cameroon, including a mapping of the actors involved in the prison environment and the creation of a multi-actor observatory on the conditions of detention in Cameroonian prisons
4- Advocacy for the effective implementation of alternative sentences to prison

As part of axis 1, the MOOC follows a training course on respect for the human rights of persons deprived of liberty for actors in the penal chain, co-hosted by ASF France and RECODH in April and May 2025. The training was organized in person in four cities in Cameroon (Yaoundé, Douala, Bafoussam and Garoua) over two-day sessions per city. 67 people participated in these sessions, including lawyers, magistrates, Judicial Police Officers (OPJ) and prison officers. The program combined theoretical presentations, practical discussions, case studies, group work and field visits to places of detention. As the learners are legal professionals with sometimes significant experience, an andragogical approach focused on the participants' practice was favored. This training was a success (93% of participants declared themselves satisfied with the training) and the project partners now wish to duplicate this training and make it accessible to all actors in the criminal justice system in Cameroon.

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II. MOOC OBJECTIVES

General objective

To develop an innovative, free, and accessible MOOC aimed at sustainably strengthening the capacities of actors in the Cameroonian criminal justice system in terms of respecting the human rights of persons deprived of liberty. It is therefore aimed at magistrates, court officials, prison authorities, judicial police officers (OPJ), law students, and CSOs working in the prison environment.

Specific objectives

1- Digitize the content of face-to-face training in an interactive and structured manner into a digital distance learning device in order to facilitate access.
2- Make quality educational resources accessible to a wider audience, which could increase the impact of training for those who were unable to participate in face-to-face sessions.
3- Improve the visibility of educational content through the development of visual elements that can be shared on social networks.

III. EXPECTED RESULTS

The selected consultant will be expected to deliver a finalized product by December 2025. This product will include the following results:

- A web platform dedicated to MOOCs, hosting all educational content, accessible to anyone interested, free of charge and upon registration.
- 5 thematic, structured, interactive educational modules, including explanatory videos, texts, quizzes, case studies and downloadable documents.
- A system for tracking participant progress, with the possibility of certification at the end of the training.
- A multilingual device, with content in French and subtitles and main resources available in English.
- Two communication videos that can be shared on social media to encourage potential participants to register.

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IV.   METHODOLOGY

Mission framing

This first step will be devoted to a comprehensive review of existing documents related to face-to-face training. The consultant will be provided with key documents such as the educational program, presentation materials, the report and the training evaluations from April 2025.

The consultant will analyze these documents to extract the educational elements that can be transferred online. The consultant may conduct interviews with the trainers to clarify certain points and identify the key messages to be integrated into the MOOC.

An updated framework note will then be sent by the consultant to the MOOC monitoring team to validate the diagnostic findings, the training modules and the technical implementation methods. The framework note will detail in particular:

- The learning path (order and progression of modules),
- The promotion of educational objectives and skills targeted for each module (in conjunction with the trainers),
- Learning methods (videos, readings, quizzes, exercises, case studies),
- Assessment formats.

The framework note should also allow, if necessary, the framework of the website hosting the MOOC to be updated to adjust the architecture of the web pages to the content.

Capture and production

Once the framework has been validated, the consultant will be able to move on to video recordings and production of the MOOC. The videos will constitute the main framework of each module. In this context, a mission of the two Cameroonian trainers from RECODH and the two trainers from ASF France is already planned in Paris or Toulouse by the project during the first week of October 2025. The consultant will be able to prepare a script or ask spontaneous questions to the trainers in order to animate the modules via filmed and edited interventions by the trainers. The consultant will also be able to use other videos such as testimonies from actors in the penal chain, animations or motion design to illustrate complex concepts or even reconstructions of practical cases.

Although video is preferred for conveying key messages, the consultant may develop other types of complementary materials, such as summary sheets to download at the end of the module, or diagrams and infographics illustrating legal processes. The consultant will need to incorporate interactive quizzes and self-assessments, as well as case studies with automatic answers.

Each content will be submitted to the MOOC monitoring committee for validation.

Development of the digital platform

Once the content has been produced and validated, it will be integrated into a dedicated MOOC web platform. The consultant will configure the module tree structure, user access rights, progress tracking dashboards, and certification parameters.

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The platform must be user-friendly, responsive (suitable for phones and tablets), secure, and accessible even with weak connections. All content must be produced in French. Videos must have English subtitles, and written documents must be accessible in both languages.

Before public release, the platform will be tested by a select group of users targeted by the project partners. Feedback from this test will be collected and analyzed by the consultant, who will be responsible for making any necessary adjustments to the platform, content, or interface. Follow-up meetings may be held to clarify any adjustments that need to be made.

Launch and distribution of the MOOC

After validation, the MOOC will be officially launched. The consultant will support the MOOC's dissemination by developing two promotional videos, including content elements. The consultant will support the project teams during the first few weeks to resolve any technical difficulties and answer user questions.

The consultant will have to explain to the PAGOC project coordination team the main bases for accessing the platform data.

V.   PROJECTED EDUCATIONAL CONTENT

The MOOC will be structured around five progressive modules. These proposals are provisional and may evolve up until the contracting phase with the consultant. Each module will include explanatory videos, readings, practical case studies, and/or assessment quizzes.

Module 1 : Introduction: Presentation of criminal justice in Cameroon and the applicable criminal procedure.

Module 2 : Identifying persons deprived of their liberty throughout the procedure, from arrest to the judgment phase (persons in police custody, persons in pre-trial detention, persons serving sentences, etc.)

Module 3 : Identify and record violations of the human rights of persons deprived of their liberty (risk factors, means of detecting and preventing human rights violations).

Module 4 : Integrating good practices into the treatment of persons deprived of their liberty (understanding national, regional and international protection standards, knowing the means of appeal/referral in the event of human rights violations).

Module 5 : Implementing the national, regional and international legal framework to promote good prison governance and preserve the rights of persons deprived of their liberty.

VI.   PROVISIONAL ARCHITECTURE OF THE WEBSITE HOSTING THE MOOC

The MOOC platform architecture will be proposed by the consultant. As a proposal, the partners would like it to include at least the following features:

- A homepage with a general presentation of the MOOC, partners, and the PAGOC project. The name of the main sponsor must be clearly visible on this section.

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- A page dedicated to course modules providing access to educational content with an assessment at the end of each module.
- A page with documentary resources to deepen certain skills.
- A personal space with secure access for each user, progress history, account management and certificates.
- A page with the main contacts of the project type "Contact us".

VII. PROJECTED ACTIVITY CALENDAR

Phase	Main tasks	Calendar	Associated deliverables
Mission framing	Analysis of existing content, interviews with trainers, definition of the educational path, learning and assessment formats.	September 2025 (5 days)	Framing note
Capture and production	Writing scripts, video recording (trainers in Paris/Toulouse from October 6 to 10), production of videos and other materials (quizzes, fact sheets, practical cases).	October 2025 (20 days)	Complete educational modules (videos, fact sheets, quizzes) and validated multimedia elements. Progressive validation.
Platform development	Integration of content on the platform, configuration (access, monitoring, certification), testing by pilot group and adjustments.	November 2025 (20 days)	Functional, tested and validated platform.
Launch and distribution	Deployment of the MOOC, creation and distribution of promotional videos and transfer of skills to the PAGOC team.	December 2025 (5 days)	MOOC launched, 2 communication videos and presentation to the team.

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VIII.   TECHNICAL SUPPORT PROVIDED TO THE CONSULTANT

The consultant will be supported by the PAGOC project team, including the project manager and the communications and knowledge management officer, as well as by the teaching team in charge of training.

The following documents will be provided to the consultant to guide and inform the design of the MOOC:

- Detailed report of face-to-face training (April – May 2025).
- Educational itinerary for face-to-face training.
- Practical cases used during training (text format).
- Assessment tools (pre-test, post-test, multiple choice questions, qualitative grids).
- Legal documents (legal texts, ratified international conventions).
- Report of the face-to-face post-training review meeting.

Accompanied by the project team, the trainers will be responsible for working with the consultant on the following actions:

o Design and structure the courses (list of key modules that will be developed, key concepts, educational curriculum, sequence and sequencing of training modules, additional resources to share with learners, animations and illustrations, etc.) and validate the content with the monitoring team;
o Compile all educational documents (course materials, guides, additional resources, etc.),
o Design and structure the means of monitoring acquired knowledge (practical exercises, tests, quizzes, final exams, etc.),
o Contribute step by step to the assembly of the MOOC with the consultant in charge of IT design.

IX.   PRACTICAL ARRANGEMENTS

The skills required to carry out the service

The skills required to carry out this service are those of a person or a team of people covering the following areas:
- 5 years of professional experience in educational and digital engineering;
- Technical expertise in the creation of interactive modules and MOOC development;
- Technical expertise in video recording and editing;
- ergonomic, responsive, secure and accessible digital platforms ;
- Professional practice of English essential;
- Knowledge in the field of human rights and, in particular, in the protection of the rights of prisoners is an asset;
- Knowledge of the Cameroonian prison context is an asset.

The evaluation budget

The estimated budget for the evaluation is €18,000 including tax.

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Consultant Selection Process

Candidates (structures or independent individuals) interested in providing this service must provide the following information by **11:59 p.m. on August 17, 2025,** to the address secretariat@avocatssansfrontieres-france.org :

- A note of understanding of the terms of reference and presentation of the methodology used; including a brief presentation of the MOOC platform;
- The references and experience of the consultant(s);
- The detailed CV and copies of performance evaluations for the last two years of the consultant(s) in the context of other similar services;
- The planned intervention schedule;
- A financial offer including the overall budget (excluding tax and including all taxes) and detailed prices (fees, daily allowances, transport, etc.).

Offers received in accordance with the elements set out above will be analyzed according to the technical and financial proposals.

The **Technical Proposal** is evaluated as follows:

Table – Allocation of points for the evaluation of Technical Proposals

Evaluation criteria	Points
References and specific experiences of the consultant applicable to the mission	30
Suitability of the proposed methodology and work plan to the Terms of Reference	50
Consultant qualifications and skills	20
Total	*100*

The **Financial Proposal** is evaluated as follows:

Table – Allocation of points for the evaluation of Financial Proposals

Evaluation criteria	Points
Amount of the overall offer	50
Budgetary relevance and consistency	30
Flexibility and support	20
TOTAL	*100*

The **weightings** assigned respectively to the Technical Proposal (T) and the Financial Proposal (F) are: T = 75 / F = 25

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Proposals are ranked according to their combined technical (Nt) and price (Np) score using the weights (T = the weight assigned to the Technical Proposal; F = the weight assigned to the Financial Proposal; T + F = 1) as follows: N = Nt x T% + Np x F%.

The top five candidates will be received in the second phase of the selection process for an interview.

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