

Terms of reference (ToR) for the procurement of services



Training: 'Ready for Cloudwork – essential skills for success in the platform economy'

**Project number/
cost centre:**

PN 18.2251.9-028.00

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General information

- a. Brief information on the project

The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) is a German federal enterprise in international cooperation for sustainable development. We work for our clients and with our partners on more than 1,500 ongoing projects in around 120 countries. GIZ employs over 20,000 people worldwide. Of these, more than 4,000 work in Germany. The promotion and dissemination of digitalisation is a development policy goal, which the Federal Ministry for Economic Cooperation and Development (BMZ) is pursuing specially together with its partners.

About GIZ & Orange Middle East and Africa partnership

In January 2020, Orange Middle East and Africa (OMEA) and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH joined forces by forming a development partnership with the private sector (DPP) under the "Strategic Alliance Orange Digital Centers" to develop the digital skills of 20,000 young people in 14 countries in the Africa and the Middle East and bring 8,000 of them into jobs. This will be achieved by setting up "Orange Digital Centers". The Orange Digital Center (ODC) is a support system for the entrepreneurship ecosystem, designed by Orange that covers a wide range of activities: from training young people to coding, support, acceleration of start-ups and investment in these start-ups. The Orange Digital Center brings together 3 programs in the same space: A Coding School, a Maker Space ("Fablab Solidaire") and "Orange Fab", a start-up accelerator. The Orange Digital Center trains young people in the latest innovative technologies, supports their employability and encourages entrepreneurship in 14 countries in Africa and the Middle East. The objective is to increase the employability of young people either as employees in companies or as entrepreneurs.

About the Gig Economy Political Initiative

Digital platforms contribute to the creation of employment and income by providing flexibility and lowering entry barriers. At the same time, the working conditions are often not fair according to the decent work agenda of the International Labour Organisation (ILO) and the digital strategy of the German Ministry for Economic Cooperation and Development (BMZ). There is a lack of suitable conditions, knowledge and instruments to promote fair work in the gig economy nationally and internationally. This is where the Flagship Gig Economy comes into play and the flagship aims to foster the favourable framework conditions for fair work in the gig economy at the level of workers, platforms and critical stakeholders from politics, business and civil society. The project builds on the results of the collaboration with the Fairwork Project hosted by the Oxford Internet Institute and the Wissenschaftszentrum Berlin in improving work on digital labour platforms and complements it at the level of the platform workers as well as policy- and decision-makers. This holistic approach is envisaged in the three overall approaches of 1) enabling workers to know and understand their rights and skills development to acquire skills in demand, 2) providing evidence-based research and insights so that platforms can take measures for fair work and 3) supporting these aspirations through the development of agile regulatory frameworks.

The aim of the collaboration between the Orange Digital Center Morocco and the political initiative Gig Economy is to build capacities of youth to participate effectively in online freelancing and cloudwork, and to gain useful employability skills that can help them in their future career in the digital economy.

b. Context

In this era of digitalisation, digital labour markets led by digital platforms have become highly relevant. A 'digital labour platform' is a company that uses digital resources to

mediate value-creating interactions between consumers and individual service-providing workers, i.e. digitally mediates transactions of labour. Amongst these digital labour platforms, one distinguishes broadly between two types. First, 'location-based' platforms are platforms where the execution of work is bound to a particular location (e.g. delivering food from a restaurant to an apartment or driving a person from one part of town to another). Second, on 'cloudwork' platforms, work can, in theory, be performed from anywhere via the internet (e.g. designing, coding, data categorisation or online freelancing) (Fairwork, 2021).

In 2021, over 5 billion people were connected to the internet. As a result, an increasing amount of the world's work is digitally transmitted and, in many industries, production, coordination, and delivery can all be serviced digitally (Graham, Ferrari 2022). It comes as no surprise that Cloudwork platforms are increasingly serving as online labour marketplaces, that bring clients and Cloudworkers together, allowing individuals to freelance and work flexibly. But navigating the Cloudwork ecosystem and getting the right head start is crucial to not only benefit from the work opportunities and flexibilities offered by Cloudwork but also to gain useful employability skills that can open paths to different forms of formal work or entrepreneurship.

To empower graduates, entrepreneurs, and freelancers, especially women and youth from the disadvantaged groups like refugees, not in education and not in work; the political initiative "Gig Economy" in collaboration with the Orange Digital Center (ODC) and the Digital Transformation Center (DTC) Morocco propose a hybrid training titled "Ready for Cloudwork – essential skills for success in the platform economy". This training aims to empower those already working on platforms as freelancers as well those interested to gain initial experience through Online Cloudwork. The training will complement the digital skills training offered to the students at the ODC and offer the relevant information and tools to help them kickstart their digital careers.

First Pilot of the training at ODC Morocco

The Moroccan government has since 2001 implemented a range of policies to enhance digital skills and governance, foster youth employability and accelerate digital change. Through its policy roadmap "Horizon 2025" (Maroc Stratégie de croissance à l'horizon 2025 dans un environnement international en mutation), the government seeks to continue the impetus created and reinforce the country's positioning as a "regional centre for digital services and a leader in IT infrastructure in the MENA region".

Morocco is considered as having a rather mature digital sector in Africa. Beyond being one of the first North African markets to roll out 4G and 5G, the country is one of the top two most vibrant markets in the region by volumes of investment, number of active start-ups and communities, and number of support facilities. Morocco currently ranks 4th in terms of digital competitiveness in the MENA region and 1st in the digital ecosystem and digital mindset.

However, despite the country's digital development achievements, one of Morocco's key challenges remain high unemployment rates. According to Morocco's High Commission for Planning (Haut-Commissariat Au Plan, HCP) in its report on the domestic job market's evolution, the overall unemployment rate stood at 12.7% in the third quarter 2020 and the youth is especially affected (32.3% of those aged 15 to 24, female 17.6% / male 11.4%). The unemployment rate among university graduates in Morocco stood at approx. 18.7% and most youths work in the informal sector with little security or benefits.

Morocco's digital infrastructure development level makes it well suited to benefit from the advantages of cloudwork. Language is another asset as youth in Morocco often have professional level proficiency in multiple languages like English, French, Spanish and Arabic. This opens up a wide range of opportunities for them to work online and service the world. It also enables them to use platforms that have not been fully localised and serve a diverse clientele.

Despite these opportunities, the low level of digital literacy limits the youth's ability to take full advantage of work opportunities in cloudwork offered by major digital labour platforms. Moreover, digital labour platforms are often not designed to fit localised contexts resulting in administrative and cultural obstacles that can prevent local workers from taking full advantage of them. Further, entry barriers especially for women tend to be higher as well as many are simply unaware of the opportunities that the digital labour market may offer.

This training aims to inform the youth (18-35 years) of the opportunities in cloudwork in Morocco and to prepare them for digital careers.

- c. GIZ shall hire the contractor for the anticipated contract term, **September 2022 to August 2023**.
- d. The contractor shall provide the following work/service:

This tender is open for local companies that have previous experience of delivering trainings to the same target groups.

Training objective and outline

The training complements the advanced digital skills training offered to young people at the ODC Morocco and offers them relevant information, knowledge, and essential skills to kick-start their career as cloudworkers. The training will be designed in a format that caters to learners of various skill levels. Using a **modular approach**, it will be delivered in a **hybrid format** so that learners can benefit from **self-paced asynchronous learning (online learning materials** including videos, audio and learning nuggets would be made available on atingi platform) as well as get inputs from local experts with **an on-site one-day tutoring at the Orange Digital Center in Rabat, Morocco**. The training will incorporate the principles of decent work and fair working conditions for workers on cloudwork platforms. The onsite training will follow the principles of 'learning by doing' in order to ensure that the learning objectives are reached.

Refer to **Annex A** for guidance on the training concept, the suggested modularisation, and the expected impact. The modules should be developed in close consultation with both local and international experts, local platforms and industry representatives with the aim of enhancing the employability of participants. The training material will be designed and developed in **English with the face-to-face component delivered in Moroccan Arabic**. The content should be structured in a way that it can be replicated in French and other languages to scale up the project and include other non-English speaking participants.

To ensure that the learning objectives are achieved, the on-site tutoring will be delivered in form of one day training catering to no more than 30 participants per batch. Special attention will be paid to the participation of women and those from marginalised groups (refugees, neither in school, nor the workforce¹).

¹ [World Bank survey](#) revealed that 49 percent of Moroccan youth are neither in school, nor the workforce.

The first pilot of the training will be rolled-out in close collaboration with ODC Rabat. This training will serve as a blueprint for building capacities of cloud-workers and may be extended to Orange Digital Centres (or other GIZ projects) in other countries with high demand and potential for Cloudwork.

With the current baseline, it is **envisioned that a minimum of 150 learners shall participate in the training between November 2022 and August 2023.**

Outcomes expected from the contractor:

- 90% of the course participants have created an account on one of the digital labour platforms for employment purposes during the training,
- 50% of the participants are actively using a digital labour platform 1 month after the training
- 20% of these participants are women and disadvantaged youth including refugees, and youth not in education or employment.

To achieve the goals and objectives set out above, **the contractor is responsible for providing the following services:**

- Develop further on the training concept specified (in Annex A) and be responsible for implementing the training for a minimum of 150 learners
- Develop training materials that can be used for both asynchronous learning and onsite tutoring. The training material will be initially developed using online tools such as MS powerpoint, word etc. After implementing it for 2-3 batches and incorporating the lessons learnt, the consultants will work with the GIZ's digitisation partner to develop an online version of the course that can be hosted on atingi (GIZ's e-learning platform).
- Develop a pre-and-post training assessment survey to assess learning (using the survey tools approved by GIZ.)
- Identify and invite the relevant subject matter experts from the major digital platforms active in Morocco in order to enrich the training.
- Support the ODC and DTC team in organizing online and offline campaigns to promote the training amongst target group.
- Support the ODC in shortlisting the candidates based on the target group and other eligibility criterion as defined in the concept of the training.
- Organise a 60 min training kick-off webinar for each cohort. In this webinar, trainees will be apprised of the course objectives, introduced to the atingi platform (how to use it) and how to refer and use the digital resources folder.
- Organize on-site one-day tutoring in workshop format at the ODC. Prepare Agenda, learning materials and outline of the 1-day on-site training. During this workshop, experts from private sector will be invited to interact with the trainees.
- Manage meetings and events with key internal and external partners, service providers and other relevant stakeholders (preparation, implementation, follow-up)



- Organise training of trainers (online / on-site) for the ODC staff. Prepare agenda, learning materials and facilitators guide for the workshop.
- Prepare progress updates and lessons learnt document (digital formats like powerpoint)
- Support the preparation of communication materials (videos, documents etc) to showcase the impact of the training.

The key deliverables include:

- work plan of the consultants, presented during a project kick-off workshop (90 mins)
- training concept document including learning outcomes, module structure, table of contents of each module and content development plan
- training materials for each module for self-paced learning component
- training materials for the one day onsite tutoring workshop component
- training content digitised for GIZ's e-learning platform (in coordination with the digitisation consultant). This includes inputs in form storyboarding, 3-4 videos of cloud-workers, course transcript, graphics, quizzes etc).
- two assessment forms using survey tools (like MS Forms) approved by GIZ
- 1 kick off meeting (60 mins) for trainees before start of each batch of trainees (total 5)
- one day onsite tutoring workshops organised at the ODC for each batch of trainees (total 5).
- 2 training of trainer's workshop for the ODC staff (towards the end of the programme), one in 2022 and one in 2023.
- Results of the pre-and-post training assessment surveys, administered online for all participants. These results should also be available in form of a report including feedback and lessons learnt.
- A 'digital folder' (hosted on atingi in the learning resources corner) containing links to important learning materials and other relevant trainings offers
- List of local partners and subject matter experts to be invited for various workshops and training sessions
- 1 lessons-learnt and recommendation report (no more than 10 pages) with suggestions for scaling-up the training
- 1 training impact report (10 pages) including testimonials of trainees in form of standardised interview transcripts in an Annex. The results may be presented in form of a 45 min presentation to the GIZ & ODC project team highlighting the feedback of learners, experts and trainers.

Milestone	Deadline (by)	Expert 1 days	Expert 2 days
Submission of a work plan of consultants including concept outline and implementation plan	Within 15 days of signing the contract	1	1
Finalise the training concept and its modular structure and provide list of identified of local partners and local subject matter experts	30-Sep-22	1	1
Finalise training materials (in ppt/word/ other format) for each module of both self-paced learning and the	30-Oct-22	3	7



one day onsite tutoring workshop, including minimum 2 feedback rounds on the content.			
A 'digital folder' containing links to important learning materials and other relevant trainings offers hosted on atingi in the learning resources corner	15-Nov-22	1	1
Trainee skills assessment forms using survey tools (like MS Forms) approved by GIZ	30-Oct-22	1	1
1 kick off meeting (60 mins) for trainees before start of each batch of trainees (total 5)	30-Nov-22	1	3
one day onsite tutoring workshops organised at the ODC for each batch of trainees (total 5).	Dec 22 – June 23	1	5
Interim review and workshop on digitisation of content	Jan-23	1	1
2 training of trainers and facilitators at the ODC to support the sustainability of this training	Dec 2022, May 2023	2	4
training content digitised for GIZ's e-learning platform (in coordination with the digitisation consultant). This includes inputs in form storyboarding, 3-4 videos testimonials of cloud-workers, course transcript, graphics, quizzes etc).	Dec 22 – March 23	1	4
Results of the post-training assessment surveys	Feb – Aug 23	1	1
Final project completion report and presentation	Aug-23	1	0
	TOTAL	15	29

Tender requirements

This tender is open for local companies that have previous experience of delivering trainings to the same target groups.

1. Qualifications of proposed staff

1.1 Expert 1: Project Manager

1.1.1 General qualifications

Education: for example, university qualification (first degree/master's) in education, training, adult learning & skills development or other social sciences;
Professional experience: 7 years or more **years' experience** in project management (conceptualization, planning, coordination, steering, monitoring) of e-learning, proven track record of developing hybrid trainings for online workers, freelancers, cloudworkers as a master facilitator, and a strong local network of industry partners and experts.

1.1.2 Experience in the region/knowledge of the country 5 years of experience in projects in Middle East and North Africa, of which 3 years in projects concerning digital economy in Morocco

1.1.3 Language skills: business fluency in C1 or similar business language skills in English; preferably also B1 or similar French skills

1.2 Expert 2: Content Developer and Trainer

1.2.1 General qualifications

Education: for example, university qualification (first degree/master's) in Bachelor Degree in instructional design, e-learning, education and adult learning or other related fields

Professional experience: 5 years or more years' experience in in the area of e-learning design, content development; demonstrated capacity of content development (for example familiarity with RISE) in both digital and asynchronous formats; and experience of conducting capacity development trainings for freelancers, online workers or cloud workers.

1.2.2 Experience in the region/knowledge of the country 3 years experience of implementing trainings in Morocco; experience of other African countries is an asset

1.2.3 Language skills: business fluency in B2 or similar business language skills in English and Moroccan Arabic, working knowledge of French

3. Specification of inputs

Fee days	Number of experts	Number of days per expert	Comments
• Preparation/debriefing	2	8	
• Implementation	2	36	
Travel expenses	Number of experts	Number of days/nights per experts	Comments
• Per-diem allowance in country of assignment	0	0	
• Overnight allowance in country of assignment	0	0	
• Travel costs (train, private vehicle)	0	0	
Flights	Number of experts	Number of flights per experts	Comments
• International flights	0	0	Not Applicable
• Domestic flights	0	0	Expert 1 based in rabat or available

		online and Expert 2 based in Rabat.

*Calculate your financial bid exactly in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**. The regulations on pricing are contained in the price sheet.*

Note:

If restrictions are introduced to combat coronavirus/COVID-19 (restrictions on air travel and travel in general, entry restrictions, quarantine measures, etc.), GIZ and the contractor are obliged to make adjustments to their contractual services to reflect the changed circumstances on the basis of good faith; this may involve changes to the service delivery period, the services to be delivered and, if necessary, to the remuneration.

4 Fixed lump sum price – contract for work

Since the contract to be concluded is a contract for work, we would ask you to offer your services at a fixed lump sum price, which provides an itemised breakdown of all the relevant costs (fees, travel costs, etc.). We require this information for our internal calculations. The assessment of the financial bid is based on the lump sum price tendered.

Note:

If restrictions are introduced to combat coronavirus/COVID-19 (restrictions on air travel and travel in general, entry restrictions, quarantine measures, etc.), GIZ and the contractor are obliged to make adjustments to their contractual services to reflect the changed circumstances on the basis of good faith; this may involve changes to the service delivery period, the services to be delivered and, if necessary, to the remuneration.



Annex A: Initial Concept and Outline of the Training

CONCEPT NOTE

Ready for Cloudwork – essential skills for success in the platform economy

Local Context:

The 2017, World Economic Forum report on “The Future of Jobs and Skills in the Middle East and North Africa” predicts that the Fourth Industrial Revolution can act as an anchor for technology diffusion and helping economies shift towards more knowledge-intensive, higher value-added tasks and activities. Countries such as Morocco and Tunisia are expected to see massive growth in demand for professionals who can blend digital and STEM skills with traditional subject expertise, such as digital-mechanical engineers and business operations data analysts, who combine deep knowledge of their industry with the latest analytical tools to quickly adapt business strategies. For countries like Morocco and Tunisia, this transformation will also change working environments and their physical boundaries—such as the ability of young graduates to work remotely. This will also trigger matching of local talents with global talent demand through online platforms. This matching will create significant benefits by moving people from informal to formal jobs, by increasing workforce participation rates and additional hours worked of those formerly under-employed or inactive, by shortening the duration of job searches and by enabling matches that would otherwise not have happened. As elsewhere in the world, **young graduates in Morocco will increasingly need to learn how to actively use cloudwork platforms**. These are digital labour markets where work can, in theory, be performed from anywhere via the internet (e.g. data categorization or online freelancing) distributed and virtual workforce, to integrate virtual freelance workers and to mitigate the challenges of engaging in online. work.

Relevance of this training and need

To empower young ICT graduates, young entrepreneurs, freelancers – especially women; ODC in Morocco and the Gig Economy Political Initiative propose to launch a **training titled ‘Ready for Cloudwork – essential skills for success in the platform economy’**. This training aims to empower those already working with the platforms as freelancers as well those wishing to join cloudwork. The training will complement the digital skills training offered to the students at the ODC and offer them relevant information, knowledge, and tools to help them kickstart their freelancing career.

Training objective and outline:

The training complements the advanced digital skills training offered to young people at the ODC Morocco and offers them relevant information, knowledge, and essential skills to kick-start their career as cloudworkers. The training will be designed in format that caters to learners of various skill levels. Using a modular approach, it will be delivered in a hybrid format so that learners can benefit from self-paced asynchronous learning (online learning materials including videos, audio and learning nuggets) as well as get inputs from local experts with a live one-day tutoring at the Orange Digital Center in Rabat, Morocco.

Target Group:

- **Young students and graduates (18 – 35 years)** interested in cloudwork (online work, freelancing and other forms of web-based tasks)
- **Freelancers** already employed by the cloud work platforms
- **Young entrepreneurs** interested in leveraging the potential of the platform economy

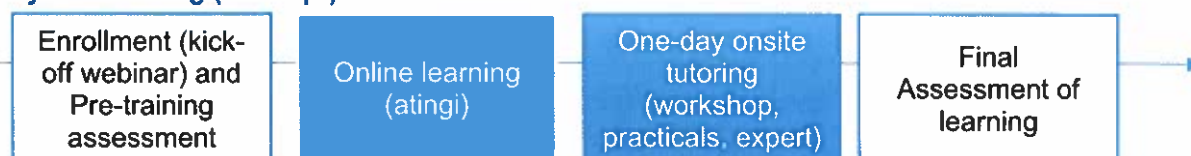


- **Women** belonging to the above-mentioned groups

Learning Objectives:

- Recognise the main cloudwork and digital labour platforms in the country and orient participants on the essential digital skills needed.
- Improve understanding of essential skillsets - digital, commercial and soft skills - required to succeed as a cloudworker.
- Get oriented on decent work principles and fair working conditions for cloudworkers
- Learn how to create and position an account on a digital labour platform and tailor the profile for improved matching on the platform (live training component)
- Create a functioning account on an online platform or get your existing account verified. (live training component)

Hybrid training (concept)



Course Overview: the hybrid training will be organized in different modules (no more than 5) For orientation purposes, a modular description of the training is to be find below. The expert has to review and defined which part of the training have to be done on-line and which one have to be done onsite:

Modules	Guidance
Module 1: What is Cloudwork? Which are the main platforms in Morocco and worldwide?	<ul style="list-style-type: none"> • What is cloudwork and how does it differ from online freelancing and microwork? • What are the major online freelancing cloudwork platforms in Morocco? • Where does the main global supply/demand originate from, and what are the growth opportunities in this sector? • What is necessary in terms of hardware to start working as a freelancer or cloud worker (computer/laptop, wi-fi connection)?
Module 2: Getting started with the Cloudwork platforms – Essential How-To?	<ul style="list-style-type: none"> • How to identify and select the best Cloudwork platform? • What are some considerations that help in this selection, for example, service fees, in-demand digital skills, pricing model, orientation to fairwork conditions? • How to react when an issue occurs on the platform?
Module 3: Key for success in Cloudwork – Skillsets trio: digital, commercial, soft skills	<ul style="list-style-type: none"> • What specific skills are required for success as a freelance cloudworker? • From basic ICT to higher digital skills – which are the most in-demand skills for cloudworkers? • Why soft skills are key to success and how you can leverage skills like communication (written, verbal, online and language skills), transversal skills (empathy, self-management, problem solving,

	<p>organisational skills etc) them in an online environment?</p> <ul style="list-style-type: none"> • Which basic commercial skills (basic invoicing, local taxation, pricing) are a must for working with platforms and how to gain additional skills like digital marketing, cross-selling of service etc? • Understanding taxation rules for platform workers / freelancers/ cloudworkers in Morocco • How to use payment apps and avoid pitfalls?
<p>Module 4: From account creation to managing a competitive online profile</p>	<ul style="list-style-type: none"> • How to create an account (ID verification)? How to create an appealing profile (profile picture, profile layout)? • How to get firsts tasks? How to retain customers? • How to manage multiple orders? Which organisational software to use? • What are reviews and referrals? How does it impact your success as a cloudworker? How to deal with bad reviews and payment delays? • How to get high-reviews and referrals (in-time delivery, importance of soft skills)?
<p>Module 5: Understanding the rights and Fairwork conditions (developed by GIZ)</p>	<ul style="list-style-type: none"> • What are the Fairwork conditions? • What are cloudworkers' rights and working conditions?



Annex B: Inputs of GIZ or other actors

Considering that this training is a joint initiative of a GIZ global project and Orange Digital Centres, the following support will also be available for the consultants during this process.

Inputs available from the project team

- | | |
|-----------------------------|---|
| ODC Morocco | <ul style="list-style-type: none"> • provide a venue for the live training, expert talks and other onsite components • provide IT support (computers, projector, printing of worksheets) for the on-site training • promote the course amongst its students and external networks • manage participants (pre-selection of participants based on their availability to start a professional activity, their interest for entrepreneurial activities, self-employment and online work & registration) • integration into existing curriculum or complementary training • support the facilitation on online and onsite trainings • support the evaluation of the training and the tracking of training impact at least after 3 months from the training day • communication plan • management of the training days |
| Gig Economy Flagship | <ul style="list-style-type: none"> • organise the kick-off meeting for the team of experts • oversee the development of course concept and structure including the incorporation of decent work and fairwork principles where needed • offer support in digitisation of the training module via its e-learning vendor and transferring the onsite component of the training to atingi platform |
| DTC Maroc | <ul style="list-style-type: none"> • ensure local coordination between the ODC Morocco and the training provider and • provide catering for participants for the on-site events for panels and events aimed at broadcasting the content of the training, not for the training at the ODC itself • organise panel events (as needed) to engage key stakeholders and participants • propose speakers for expert talks and panel • support in identification of local partners, selection of facilitators |