

---

**Request for Proposals (RFP)**

---

**Curriculum Development (Specialized Leadership Curricula)**

<b>RFP Reference No.</b>	RFP-SOM-NLA-26-003
<b>Issue Date</b>	27 <sup>th</sup> April 2026
<b>Proposal Submission Deadline</b>	18 <sup>th</sup> May 2026
<b>Contract Duration</b>	3 months / 90 working days
<b>Duty Station</b>	Kismayo, Somalia (with possible remote engagement)
<b>Procurement Method</b>	Open competitive Request for Proposal
<b>Submission Email / Address</b>	<a href="mailto:procurement@nla.so">procurement@nla.so</a>
<b>Clarification Contact</b>	Executive Director/ Senior Curriculum Advisor / Curriculum Development Specialist

## **Contents**

1. Solicitation Overview
2. Background and Institutional Context
3. Objective of the Assignment
4. Scope of Services
5. Deliverables and Indicative Timeline
6. Reporting Arrangements and Contract Administration
7. Eligibility, Qualifications, and Team Composition
8. Proposal Preparation and Submission Instructions
9. Required Proposal Contents
10. Evaluation Method and Award Criteria
11. General Conditions of the RFP
12. Annexes

### **1. Solicitation Overview**

The National Leadership Academy (NLA) invites qualified consulting firms, consortiums, or teams of experts to submit proposals for the development, review, standardization, piloting, and finalization of specialized leadership curricula for the Academy. The assignment is intended to produce competency-based curricula, training modules, assessment tools, and delivery guidance for three leadership pathways, while strengthening NLA's internal capacity to sustain high-quality leadership training delivery.

### **2. Background and Institutional Context**

NLA is a semi-autonomous national institute established to develop a new generation of Somali leaders equipped with the skills, values, and competencies needed to advance national development and uphold high standards of public service. The TOR frames NLA as a platform for leadership excellence responding to governance gaps, weak strategic planning, inconsistent decision-making, limited institutional capacity, and the underrepresentation of women, youth, persons with disabilities, and marginalized groups in leadership roles.

The assignment is expected to align with Somalia's National Transformation Plan, Vision 2060, national identity and values, institutional reform needs, and international good practice in leadership development and public sector training.

### **3. Objective of the Assignment**

The objective of this consultancy is to engage a highly qualified consulting firm or expert team to lead the design, review, standardization, and finalization of leadership training curricula for NLA. The assignment will build on the existing Comprehensive NLA Civil Service Leadership Competency and

Skills Curriculum Mapping Framework and translate it into coherent, practical, and standardized curricula for different leadership levels in Somalia.

#### **4. Scope of Services**

1. Develop a comprehensive curriculum framework covering three leadership pathways: Emerging Leaders, Mid-Career Professionals, and Senior Executives.
2. Develop standardized, competency-based curricula aligned with national development priorities, Somalia's governance context and values, ethical leadership, conflict resolution, public administration, financial management, climate resilience, sustainability, entrepreneurship, disaster preparedness, gender-responsive leadership, and inclusive governance.
3. Produce high-quality, gender-responsive, and inclusive training modules with clear learning objectives, outcomes, session plans, facilitator guides, participant materials, practical exercises, and Somali-relevant case studies.
4. Develop assessment and evaluation tools, including pre- and post-training assessments, competency evaluation instruments, module-level tools, and program evaluation mechanisms.
5. Ensure consistency, coherence, standardization, and quality assurance across all curricula and materials.
6. Contextualize all content to Somali institutional realities, cultural values, governance challenges, and gender dynamics.
7. Build NLA capacity through training-of-trainers, facilitator orientation, and structured knowledge transfer.
8. Support pilot delivery of selected modules and refine materials based on structured feedback.
9. Define competency progression, entry requirements, completion criteria, certification standards, and pathway transitions.
10. Integrate experiential learning methods such as simulations, role plays, case studies, mentorship, field visits, action learning, and group projects.
11. Embed monitoring, feedback, and periodic curriculum review mechanisms.
12. Ensure the curriculum is suitable for in-person, blended, and digital delivery and is accessible to diverse learners.
13. Incorporate institutional ethics, anti-corruption, public trust-building, strategic communication, public engagement, change management, and institutional reform leadership.

### 5. Deliverables and Indicative Timeline

Bidders should align their work plans to the deliverables below. Suggested payment percentages are included to make the TOR operational as an RFP and may be adjusted by NLA before publication.

#	Deliverable	Timeline	Pay %
1	Curriculum Framework - structure, pathways, competencies, and progression.	14 days	10%
2	Curricula for three leadership pathways.	21 days	15%
3	Standardized training modules, guides, materials, exercises, and case studies.	7 days	20%
4	Assessment and evaluation tools.	7 days	10%
5	Standardization and quality assurance guidelines.	7 days	10%
6	Localized Somali content and case studies.	7 days	10%
7	Capacity building outputs, including at least two ToT workshops.	7 days	10%
8	Pilot testing report and Final curriculum package in editable and digital format.	14 days	15%

### 6. Reporting Arrangements and Contract Administration

- The selected consulting firm will report directly to the Executive Director of NLA.
- Technical alignment will be maintained with the Senior Curriculum Advisor / Curriculum Development Specialist and the designated NLA Project Manager.
- The consultant shall maintain regular communication through progress briefings, review meetings, and written updates.
- All deliverables shall be subject to review, comments, and formal acceptance by NLA and any designated technical reviewers.

### **7. Eligibility and Qualification Criteria for Service Providers.**

1. Interested bidders may be consulting firms, consortiums, or teams of experts legally eligible to operate in their home jurisdictions.
2. At least 7 years of proven experience in curriculum design, leadership training, executive or professional education, or institutional capacity development.
3. Demonstrated expertise in competency-based training design for varied target groups and leadership levels.
4. Experience conducting training needs assessments and translating findings into structured curriculum frameworks.
5. Strong research and methodological expertise relevant to leadership development and institutional reform.
6. Proven experience working with public institutions, government agencies, or national capacity-building programs.
7. Experience delivering assignments in developing countries, preferably in fragile or post-conflict contexts.
8. Demonstrated ability to integrate gender-responsive leadership competencies, inclusion, and accessibility considerations into curriculum content.
9. Fluency in English is mandatory; Somali language capacity is a strong advantage.
10. Digital education and blended learning design experience will be considered an added advantage.

### **Personnel Qualification**

1. Team Lead / Senior Curriculum Development Specialist
  - Minimum master's degree in education, Curriculum Development, Public Administration, Leadership Studies, or related field.
  - At least 5 years of proven experience in curriculum design, preferably for leadership, public sector, or higher education programs
  - Demonstrated experience leading multi-disciplinary teams and managing complex assignments
  - Strong expertise in competency-based curriculum frameworks
  - Experience working with government institutions or national training academies
  - Proven track record in delivering end-to-end curriculum development (design, piloting, finalization)
  - Excellent report writing, facilitation, and stakeholder engagement skills
  - Experience in fragile or post-conflict contexts (preferred)
2. Leadership Development and Governance Expert
  - Minimum master's degree in public administration, Political Science, Governance, Leadership Studies, or related field
  - At least 5-7 years of experience in leadership development, governance reform, or public sector capacity building

- Strong understanding of public sector systems, institutional reform, and policy processes
  - Experience designing or delivering executive or professional leadership training programs
  - Familiarity with Somalia or similar governance contexts (strong advantage)
  - Ability to integrate ethics, accountability, and public service values into curriculum
3. Gender and Social Inclusion Specialist
- Minimum master's degree in Gender Studies, Social Sciences, Development Studies, or related field
  - At least 5 years of experience in gender mainstreaming and social inclusion in training or development programs
  - Demonstrated experience integrating gender-responsive and inclusive approaches into curricula
  - Strong understanding of inclusion of women, youth, persons with disabilities, and marginalized groups
  - Experience working in fragile or culturally complex environments
  - Ability to develop practical tools, case studies, and inclusive learning methodologies
4. Assessment, Monitoring and Evaluation (M&E) Specialist
- Minimum master's degree in Monitoring & Evaluation, Statistics, Education, or related field
  - At least 5 years of experience in designing assessment frameworks and evaluation systems
  - Proven experience in developing:
    - Pre/post training assessments
    - Competency evaluation tools
    - Learning outcome measurement frameworks
  - Strong knowledge of results-based management (RBM) and learning evaluation methods
  - Experience integrating M&E into training programs and curriculum design
  - Strong analytical and data interpretation skills
5. Digital / Blended Learning Specialist
- Minimum master's degree in educational technology, Instructional Design, or related field
  - At least 5–7 years of experience in digital learning and e-learning systems
  - Proven experience in design:
    - Online and blended learning programs
    - Learning Management Systems (LMS) integration
    - Interactive digital learning content
  - Strong understanding of adult learning principles and instructional design
  - Experience adapting content for low-resource or connectivity-constrained environments
  - Knowledge of multimedia content development tools

**6. Somalia-Based Expert / Local Liaison**

- Minimum bachelor's degree in relevant field (master's preferred)
  - At least 5 years of experience working in Somalia, preferably in public sector, education, or development programs
- Strong understanding of:
- Somali governance systems
  - Cultural and institutional dynamics
  - Local language (Somali fluency required)
  - Experience supporting:
    - Stakeholder engagement
    - Field coordination
    - Data collection and validation
  - Ability to facilitate local consultations, workshops, and field activities

### **8. Proposal Preparation and Submission Instructions**

1. Proposals shall be prepared in English.
2. Bidders shall submit separate Technical Proposal and Financial Proposal documents. Financial information must not appear in the technical proposal.
3. Proposals received after the deadline shall be rejected unless NLA issues a written amendment extending the deadline.
4. All communications regarding this RFP shall be directed only to the designated procurement focal person stated in the solicitation notice.
5. Questions and clarification requests must be submitted in writing before the deadline indicated in the procurement schedule.
6. NLA may issue written addenda to clarify or amend the RFP. Bidders shall acknowledge receipt of all addenda in their submission.
7. Proposals should remain valid for at least 120 calendar days from the submission deadline.
8. NLA reserves the right to accept or reject any proposal, cancel the procurement, request clarifications, negotiate minor aspects with the preferred bidder, or not award a contract.

### Indicative procurement schedule

Activity	Date
RFP issue date	27 <sup>th</sup> April 2026
Deadline for clarification questions	15 <sup>th</sup> May 2026
Responses to clarifications / addendum	16 <sup>th</sup> – 17 <sup>th</sup> May 2026
Proposal submission deadline	18 <sup>th</sup> May 2026
Opening / administrative review	TBD
Evaluation period	TBD
Notification of award	TBD
Expected contract start	25 <sup>th</sup> May 2026

## 9. Required Proposal Contents

### a. Technical Proposal

1. Signed proposal submission letter.
2. Firm profile and legal registration documents.
3. Understanding of the assignment and response to the Terms of Reference.
4. Detailed methodology and work approach, including quality assurance, stakeholder consultation, validation, piloting, and knowledge transfer approach.
5. Detailed work plan and implementation schedule.
6. Description of team composition and level of effort.
7. Updated CVs of all proposed key experts.
8. At least three relevant references or similar assignments completed in the last five years.
9. Conflict of interest disclosure and signed self-declaration or integrity statement.
10. Any evidence supporting local presence or partnership arrangements in Somalia.

### **b. Financial Proposal**

1. One signed financial proposal stating the total lump-sum price in USD.
2. A breakdown by deliverable, professional fees, travel (if any), workshops or ToT costs, taxes, and any other reimbursable items should be submitted separately.
3. A statement confirming that the price includes all costs necessary to complete the assignment.
4. Proposed payment schedule aligned with the deliverables, if different from the suggested schedule in this RFP.

### **10. Evaluation Method and Award Criteria**

NLA should evaluate proposals using a combined technical and financial scoring method. Only bidders meeting the minimum technical threshold should proceed to financial evaluation.

#### **a. Preliminary responsiveness (pass/fail)**

1. Submission received on time.
2. Technical and financial proposals submitted separately.
3. Proposal submission letter signed by an authorized representative.
4. Required legal and supporting documents attached.

This includes:

- Certificate of Incorporation / Business Registration
  - Valid Business License (where applicable)
  - Tax Compliance Certificate (or equivalent from tax authority)
  - VAT Registration Certificate (if applicable)
  - Proof of registration with relevant regulatory bodies (if applicable)
  - Profile (including organizational structure)
5. No material conflict of interest or grounds for exclusion identified.

#### **b. Technical Evaluation Criteria**

<b>Criterion</b>	<b>Max</b>	<b>Min</b>	<b>Notes</b>
A. Firm experience in curriculum development, leadership training, and public sector capacity building	25	15	Somalia or similar contexts preferred
B. Understanding of the TOR and soundness of methodology	25	15	Should address validation, standardization, piloting, and stakeholder engagement

C. Quality and suitability of proposed team	30	18	Assess qualifications, role fit, and availability
D. Gender, inclusion, and contextualization approach	10	6	Should show localization and inclusion
E. Work plan, risk management, and quality assurance	10	6	Should include realistic sequencing and review process

**Minimum required overall technical score to proceed to financial evaluation: 70/100.**

#### **c. Financial Evaluation Criteria**

**Financial Score = (Lowest Evaluated Price / Bidder Price) x 30**

#### **d. Final award**

The contract shall be awarded to the bidder with the highest combined technical and financial score, subject to successful due diligence, reference checks, negotiation of minor points, and approval by NLA's approving authority.

### **11. General Conditions of the RFP**

1. NLA may request clarifications from any bidder without permitting changes that materially alter the proposal.
2. All documents submitted become part of the procurement record. Confidential information should be clearly marked; pricing should remain available for evaluation purposes.
3. The successful bidder shall enter into a written contract with NLA before commencement of services.
4. Payment shall be made against approved deliverables and valid invoices in accordance with the signed contract.
5. Ownership of all curricula, training materials, guides, reports, and tools produced under the contract shall vest in NLA unless otherwise specified in the final contract.
6. The bidder shall disclose any proposed subcontractors or consortium partners and remain fully responsible for contract performance.
7. NLA may terminate the contract for non-performance, prolonged delay, insolvency, conflict of interest, fraud, or convenience, subject to the terms of the final contract.

## **12. Annexes**

Annex 1 - Terms of Reference / Scope of Work

Annex 2 - Financial Proposal Form

Annex 3 - Proposal Submission Letter

Annex 4 - Bidder Information and References

Annex 5 - Bidder Self-Declaration and Conflict of Interest Statement

Annex 6 - Proposal Submission Checklist

### **Annex 1 - Terms of Reference / Scope of Work**

1. Review of the existing NLA Civil Service Leadership Competency and Skills Curriculum Mapping Framework (To be provided by National Leadership Academy)
2. Validate the existing framework through consultations and technical review.
3. Produce standardized curricula for Emerging Leaders, Mid-Career Professionals, and Senior Executives.
4. Develop training modules, facilitator guides, participant materials, and practical case studies.
5. Design assessment tools, program evaluation tools, and certification or progression pathways.
6. Deliver inclusive, gender-responsive, and Somali-contextualized materials.
7. Build delivery capacity through training-of-trainers and support pilot implementation.
8. Finalize a complete editable curriculum package and transfer knowledge to NLA.

**Annex 2 - Financial Proposal Form**

No.	Cost item / deliverable	Unit	Amount (USD)	Remarks
1	Deliverable 1 - Curriculum framework	LS		
2	Deliverable 2 - Three leadership pathway curricula	LS		
3	Deliverable 3 - Training modules	LS		
4	Deliverable 4 - Assessment and evaluation tools	LS		
5	Deliverable 5 - QA and standardization guidelines	LS		
6	Deliverable 6 - Localized content and case studies	LS		
7	Deliverable 7 - ToT and knowledge transfer	LS		
8	Deliverable 8 - Pilot testing report	LS		
9	Deliverable 9 - Final curriculum package	LS		
10	Travel and logistics (if applicable)	LS		
11	Taxes and other costs (if applicable)	LS		
12	Grand Total	LS		

**Note: Bidder can also provide financial offers in their own template.**

**Annex 3 - Proposal Submission Letter**

Date: \_\_\_\_\_

To: National Leadership Academy

Subject: Proposal Submission for Curriculum Development (Specialized Leadership Curricula)

Dear Evaluation Committee,

Having examined the Request for Proposals and all related annexes, we hereby submit our proposal for the Curriculum Development (Specialized Leadership Curricula) assignment for the National Leadership Academy. We confirm that our technical and financial proposals have been prepared in accordance with the RFP requirements and that our proposal shall remain valid for the period stated in the RFP.

Authorized Signatory: \_\_\_\_\_

Title: \_\_\_\_\_

Name of Firm / Consortium: \_\_\_\_\_

Address: \_\_\_\_\_

Email and Phone: \_\_\_\_\_

Signature and Stamp: \_\_\_\_\_

**Annex 4 - Bidder Information and References**

Legal name of bidder: \_\_\_\_\_

Country of registration: \_\_\_\_\_

Registration number: \_\_\_\_\_

Contact person: \_\_\_\_\_

Email / Phone: \_\_\_\_\_

Client	Assignment title	Country	Period	Contract value	Contact details

**Note: Bidder can add list if necessary. Please add supporting documents for the above contracts provided.**

**Annex 5 - Bidder Self-Declaration and Conflict of Interest Statement**

We declare that our firm / consortium and proposed experts are not subject to any conflict of interest that would improperly affect this procurement or the execution of the assignment.

We confirm that neither the firm nor any proposed team member has engaged in fraud, corruption, collusion, coercion, or any prohibited practice in connection with this procurement.

We undertake to disclose without delay any actual or potential conflict of interest arising before award or during contract implementation.

We understand that any false declaration may lead to disqualification, contract termination, or other remedies available to NLA.

Authorized Signatory: \_\_\_\_\_

Name of Firm / Consortium: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Official Stamp: \_\_\_\_\_

**Annex 6 - Proposal Submission Checklist**

Item	Included	Remarks
Signed proposal submission letter	<input type="checkbox"/>	
Technical proposal	<input type="checkbox"/>	
Financial proposal in separate file/envelope	<input type="checkbox"/>	
Firm registration certificate	<input type="checkbox"/>	
CVs of key experts	<input type="checkbox"/>	
Three relevant references	<input type="checkbox"/>	
Conflict of interest / self-declaration	<input type="checkbox"/>	
Acknowledgement of addenda (if any)	<input type="checkbox"/>	
Somalia partnership or local presence evidence	<input type="checkbox"/>	
Any other document required by the RFP	<input type="checkbox"/>	