



Terms of Reference (TOR)

Title	<i>Phase1: Develop Learning Management Systems (LMS)</i> <i>Phase2: Implement integrated Enterprise Resource Planning (ERP) system.</i>
Duty Station	Remote (with possible Travel to Kismayo , Somalia, Jubbaland State of Somalia)
Duration	<i>3 months per phase; Phase 1 to be completed before Phase 2 begins</i>
Type	Consulting firm
Reporting to	Executive Director of National Leadership Academy (NLA).

A. Background

The National Leadership Academy (NLA) is a semi-autonomous national institution mandated to cultivate a new generation of Somali leaders equipped with the skills, values, and competencies required to advance national development and uphold high standards of public service. Established in response to Somalia's leadership capacity needs, the Academy plays a central role in promoting ethical leadership, strengthening institutional performance, and fostering inclusive participation across government, civil society, and the private sector.

To fulfil its mandate, NLA delivers leadership development programmes through three modalities: in-person instruction, blended learning, and online courses, providing flexible, scalable, and high-quality leadership development across the Federal Republic of Somalia. This multi-modal approach enables NLA to reach learners in diverse locations while reducing travel costs, scheduling disruptions, logistical challenges, and security constraints, and ensuring consistent curriculum standards and training quality aligned with global best practices.

Phase 1 assignment: develop learning management system (LMS)

B. Objective

The purpose of this assignment (*phase1*) is to design, develop, and operationalize a robust digital ecosystem to support the National Leadership Academy's blended and online training programmes, ensuring easy access to high-quality learning content, interactive virtual



engagement, learner support, and effective programme delivery across diverse platforms and devices.

The objective is that NLA digital ecosystems will be a dynamic, human-centered network that seamlessly integrates structured learning, applied practice, and authentic community, transforming isolated content consumption into a continuous leadership journey.

The LMS will serve as the Academy's primary digital learning platform, enabling scalable, accessible, and high-quality leadership development across Somalia.

C. Scope of Work (phase one)

In phase one, the consulting firm will be responsible to develop **E-Learning Platform (LMS)** by carrying out the following tasks:

1. Define the purpose and scope by clarifying what the LMS must support, what will leadership development programmes look like, how a blended and online learning system will function, the cohorts-based training, the assessments, certifications, and tracking, the mentor/facilitator engagement and as well as the reporting and analytics
2. Identify key stakeholders through mapping out everyone who will use or manage the system such as the Academy leadership, trainers/facilitators, learners, IT staff, programme managers, monitoring and evaluation teams and partners/donors, if and where applicable
3. Review current training processes by assessing how learning is currently delivered and managed, the registration and enrolment, content delivery, communication with learners, assessment and grading, attendance and participation tracking, feedback and reporting and certificate issuance.
4. Gather data from users by using multiple methods to understand real needs, interviews with leadership, trainers, and administrators, focus groups with learners and facilitators, surveys to reach a larger group, observation of current training sessions and administrative workflows and review of programme plans, curricula, policies, and reports
5. Assess learner and instructor needs through exploring preferred learning formats, device access and internet connectivity, digital literacy levels, language and accessibility needs, interaction requirements for discussions, mentoring, and peer learning, as well as assessment preferences
6. Analyze technical and infrastructure requirements by verifying existing IT infrastructure, and hosting preferences in the cloud or local server and providing security and data protection needs, user authentication and access control, as well as integration with email, video conferencing, HR, or student databases, but also mobile compatibility and offline access.



7. Use findings to design the LMS and turn the assessment into system specifications, user personas, workflow designs, content strategy, implementation roadmap and training and support plan.
8. **Needs assessment to design NLA E-learning platform(LMS):**
 - a. Reviewing NLA’s curriculum pathways, training modalities, ICT infrastructure, and digital learning requirements.
 - b. Conducting structured consultations with NLA leadership, IT, finance, HR, training units, and other relevant stakeholders to validate functional and technical needs.
 - c. Define LMS user roles, course structure, assessments method, and certification standards.
9. **Technical architecture:**
 - a. Propose the E-learning (LMS) system architecture (Cloud) that ensures high availability, scalability, and secure access for users across Somalia.
 - b. Design a role-based access control (RBAC) model for a secure e-learning system, aligned with NLA’s governance structure (e.g., learners, trainers, administrators, content managers, system administrators)
 - c. Ensure mobile first/responsiveness and low-bandwidth optimization and low connectivity .
10. **E-Learning** Configuration or development an LMS (open-source) based on approved specifications and with following core **LMS features:**
 - Course management, learning paths, and competency-based progression.
 - Multimedia content support (video, audio, interactive modules).
 - Quizzes, assignments, discussion forums, and peer-learning tools.
 - Certificates and digital badges aligned with NLA’s qualification framework.
 - Learner analytics and dashboards (completion, engagement, performance).
 - Mobile first/responsive design, low-bandwidth optimization, and offline access where feasible.

D. Deliverables and Completion Timeline (E-learning System)

#	Deliverable	Submission Date (Weeks from Start)	Percentage of contract price



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1	Inception Report: Refined methodology, detailed workplan, and validated requirements-gathering approach.	Week 2	20%
2	System requirements and design package: Functional and technical specifications for the E-learning system.	Week 4	10%
3	Prototype and demo: clickable prototype and demo environment showcasing core LMS.	Week 6	10%
4	Fully functional LMS: Operational LMS platform with agreed core features, branding, and initial course structures.	Week 8	10%
6	Documentation package: provide Data protection and security procedures technical documentation.	Week 9	10%
7	Training and capacity-building: delivery of capacity building sessions/workshops.	Week 10	10%
8	Pilot and go-live report: Pilot testing of the e-learning system (LMS), including findings, improvements, and final go-live confirmation.	Week 11	10%
9	Completion and handover report: A comprehensive summary of all work completed, an assessment of performance against the agreed objectives, and the full handover of the e-learning system to NLA.	Week 12	10%
	Total		100%

Note: The final contract percentages shall be determined and agreed upon during the contract negotiation and formalization stage. The percentages indicated in this Terms of Reference (TOR) are provisional and for guidance purposes only, and may be revised or adjusted based on mutual agreement between the parties, prevailing conditions, and the final scope of work



PHASE 2: ASSIGNMENT FOR DEVELOPING THE ERP SYSTEM

A. Objective

The purpose of this assignment (**phase 2**) is to assess NLA's operational needs and design, configure, and deploy an integrated ERP system that supports core institutional functions such as HR, finance, procurement, training management, asset management, and workflow automation. The assessment will identify current gaps, user requirements, and system priorities to ensure the ERP will enhance efficiency, transparency, coordination and data-driven decision-making across the Academy.

B. Scope of Work (phase 2)

In phase 2, the consulting firm will be responsible to develop an integrated **Enterprise Resource Planning (ERP)** system by carrying out the following tasks:

1. Institutional and Workflow Analysis by:

- Reviewing NLA's administrative processes, reporting requirements, and operational workflows to understand current practices and identify gaps that the ERP system must address.
- Conducting structured consultations with NLA leadership, HR, Finance, Procurement, Training, and IT units to capture detailed functional needs and validate institutional priorities.
- Validating and documenting the functional and technical requirements for all ERP modules, ensuring alignment with NLA's operational context and future integration needs.

2. ERP System Development: develop Enterprise Resource Planning (ERP) system based on the following core modules and approved specifications (subject to further discussions).

- **Training management:** Scheduling, cohorts, attendance, trainer management, venues/resources.
- **HR:** Staff records, contracts, leave, and performance management.
- **Finance:** Budgeting, commitments, payments, and basic accounting integration.
- **Procurement:** Requisitions, tenders, contracts, vendor management, and compliance tracking.
- **Inventory/asset management:** Tracking equipment, licenses, and learning devices.
- **Workflow automation:** Digitize and streamline key approval workflows (e.g., training approvals, finance approvals, procurement steps etc).

3. Testing, Training, and Deployment of ERP system: the consulting firm shall:



- Conduct comprehensive module testing and system validation to confirm that all ERP modules operate as designed, workflows function correctly, data flows are accurate, and the system meets the approved functional and technical specifications.
 - Train NLA staff on ERP usage, administration, and troubleshooting, ensuring that end-users have the skills required to operate the system effectively.
 - The consulting firm shall provide on-site or remote support during the go-live period to address issues promptly and ensure a smooth transition to full operational use of the ERP system.
4. **Documentation and handover:** The consulting firm shall prepare and deliver a complete documentation and handover package to ensure NLA can independently operate, maintain the ERP system. This include:
- Provide comprehensive technical documentation covering system architecture, module configurations, workflow logic, integration points, API specifications, user roles, and permission structures.
 - Develop and submit data protection and security procedures, including guidelines on user access management, password policies, encryption standards, backup routines, incident response procedures, and audit logging.

C. Deliverables and Completion Timeline (ERP system)

#	Deliverable	Submission Date (Weeks from Start)	Percentage of contract price
1	Inception Report: Refined methodology, detailed workplan, and validated requirements-gathering approach of the ERP system.	Week 2	20%
2	System requirements and design package: Functional and technical specifications for the ERP system.	Week 4	10%
3	Prototype and demo: clickable prototype and demo environment showcasing core LMS.	Week 6	10%
4	Fully configured/developed ERP: Operational ERP system with core modules and key workflows configured	Week 9	10%
5	Documentation package: provide data protection and security procedures and technical documentation.	Week 10	10%
6	Training and capacity-building: delivery of capacity building sessions/workshops.	Week 11	10%
7	Pilot and go-live report: Pilot testing of the ERP system, including findings, improvements, and final go-live confirmation.	Week 12	10%



8	Completion and handover report: Comprehensive summary of the work completed, system architecture, module configurations, workflow logic, integration points, API specifications, user roles, and permission structures.	Week 12	10%
	Total		100%

Reporting Arrangements

- 1. Reporting Lines:** The consulting firm will work under the direct supervision of the Executive Director of National Leadership Academy (NLA). with secondary reporting to the Curriculum Development Specialist, the learning systems and IT officer, and the designated NLA Project Manager.
- 2. Progress Reporting:** The Consulting firm will maintain close communication with the supervisors through regular briefings and written progress updates; all deliverables are subject to review and approval by the Executive director of National Leadership Academy (NLA). and other designated personnel.

Duration of the Work

Each assignment is scheduled to take **90 working days over a period of three months.**

Phase 1 will focus exclusively on developing and delivering the E-learning system(LMS).

The consultant shall only commence ERP development (**Phase 2**) once the LMS has been fully completed, delivered, and formally accepted by NLA.

REQUIRED EXPERIENCE:

The National Leadership Academy (NLA) seeks a consulting firm with a team of experts who demonstrate the following qualifications and experience:

- Proven experience in designing, developing, and deploying e-Learning Management Systems (LMS) and Enterprise Resource Planning (ERP) systems for educational institutions, training centers, or public-sector training academies.
- Demonstrated ability to deliver mobile-first design, low-bandwidth optimization, and solutions suitable for fragile or low-connectivity environments, particularly in Africa or comparable regions.
- Experience implementing ERP systems in similar institutional settings, especially those involving HR, finance, procurement, training management, and asset management modules.
- A realistic and coherent timeline for completing each phase (90 working days per phase).
- Logical sequencing of activities, including the requirement that ERP development begins only after the LMS has been fully delivered and formally accepted.



- Clear milestones, deliverables, and quality assurance mechanisms that demonstrate strong project management capability.
- Identification of risks and mitigation strategies related to the sustainability of both the e-Learning and ERP systems.
- Adequacy of staffing levels, defined roles, and time allocation for each core team member to ensure successful delivery of both phases.

Team Composition (Core Team Requirements)

- **Team Lead / Project Manager** Minimum 5–7 years of experience managing large-scale ICT or digital transformation projects, with strong stakeholder engagement, coordination, and project oversight capabilities.
- **LMS Architect / Developer** Expertise in major LMS platforms (e.g. Moodle, Canvas), including system customization, integration of content standards (e.g. API-based content) and learning analytics.
- **ERP Specialist** Experience implementing ERP systems (open-source or commercial) within public institutions, training centres, or higher education environments, with strong understanding of institutional workflows.
- **Cybersecurity / Data Protection Specialist** Skilled in security architecture, data governance, encryption, access control, and compliance with national and donor-mandated data protection standards.

Language Requirements

- **English (Mandatory):** Full professional fluency in English is required. The consulting team must demonstrate excellent skills in drafting technical documentation, preparing reports, developing training materials, and producing high-quality written content for LMS and ERP system development.
- **Somali (Desirable):** Working knowledge of written or spoken Somali is an asset. It will support effective contextualization of digital platforms, enhance stakeholder engagement, and enable accurate localization of user interfaces.



How to Apply

Interested consulting firms are required to submit the following documents for the **core team** outlined in the Team Composition requirements:

1. Updated CVs/Resumes of the core team, clearly highlighting relevant qualifications and experience.
2. A Technical Proposal outlining:
 - Understanding of the assignment
 - Proposed methodology and approach
 - Work plan and timeline
3. Financial Proposal indicating the total cost of the consultancy



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Application Deadline: 28th May 2026

Submission email: procurement@nla.so