



**Nagaasho
Consortium**

Creating viable rural futures in Somalia



iRISE
HUB FOUNDATION

TERMS OF REFERENCE

Consultancy to Develop the Innovate for Food Security (IFFS) Program Curriculum

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Development of the Innovate for Food Security (IFFS) Program Curriculum

Item	Detail
Program	Nagaasho - Integrated Solutions for Preventing Displacement and Strengthening Rural Resilience in Somalia and Somaliland
Domain / Outcome	Domain 2 – Resilient Livelihoods & Inclusive Economic Opportunities (Outcome 2)
Lead institution	iRise Hub (Economic Domain Lead)
Supporting partners	CARE Somalia (Consortium Lead), SaferWorld Somalia, WFP, WAAPO& WARDI.
Target districts	Baardhere, Belet Weyne, Afgooye, Laas Caanood, Erigavo
Curriculum development	One (1) month, including field data gathering from project districts and villages
Field-feedback update	Three (3) months after the consultancy, following the validation workshop

1. Background

The Nagaasho Program is a multi-year initiative designed to strengthen the resilience, economic participation, and adaptive capacity of rural and agro-pastoral communities across Baardhere, Belet Weyne, Afgooye, Las Anod, and Erigavo. Operating in regions marked by chronic vulnerability, recurring droughts, limited market linkages, and increasing climate-related risks that continue to affect agricultural productivity, livestock systems, market functionality, and livelihood stability, as well as constrained access to essential services, the programme recognizes that resilience cannot be achieved without functional local food systems. Central to its theory of change is Outcome 2, which seeks to empower women and youth who have historically faced systemic barriers to actively participate in and shape local food systems, thereby creating stable livelihoods and reducing the economic drivers of displacement. Across the target districts, these food systems are weakened by persistent post-harvest losses, weak storage and market access, and recurring climate shocks that limit opportunities for value addition.

In this regard, please carefully review the Market Value Chain Analysis conducted during the inception phase, which provides key insights into the market and value-chain dynamics across the target areas: Market Value Chain Analysis.

The Nagaasho program addresses this, alongside two other interlinked drivers of displacement, climate shocks and fragile local governance through three corresponding Thematic Domains, of which Domain 2, “Resilient Livelihoods & Inclusive Economic Opportunities”, targets the economic driver. By expanding economic opportunities and strengthening local value chains, the programme seeks to increase household resilience, reduce vulnerability to climate and economic shocks, and support durable solutions for at-risk populations. More specifically, this means supporting women and youth to engage in and shape local food systems, creating sustainable, climate-smart livelihoods and stronger market linkages that reduce the economic pressures driving displacement.



Under Domain 2, Nagaasho operates a structured innovation pipeline built around three connected stages: the **Innovation Challenge Sprint**, which identifies and develops practical solutions to locally identified food system gaps while contributing to more inclusive, resilient, and market-responsive food systems; **the Innovate for Food Security (IFFS) Program**, a three-month incubation process in which promising ideas are refined, prototyped, tested, and strengthened into viable business models; and **the Kobciye Model**, which supports selected ventures to access finance and transition into sustainable, growth-oriented enterprises.

The IFFS Program is the stage where ideas move from concepts to validated, market-ready solutions that respond to identified market opportunities and strengthen value chain performance through an intensive bootcamp, a prototype testing phase, structured mentorship, and pitch preparation. Its quality depends on a well-designed, context-grounded curriculum that reflects the food system realities of each target district. A dedicated preparation phase is therefore required to develop and refine the IFFS curriculum, tools, facilitation materials, and mentorship approach, building on lessons from previous iRise programs, field assessments, stakeholder consultations, and district-specific food system realities, while adapting the content to the Nagaasho context, including its focus on food systems, climate resilience, displacement prevention, and inclusive livelihoods. This consultancy responds to that need.

2. Purpose of the Consultancy

The purpose of this consultancy is to develop a complete, rural-based IFFS program curriculum that is grounded in field realities, gender-responsive, climate-smart, and fully integrated with the Innovation Challenge Sprint and Kobciye pathways. The curriculum should further enable participants to develop solutions that address identified food system challenges and contribute to more resilient, inclusive, and market-responsive local food systems. The curriculum must equip iRise Hub, consortium partners, and district-level facilitators to deliver an effective, inclusive, and contextually relevant three-month incubation cycle across all five target locations. The curriculum should support participants to progress from early-stage ideas to validated business models with clear pathways toward market engagement, growth, and investment readiness. Ultimately, success should mean that every participating team graduates with a viable, context-appropriate business model that directly addresses a verified value chain gap and can withstand climate and market shocks; the consultant should propose indicative *success criteria* at inception for agreement with iRise Hub and the Nagaasho design/review team.

A distinctive feature of this assignment is that curriculum development must be evidence-based and field-informed. The consultant is required to gather primary data directly from the project districts and villages, engaging farmers, traders, producer groups, processors, women- and youth-led enterprises, and local facilitators, so that all modules, examples, case studies, and exercises reflect the actual value chain gaps and lived realities of Nagaasho target communities. The full curriculum development process is to be completed within one month. Following the validation workshop, a three-month field-feedback update phase will allow the curriculum to be refined based on real implementation experience from the field.



3. Objectives of the Consultancy

The specific objectives of the consultancy are to:

- 1. Conduct field data gathering** across the five project districts and selected villages to identify food system failures, value chain priorities, and the specific barriers faced by women, youth, and marginalised groups, and to ground the curriculum in verified local evidence.
- 2. Develop the full IFFS curriculum** covering the five-day bootcamp, 2-months prototype testing, a one-week structured prototype mentorship, and final 2-weeks Business Viability & Business Model Mentoring followed by a final pitch preparation phase, complete with session plans, facilitator notes, presentations, worksheets, and monitoring tools including participant assessment tools, competency measurement frameworks, and enterprise progression tracking mechanisms. These tools should be built around clear success criteria for a viable IFFS business model and phase-level progression milestones, as proposed at inception (Deliverable 1) and agreed with iRise Hub.
- 3. Ensure integration** of the curriculum with the Innovation Challenge Sprint outputs and the Kobciye financial inclusion pathway, providing clear guidance for facilitators on linking challenge outputs to IFFS pathways and follow-up support.
- 4. Embed gender-responsive and climate-smart principles** throughout all learning materials, ensuring that content addresses the barriers faced by women and youth and promotes climate-smart, inclusive livelihood development, conflict-sensitive programming, and environmentally sustainable practices.
- 5. Facilitate a validation workshop** with iRise Hub, WFP and selected technical consortium partners to review, refine, and endorse the curriculum before roll-out.
- 6. Deliver a field-feedback update** of the curriculum three months after the consultancy, incorporating lessons participant feedback, implementation experience, and operational learning from the pilot and initial roll-out into a final, strengthened curriculum package.

4. Scope of Work

4.1 Field Data Gathering from Districts and Villages

The consultant will design and carry out a participatory, gender-sensitive and stakeholder-inclusive field data collection exercise across the project districts (Baardheere, Belet Weyne, Afgooye, Las Anod, and Erigavo) and selected villages within them. The exercise will engage district authorities, relevant line ministries, cooperatives, private-sector actors, community representatives, women and youth, ensuring that the curriculum reflects real food system bottlenecks, opportunities, and institutional dynamics rather than assumptions. The findings will not only inform the identification of priority challenges and value-chain gaps but will also be integrated into the curriculum to guide participants on stakeholder engagement, institutional collaboration, and approaches for building sustainable and scalable business models.

This exercise will:

- Review existing assessments, including district-level market value chain assessments, the iRise's IFFS Curriculum, the GRMVCA, baseline studies, and the GDDA, as well as relevant existing curriculum and



training materials from WFP, government institutions (e.g., Ministry of Agriculture and Irrigation, TVET centres) and other external providers — and identify gaps requiring primary data.

- Engage value chain actors at the village and district levels (farmers, pastoralists, traders, producer and women's groups, processors, aggregators, and youth entrepreneurs) through interviews, focus group discussions, and observation.
- Consult local consortium staff (iRise, WARDI, WAAPO) and other relevant stakeholders including food systems actors to capture operational and contextual insights.
- Validate and build on the GRMVCA's district-level findings on priority value chains, climate risks and adaptation practices, and key bottlenecks (post-harvest losses, weak storage and processing, unreliable logistics, limited market information and access) – checking for any changes since the assessment and translating them into curriculum-ready detail (e.g. facilitator-level examples, local terminology, seasonal timing) – together with the specific barriers faced by women and youth in each location.
- Translate findings into concrete curriculum content in English and Somali versions, and add locally relevant examples, case studies, exercises, and challenge references. Anchor examples should include, e.g., camel milk cooling/handling (Lasanod, Bardhere), cash-crop drying, storage and processing (Bardhere, Afgoye, Beledweyne), sesame cleaning (Beledweyne), frankincense handling (Erigavo), and the fee-based shared-service enterprise model already piloted through the GRMVCA.

4.2 Development of the IFFS Curriculum

Based on the field evidence, the consultant will develop a complete, modular IFFS curriculum structured around the programme's three-month incubation cycle. The curriculum must be practical, activity-driven, and easy for facilitators to use and adapt across districts. The curriculum should be designed around the success criteria set out in Section 2, and should make them explicit and understandable to participants themselves – for example through a simple self-assessment rubric teams can use to track their own progress – so that teams understand from the outset what a successful business model looks like, rather than only being assessed against these criteria at the end. Human-centered design and user engagement should run throughout all four phases, each with a small set of *progression milestones/KPIs* (e.g. share of teams engaging users at that stage, completing prototype testing with documented feedback, reaching a validated business model), so progress from idea to proof of concept can be tracked and supported throughout, not only assessed at the end. Cohort size and structure should reflect the approximately **25 ideas** advancing from the Innovation Challenge Sprint. It will cover the following phases:

Five-Day Bootcamp. Session plans and materials that introduce business fundamentals and entrepreneurship, Lean/Business Model Canvas development, product and service design, agricultural best practices, food systems resilience, systems thinking, and sustainable food system transformation, as well as an understanding of value chains and market systems. The bootcamp will enable participants to understand how their enterprises interact with and contribute to stronger, more inclusive, resilient, and sustainable local food systems, while developing an initial business concept and model. At the end of the bootcamp, participants will pitch their business ideas to a selection panel, and the top **15 solutions** will be selected to advance to the next prototype development phase.



Prototype Testing Phase. Guidance, monitoring tools, feedback loops, and data collection methods that enable participants to test solutions in real-world conditions with users (farmers, traders, producer groups, and processors), iterate designs, and document user feedback and evidence of feasibility, with gender and climate-smart considerations embedded throughout. At the end of the two-month prototype phase, all participant solutions will undergo a Prototype Assessment and Validation session to assess their feasibility, user acceptance, market relevance, scalability, and potential impact. Based on the assessment results, the top 10 solutions will be selected to advance to the next IFFS Mentorship Phase.

Structured Mentorship. A mentorship framework and mentor guides covering market validation and customer needs, business model development and pricing, operational and financial risk management, climate adaptation and conflict sensitivity, and stakeholder engagement and partnerships. Business model development and pricing content should reference the specific financing pathways identified in the GRMVCA (Kobciye Revolving Loan Fund, micro-leasing, pay-as-you-go, risk-sharing models) alongside formal investment readiness.

Pitch Preparation & Demo Session. Tools and session plans that support teams to refine their value proposition, validate their business models, and develop investment-ready pitches with clear pathways to market, sustainability, and scale, linked to the Kobciye financial inclusion and growth stage. At the end of the phase, teams will pitch and demonstrate their solutions to a selection panel and relevant stakeholders, with solutions assessed based on business model viability, market potential, innovation, feasibility, impact, scalability, and investment readiness. The top five solutions will be selected to advance to the Kobciye financial inclusion and growth stage.

4.3 Integration, Gender-Responsiveness, and Climate-Smart Design

- Ensure the curriculum aligns seamlessly with the Innovation Challenge Sprint (timing, participant engagement, documentation, and progression) and with the Kobciye pathway, including seed grants, microloans, and the Kobciye Revolving Loan Fund.
- Embed inclusivity, food systems resilience, and sustainability throughout by addressing barriers faced by women and youth and other vulnerable or marginalized groups, strengthening livelihoods, promoting climate-smart agriculture, supporting resilient food systems, and encouraging environmentally sustainable practices. Business-model coaching should explicitly build toward ownership and management roles for women- and youth-led service enterprises, not participation alone.
- Provide facilitator guidance for linking challenge outputs to IFFS pathways and follow-up support structures. Curriculum content should also include guidance for teams on engaging relevant local institutions (district authorities, line ministries, cooperatives) to support the sustainability of their business models.
- Support a Training of Trainers (ToT) orientation by ensuring materials are ToT-ready including facilitator manuals, session delivery guides, participant learning resources, assessment tools, and implementation guidance for iRise Hub and consortium partners.

4.4 Validation Workshop

The consultant will facilitate a validation workshop with iRise Hub and consortium partners (CARE Somalia, SaferWorld, WFP, WARDI, WAAPO) to present the draft curriculum, gather technical feedback, and secure



institutional endorsement. The consultant will incorporate agreed feedback into the validated curriculum ahead of the pilot roll-out (the pilot IFFS bootcamp is planned for Erigavo). Findings and recommendations from the validation workshop will inform the pilot implementation in Erigavo and guide subsequent curriculum refinement based on implementation experience and participant feedback.

The validation process should assess the curriculum's technical quality, contextual relevance, inclusivity, climate-smart design, and alignment with program objectives and implementation requirements. The consultant shall prepare a brief validation report or feedback matrix documenting the key recommendations received and how they were addressed in the final curriculum package.

4.5 Field-Feedback Update (Post-Consultancy)

Following the validation workshop and during the initial roll-out, a **three-month field-feedback update phase** will be undertaken. During this period, the consultant will remain available to collect and analyse implementation feedback from the pilot and early district roll-outs, covering facilitation methods, mentorship approaches, tools, and participant outcomes, and to update the curriculum accordingly. This ensures that the final curriculum reflects real field experience and is fully strengthened before wider use. The updated curriculum should incorporate lessons learned and support consistent and effective implementation across future programme cycles. The output of this phase is a final, updated IFFS curriculum package accompanied by a short summary of changes made and the rationale.

5. Deliverables

No.	Deliverable	Description
1	Inception Report & Workplan	Methodology, field data collection plan and tools, timelines, and approach for the one-month curriculum development, including proposed success criteria for a viable IFFS business model (aligned with value chain gaps, local context and target group, and climate/shock resilience) and a small set of progression milestones/KPIs per IFFS phase, for agreement with iRise Hub and the Nagaasho design/review team before curriculum development proceeds.
2	Field Data Report	Consolidated findings from districts and villages: priority value chains, food system failures and opportunities, and gender/youth barriers per location, with implications for curriculum content.
3	Draft IFFS Curriculum Package	Full modular curriculum that includes a five-day bootcamp, prototype testing, mentorship, and pitch preparation with session plans, presentations, facilitator notes, worksheets, activity guides, participant assessment tools, mentor guides, ToT materials, and monitoring and enterprise tracking tools. To keep this practical rather than academic, deliver as distinct stand-alone sub-outputs: a facilitator manual, a participant workbook/toolkit, a session-by-session schedule, an assessment/progress-tracking toolkit, mentor guides, and a ToT package. The assessment/progress-tracking toolkit should operationalise the success criteria and phase-level KPIs agreed at inception (Deliverable 1), so progress from idea to proof of concept can be tracked across all four IFFS phases.
4	Validated IFFS Curriculum	Curriculum revised and endorsed following the validation workshop; ToT-ready



No.	Deliverable	Description
		for facilitators and consortium partners.
5	Field-Feedback Update Report & Final Curriculum	Updated curriculum three months after the consultancy, incorporating field/implementation feedback, accompanied by a summary of changes, lessons learned, and the rationale.

All outputs are to be submitted in editable Word/Excel formats, in English, ready for field implementation and partner use, and adaptable across the five target districts. Where needed for delivery, key participant-facing materials should be adaptable into Somali.

6. Duration and Timeline

The core curriculum development is an intensive, short-term engagement to be completed within one (1) month, including field data gathering from the project districts and villages. A subsequent three-month field-feedback update phase follows the validation workshop, drawing on implementation experience from the pilot and the initial roll-out.

Activity / Deliverable	Timing	Phase
Inception report, workplan & data collection tools	Week 1	Month 1 – Development
Field data gathering in districts & villages	Week 1–2	Month 1 – Development
Field data report & analysis	Week 2	Month 1 – Development
Draft IFFS curriculum development	Week 2–3	Month 1 – Development
Validation workshop with iRise & partners	Week 4	Month 1 – Development
Validated curriculum finalised	Week 4	Month 1 – Development
Field-feedback collection & curriculum update	Months 2–4 after consultancy	Post-validation – Update
Final updated curriculum & summary of changes	End of Month 3 (post-consultancy)	Post-validation – Update

Note: The one-month development period and the three-month update period are distinct. Curriculum development, including field data gathering and the validation workshop, is completed within the first month. The field-feedback update runs for three months after the consultancy, following the validation workshop, and produces the final curriculum.

7. Required Qualifications and Expertise

- Demonstrated experience developing curricula, training manuals, or incubation/accelerator content for entrepreneurship, innovation, or food systems programmes.
- Strong grounding in design thinking, adult learning methodologies, business model development, and market systems/value chain approaches.



- Proven experience conducting participatory, gender-sensitive field data collection in rural or agro-pastoral contexts, ideally in Somalia/Somaliland or comparable fragile settings.
- Understanding of climate-smart agriculture, resilience programming, and displacement dynamics.
- Ability to produce clear, facilitator-friendly, ToT-ready materials, with the capacity to adapt participant-facing content into Somali.
- Familiarity with the humanitarian-development-peace nexus and with donor-funded consortium environments is an advantage.

8. Reporting and Coordination

The consultant will work under the overall guidance of iRise Hub as Economic Domain Lead, in close coordination with the Consortium Management Unit (CMU) and with technical inputs from CARE Somalia and the WFP. A small Nagaasho design/review team drawn from iRise Hub, WFP, and CARE Somalia will provide contextual insight, review drafts, participate in the validation workshop, and support alignment with organizational standards and donor requirements. All deliverables will be reviewed and approved by iRise Hub in consultation with the WFP and CMU.

9. Evaluation Criteria

Applications will be assessed based on the following weighted criteria:

Criterion	Weight
Technical expertise and relevant contextual experience	40%
Methodology and understanding of assignment	30%
Team composition	10%
Financial proposal	20%

10. Application Process

Interested consultants or firms should submit:

- A technical proposal (max 10 pages)
- A financial proposal (with daily rate and estimated level of effort)
- CV(s) of key personnel
- Two samples of similar previous work
- Contact details of two references

Interested firms/consultants are invited to submit their applications to procurement@irisehub.so and cc to ali@irisehub.so with the subject line: “Consultancy: IFFS Curriculum Development” by 31st August 2026.