



REQUEST FOR PROPOSAL

Terms of Reference: Consultancy for Development of the Puntland Partnership and Coordination.

RFP DOCUMENT: 38194

RFP ISSUE DATE: 14TH SEPTEMBER 2025

PROPOSAL SUBMISSION DEADLINE: 20TH SEPTEMBER 2025

**CARE USA
151 ELLIS STREET NE
ATLANTA, GA 30303-2440**

CONFIDENTIAL DOCUMENT

*PREPARED BY
CARE®*



Table of Contents

1. ABOUT CARE.....2

2. GENERAL CONDITIONS AND CLAUSES.....2

2.1. CARE’S GENERAL CONDITIONS2

2.2. CONFIDENTIALITY/ NON-DISCLOSURE.....3

2.3. PUBLICITY.....3

2.4. LIABILITY.....3

2.5. FORCE MAJEURE3

2.6. ERRORS AND OMISSIONS4

2.7. OWNERSHIP OF WORK.....4

2.8. CONFLICT OF INTEREST4

3. COMPANY PROFILE & BIDDER’S DECLARATION4

3.1. COMPANY PROFILE4

3.2. BIDDER’S DECLARATION5

4. CONDITIONS AND GUIDELINES FOR SUBMISSION OF PROPOSAL7

4.1. PROPOSOSAL GUIDELINES.....7

4.2. PROJECT PURPOSE AND DESCRIPTION**Error! Bookmark not defined.**

4.3. PROJECT OVERVIEW**Error! Bookmark not defined.**

4.4. PROJECT REQUIREMENTS.....**Error! Bookmark not defined.**

4.5. PROJECT TIMELINE.....**Error! Bookmark not defined.**

4.6. EVALUATION CRITERIA.....**Error! Bookmark not defined.**



1. ABOUT CARE

At CARE, we seek a world of hope, inclusion, and social justice, where poverty has been overcome and people live with dignity and security.

This has been our vision since 1945, when we were founded to send lifesaving CARE Packages® to survivors of World War II. Today, CARE is a leader in the global movement to end poverty. We put women and girls in the center because we know we cannot overcome poverty until all people have equal rights and opportunities. In 2019, CARE worked in 100 countries and reached 70 million people with an incredible range of life-saving programs.

To know more about CARE, visit: <https://www.care.org/our-work/>

2. GENERAL CONDITIONS AND CLAUSES

2.1. CARE'S GENERAL CONDITIONS

The enclosed document is not an offer to contract, but a solicitation of a vendor's proposed intent. Acceptance of a proposal in no way commits CARE to award a contract for any or all products and services to any vendor.

CARE reserves the right to make the following decisions and actions based on its business interests and for reasons known only to CARE:

- To determine whether the information provided does or does not substantially comply with the requirements of the RFP
- To contact any bidder after proposal submittal for clarification of any information provided.
- To waive any or all formalities of bidding
- To accept or reject a proposal in whole or part without justification to the bidder
- To not accept the lowest bid
- To negotiate with one or more bidders in respect to any aspect of submitted proposal
- To award another type of contract other than that described herein, or to award no contract;
- To enter into a contract or agreement for purchase with parties not responding to this RFP
- To request, at its sole discretion, selected Vendors to provide a more detailed presentation of the proposal
- To not share the results of the bids with other bidders and to award contracts based on whatever is in the best interest of CARE.



Any material statements made orally or in writing in response to this RFP or in response to requests for additional information will be considered offers to contract and should be included by vendor in any final contract.

2.2. CONFIDENTIALITY/ NON-DISCLOSURE

All information gained by any vendor concerning CARE work practices is not to be disclosed to anyone outside those responsible for the preparation of this proposal. Any discussion by the vendor of CARE's business practices could be reason for disqualification. CARE, at their discretion, reserves the right to require a non-disclosure agreement.

Reciprocally, CARE commits that information received in response to this RFP will be held in strict confidence and not disclosed to any party, other than those persons directly responsible for the evaluation of the responses, without the express consent of the responding vendor.

Finally, the information contained within this RFP is confidential and is not to be disclosed or used for any other purpose by the vendor.

2.3. PUBLICITY

Any publicity referring to this project, whether in the form of press releases, brochures, or photographic coverage will not be permitted without prior written approval from CARE.

2.4. LIABILITY

The selected vendor(s) will be required to show proof of adequate insurance at such time as CARE is prepared to procure the services. The participating vendor will also be required to indemnify and hold harmless CARE for, among other things, any third-party claims arising from the selected vendor's acts or omissions, and will be liable for any damage caused by its employees, agents or subcontractors.

2.5. FORCE MAJEURE

- a. Neither Party shall be responsible for a performance that is delayed, hindered, or is rendered inadvisable, commercially impracticable, illegal, or impossible by a "Force Majeure Event." A Force Majeure event includes, without limitation, an act of nature, a pandemic, emergency, civil unrest or disorder, actual or threatened terrorism, war, fire, governmental action or interference of any kind, power or utility failures, strikes or other labor disturbances, a health warning issued



by the Center for Disease Control (or similar agency), any other civil or governmental emergency and/or any other similar event beyond a Party's reasonable control.

- b. The Party that seeks to invoke this Force Majeure provision (the "Affected Party") shall provide the other Party (the "Unaffected Party") with a written notice within ten (10) days of the date the Affected Party determines a Force Majeure Event has occurred.

2.6. ERRORS AND OMISSIONS

CARE expects the vendor will provide all labor, coordination, support, and resources required based on the vendor's proposal and corresponding final SOW. No additional compensation will be available to the vendor for any error or omission from the proposal made to CARE. The only exclusions are add-ons, deletions, and/or optional services for which the vendor has received written authorization from CARE.

2.7. OWNERSHIP OF WORK

All work created during this evaluation must be original work, and no third party should hold any rights in or to the work. All rights, title and interest in the work shall be vested in CARE.

2.8. CONFLICT OF INTEREST

CARE encourages every prospective Supplier to avoid and prevent conflicts of interest, by disclosing to CARE if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, specifications, cost estimates, and other information used in this RFP.

3. COMPANY PROFILE & BIDDER'S DECLARATION

Bidders are requested to complete this form, including the Company Profile and Bidder's Declaration, sign it and return it as part of your proposal. No alterations to its format shall be permitted and no substitutions shall be accepted.

3.1. COMPANY PROFILE



Table 4.1.A Previous Work with CARE

Have you already had previous transactions with CARE?	Yes	No
	<input type="checkbox"/>	<input type="checkbox"/>
If marked “Yes” , please provide the year of the latest transaction with CARE and the requirement that was delivered. <i>(This is to inform everyone that this information is for system checking only. This will not be part of any evaluation process.)</i>		
If you marked, “No” on the table above, please answer the Table 4.1.B. below:		

Table 4.1.B Other Information

Item Description	Detail(s)
Legal name of bidder	
Legal Address, City, Country	
Website	
Year of Registration	
Company Expertise	
Bank Information <i>(Please answer below)</i>	
Bank Name:	
Bank Address:	
IBAN:	
SWIFT/BIC:	
Account Currency:	
Bank Account Number:	

Previous relevant experience: 3 contracts				
Name of previous contracts	Client & Reference Contact Details	Contract Value	Period of activity	Types of activities undertaken

3.2. BIDDER’S DECLARATION

Yes	No	
<input type="checkbox"/>	<input type="checkbox"/>	Ethics: By submitting this Proposal/Quote, I/we guarantee that the bidder has not engaged in any improper, illegal, collusive, or anti-competitive arrangements with



		any competitors; has not directly or indirectly contacted any buyer representative (aside from the point of contact) or gather information regarding the RFP; and has not attempted to influence or offer any type of personal inducement, reward, or benefit to any buyer representative.
<input type="checkbox"/>	<input type="checkbox"/>	I/We affirm that we will not engage in prohibited behavior or any other unethical behavior with CARE or any other party. We also affirm that we have read the general clause and conditions included in this RFP and that we will conduct business in a way that avoids any financial, operational, reputational, or other undue risk to CARE.
<input type="checkbox"/>	<input type="checkbox"/>	Conflict of interest: I/We warrant that the bidder has no actual, potential or perceived Conflict of Interest in submitting this Proposal/Quote; or entering into a Contract to deliver the Requirements. CARE Procurement's Point of Contact will be notified right away by the bidder if a conflict of interest occurs during the RFP process.
<input type="checkbox"/>	<input type="checkbox"/>	Bankruptcy: I/We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal issues that could hinder the ability to conduct business.
<input type="checkbox"/>	<input type="checkbox"/>	Offer Validity Period: I/We confirm that this Proposal/Quote, including the price, remains open for acceptance for the Offer Validity.
<input type="checkbox"/>	<input type="checkbox"/>	I/We understand and recognize that you are not bound to accept any proposal you receive, and we certify that the goods offered in our Quotation are new and unused.
<input type="checkbox"/>	<input type="checkbox"/>	By signing this declaration, the signatory below represents, warrants and agrees that he/she has been authorized by the Organization/s to make this declaration on its/their behalf

Consultant/Firm Name:	
Title/Designation:	
Contact Person	
Telephone & email	
Date:	
Signature	



4. CONDITIONS AND GUIDELINES FOR SUBMISSION OF PROPOSAL

4.1. PROPOSAL GUIDELINES

This Request for Proposal represents the requirements for an open and competitive process.

Any proposals received after this date and time will not be accepted. All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the organization submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in the proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

All costs must be itemized to include an explanation of all fees and costs.

Contract terms and conditions will be negotiated upon selection of the winning bidder for this RFP. All contractual terms and conditions will be subject to review by the CARE legal department, and will include scope, budget, schedule, and other necessary items pertaining to the project.

You must respond to every subsection including statement, question, and/or instruction without exception.

Any verbal information obtained from, or statements made by representatives of CARE shall not be construed as in any way amending this RFP. Only such corrections or addenda as are issued in writing by CARE to all RFP participants shall be official. CARE will not be responsible for verbal instructions.

TOR FOR THE CONSULTANT

1. Background

Puntland stands at a critical juncture in its development trajectory. Over the past two decades, the region has made notable progress in establishing functional governance structures, enhancing basic service delivery, and addressing development and humanitarian needs. Yet, the aid landscape remains fragmented—characterized by overlapping initiatives, conflicting mandates, uncoordinated interventions, and limited integration among aid actors.

Government institutions frequently face resource constraints and lack the capacity to lead or effectively coordinate external support. The Ministry of Planning, Economic Development, and International Cooperation (MOPEDIC) acknowledges the urgent need for a comprehensive, inclusive partnership and coordination framework that boosts aid effectiveness, fosters strategic partnerships, and aligns external interventions with Puntland's development priorities.

In recent years, the conduct of humanitarian and development actors has been marked by limited coordination, leading to duplication, inefficiencies, and misalignment with government strategies. To address these gaps, MOPEDIC is commissioning the development of the Puntland Partnership and Coordination Framework (PPCF). This framework will serve as a strategic tool to guide stakeholder engagement, partnership management, and coordination, both in development and humanitarian efforts within Puntland.

2. Purpose of the Assignment

This consulting engagement aims to design a comprehensive, inclusive, and pragmatic Puntland Partnership and Coordination Framework that will:

- **Align** external aid with Puntland's national development commitments;
- **Clarify** roles and responsibilities of all aid actors, in accordance with the NGO Act;
- **Establish** platforms for effective dialogue, consultation, and information exchange;
- **Promote** localization and state-led development initiatives;
- **Strengthen** collaboration, coordination, transparency, and accountability in planning, implementation, and monitoring;
- **Enhance** stakeholder collaboration, local ownership, and resource mobilization.

Objectives of the Framework

The Puntland Partnership and Coordination Framework will:

- Define and delineate the roles and responsibilities of government agencies, development partners, humanitarian actors, civil society, and other stakeholders, in alignment with the NGO Act;
- Establish regular, inclusive communication channels to foster transparent collaboration;
- Ensure coherence of external support with Puntland's development strategies, policies, and priorities;
- Encourage active participation of local Somali actors, including government entities and NGOs, in planning and decision-making processes;
- Implement mechanisms to promote transparency, coordination, and accountability throughout project planning, implementation, and evaluation;
- Outline modalities and approaches for project execution, ensuring alignment with stakeholder expectations and the overarching coordination framework.

3. Methodology

- **Participatory Stakeholder Mapping:** Systematically identify and analyze all relevant actors for inclusivity and ownership.
- **Desk Review:** Assess existing policies, frameworks, and coordination mechanisms to inform the new framework's design.
- **Structured Key Informant Interviews:** Gather insights from government, NGOs, civil society, and donors on coordination challenges and needs.

- **Focus Group Discussions:** Facilitate group dialogues to capture contextual challenges, priorities, and practical coordination solutions.
- **SWOT Analysis:** Evaluate strengths, weaknesses, opportunities, and threats within current aid coordination practices.
- **Best Practice Benchmarking:** Compare successful coordination models from similar regions to adapt relevant approaches.
- **Validation & Consensus-Building Workshops:** Bring stakeholders together to agree on roles, responsibilities, and coordination structures.
- **Digital Platform Integration:** Utilize online tools to enhance information sharing, engagement, and coordination.
- **Iterative Feedback Loops:** Continuously refine the framework based on regular stakeholder validation and consultation sessions.

4. Additional Guidance for the Consultants

- Facilitate participatory, inclusive processes engaging a broad range of stakeholders to ensure ownership and practical relevance.
- Align the framework with existing national and regional development policies, strategies, and legal frameworks.
- Incorporate innovative coordination mechanisms, such as digital platforms, to improve stakeholder communication and engagement.
- Provide clear, actionable recommendations for institutionalizing and operationalizing the framework, including capacity-building components as necessary.

5. SCOPE OF WORK / KEY TASKS

The consultant will undertake the following tasks:

a) **Situational Analysis and Stakeholder Mapping.**

- ❖ Review existing coordination mechanisms, policies, strategies, and frameworks relevant to Puntland's development and humanitarian efforts.
- ❖ Map and analyze key stakeholders, including government agencies, NGOs, UN agencies, civil society, development and humanitarian partners, and the private sector.
- ❖ Identify gaps, overlaps, and opportunities for improved coordination, partnerships, and resource mobilization.

b) **Stakeholder Engagement and Consultations.**

- ❖ Facilitate consultations with relevant government ministries, agencies, development partners, civil society, and other stakeholders.
- ❖ Gather insights on current challenges, best practices, stakeholder expectations, and approaches for project implementation.

c) **Drafting the Puntland Partnership and Coordination Framework (PPCF).**

- ❖ Develop a comprehensive draft document (30–50 pages) that outlines:
- ❖ Governance structures and institutional arrangements for coordination;
- ❖ Roles and responsibilities at national and sub-national levels;
- ❖ Coordination platforms, mechanisms, and decision-making processes;
- ❖ Procedures for stakeholder engagement, information sharing, and reporting;
- ❖ Conflict resolution, monitoring, and evaluation mechanisms;

- ❖ Strategies for promoting local leadership and Somali ownership;
- ❖ Methodologies for project design, planning, and implementation, with stakeholder consultation.

d) Outlining Project Implementation Modalities.

- ❖ Develop clear guidelines and methodologies for project implementation, monitoring and evaluation, aligned with the NGO Act, donor guidelines and the humanitarian principles.

e) Validation and Feedback.

- ❖ Organize a validation workshop to present the draft framework to stakeholders.
- ❖ Collect feedback, suggestions, and recommendations for refinement.

f) Finalization and Endorsement.

- ❖ Incorporate stakeholder inputs and finalize the document.
- ❖ Submit the final Puntland Partnership and Coordination Framework for official endorsement.

g) Dissemination and Recommendations.

- ❖ Prepare executive summaries and dissemination materials.
- ❖ Provide strategic recommendations for institutionalizing and operationalizing the framework.

6. DELIVERABLES

- Inception report
- Comprehensive Stakeholder Mapping and Analysis Report. This interactive report will be identifying all relevant stakeholders (government, NGOs, civil society, development partners, private sector), including their mandates, influence, collaboration history, and coordination gaps/opportunities. To include visual mapping tools and matrices for quick reference.
- Situational Analysis Brief, provide succinct document synthesizing existing coordination mechanisms, key challenges, fragmented areas, and best practices in Puntland and comparable regions. Will form the evidence base for framework development.
- **Draft Puntland Partnership and Coordination Framework (PPCF) (40–50 pages):** A full draft, integrating feedback from stakeholders, containing:
 - ✓ Governance structures and roles
 - ✓ Communication/coordination mechanisms
 - ✓ Conflict resolution tools
 - ✓ Accountability provisions
 - ✓ Localization and Somali ownership strategies
 - ✓ Guidelines for project planning and implementation
- Validation Workshop Package, Stakeholder validation workshop report, including feedback and recommended revisions such includes; agenda, presentations, participant lists, workshop report, and a compendium of feedback/suggestions from multi-stakeholder validation meetings.
- **Documenting Lessons Learned:** A reflective document summarizing the process, challenges faced, innovative solutions adopted, and recommendations for future framework revisions and broader aid coordination efforts in Puntland.
- **Final Endorsed Puntland Partnership and Coordination Framework:** A refined and officially approved document, fully incorporating stakeholder feedback and ready for endorsement and implementation.
- **Strategic dissemination materials**, including executive summaries and presentation slides, and Infographics to Effectively Communicate PPCF Objectives and Principle

7. Timeline: Operational Plan for the Consultancy.

S.no.	Activity	Description	W1	W2	W3	W4
1	Inception & Stakeholder Mapping	Conduct initial briefings, perform stakeholder mapping, and review existing relevant documentation.				
2	Stakeholder Consultations & Interviews	Facilitate interviews and workshops with representatives from government agencies, NGOs, UN entities, private sector, civil society organizations, and donors, as applicable.				
3	Review of Policies, Legal & Institutional Frameworks	Perform a comprehensive desk review of pertinent policies, including the Aid Coordination policy, NGO Act, PFYDP, Working Arrangement between UN and Puntland Govt, Puntland Statistics Act, Puntland Development Fund, and other relevant legal and institutional frameworks.				
4	Drafting the Partnership and Coordination Framework	Develop an initial draft of the framework, integrating feedback and inputs received from stakeholders.				
5	Stakeholder Feedback & Validation Workshop	Present the draft framework to stakeholders for review, gather feedback, and validate the document through facilitated discussions.				
6	Finalization & Submission of the Framework	Incorporate stakeholder feedback, finalize the document, and submit for formal approval and adoption.				

Note: The overall assignment duration is approximately 20 working days from contract signing.

8. Competence of Consultant

- Advanced degree in Development Studies, Public Administration, Governance, or related fields.
- Minimum of 8 years' experience in development coordination, institutional reform, or similar projects, preferably within Puntland or Somalia.
- Proven expertise in developing coordination frameworks, conducting stakeholder engagement, and managing project implementation processes.
- Deep understanding of Puntland's political landscape, governance structures, and development priorities.
- Excellent facilitation, communication, and report-writing skills.

Co-Lead Consultant Qualifications (With an NGO perspective as per TOR)

This co-lead will support both lead consultant and technical team in providing general information, identifying key gaps, existing relevant information and data analysis in forming foundational. The consultant will help to select the most suitable relevant information and co-create information from available sources, to clarify inconsistencies and to improve coherence between analyses.

Essential Qualifications:

- **Education:**

- Advanced university degree (Master’s or higher preferred) in International Development, Project Management, Social Sciences, or a related discipline.
- **Experience:**
 - At least 8 years of demonstrated experience in NGO program management, development project coordination, or humanitarian aid delivery—preferably in Puntland or wider Somalia.
 - Previous experience supporting or developing coordination mechanisms between NGOs, civil society, government agencies, and international partners.
 - Active involvement in policy dialogue, advocacy, and partnership building within the development/humanitarian sector.
- **Technical Expertise:**
 - Thorough knowledge of the NGO operational environment in Puntland, including legal, regulatory, and funding frameworks.
 - Practical experience with stakeholder engagement, participatory processes, and capacity development initiatives targeting local actors.
 - Familiarity with donor guidelines, compliance requirements, and humanitarian principles.
- **Skills and Competencies:**
 - Strong organizational and project management skills, including monitoring & evaluation.
 - Excellent interpersonal skills with a collaborative, team-oriented approach.
 - Outstanding written and verbal communication skills; ability to draft clear, actionable recommendations and frameworks.
 - Proficiency in Somali and English.
- **Other:**
 - Capacity to integrate innovative approaches in coordination and stakeholder engagement.

Strong commitment to promoting local ownership, transparency, and accountability.

10. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- Technical quality and responsiveness to the TOR (30%)
- Individual consultancy capacity and relevant experience (40%)
- Proof of two Similar contracts undertaken by the individual consultant (10%)
- Financial proposal (cost-effectiveness and reasonableness) (20%)

Note: A consultant must score 60% and above in the technical evaluations so as to be considered for the next evaluation process.

How To Apply

All applicants must submit their proposals to this email address: SOM.Consultant@care.org, clearly marking the subject line “**Proposal Development of the Puntland Partnership and Coordination**”. Applications must be submitted no later than **20 September 2025**, at 11:59 PM EAT. **Links will not be accepted.**



6. SELECTION CRITERIA

6.1 Technical Requirements

REQUIREMENTS		Provide the necessary details. Attach document or provide separate sheet if needed.	Score
A. Overall Proposal Suitability			80%
1	Technical quality and responsiveness to the TOR		30%
2	Individual consultancy capacity and relevant experience		40%
3	Proof of two Similar contracts undertaken by the individual consultant		10%

Bidders successfully achieved above 60/80 will be eligible to the next stage evaluation

6.2 Financial Requirements

REQUIREMENTS		Provide the necessary details. Attach document or provide separate sheet if needed.	Score
B. Financial Proposal			%
1	Financial proposal (cost-effectiveness and reasonableness)		20

Compliance with Requirements

	Yes, we will comply	No, we cannot comply	If marked as "No", please provide counter proposal
Minimum Technical Specifications	<input type="checkbox"/>	<input type="checkbox"/>	
Delivery/Implementation Lead Time	<input type="checkbox"/>	<input type="checkbox"/>	
Delivery Term (INCOTERMS)	<input type="checkbox"/>	<input type="checkbox"/>	
Warranty Period (if applicable)	<input type="checkbox"/>	<input type="checkbox"/>	
Validity of Quotation	<input type="checkbox"/>	<input type="checkbox"/>	
Payment Terms (30 Days)	<input type="checkbox"/>	<input type="checkbox"/>	
Other Requirements (Please specify)	<input type="checkbox"/>	<input type="checkbox"/>	