

REQUEST FOR PROPOSAL

RFP Reference CBS/RFP/004/2026
number:

TERMS OF REFERENCE

Consultancy Services for the Feasibility Study, Campus Master-planning, Design and Technology Integration of a New Headquarters of CBS

Mogadishu, Federal Republic of Somalia

Document Item	Details
Client	Central Bank of Somalia (CBS)
Assignment	New Headquarters Feasibility Study, Master-planning, Design and Technology Integration and comprehensive BQ.
Procurement Method	To be specified in the Request for Proposals
Assignment Duration	Consultant to propose; indicative design period: 06-08 months
Location	Mogadishu, Somalia
Status	Draft Terms of Reference

1. Introduction and Background

The Central Bank of Somalia (CBS) is the monetary authority of the Federal Republic of Somalia and is responsible for maintaining monetary stability, financial sector oversight, national payment systems oversight, currency management, and safeguarding the stability and integrity of the national financial system.

Over recent years, the Central Bank of Somalia has undertaken major modernization and institutional strengthening initiatives aimed at improving operational resilience, digital transformation, institutional governance, cybersecurity, and continuity of critical national financial operations.

As Somalia's financial ecosystem and banking infrastructure continue to expand, the Bank recognizes the strategic importance of developing a secure, resilient, sustainable and architecturally distinguished headquarters complex in Mogadishu. The new headquarters will serve as the Bank's principal administrative, policy, operational and technology center and will constitute a critical national asset within Somalia's financial architecture.

The proposed complex must integrate conventional central-bank office functions with highly secure cash operations, vaulting, currency processing and destruction facilities, mission-critical information technology infrastructure, security command functions, business-continuity capabilities and staff welfare facilities. The design must respond to Somalia's environmental and operating conditions, including high ambient temperatures, dust and sand exposure, utility instability, limited specialist maintenance capacity and elevated physical-security requirements.

CBS therefore seeks to engage an internationally qualified multidisciplinary consulting firm (the "Consultant") to undertake a comprehensive feasibility study and provide master-planning, architectural, engineering, security, operational, technology-integration and tender-documentation services for the new headquarters. The Consultant shall develop an implementable, costed and phased solution that meets CBS's functional requirements and applicable international standards while remaining maintainable and locally executable.

2. Purpose of the Assignment

The purpose of the assignment is to translate CBS's institutional, operational, security and future-growth requirements into a complete and bankable development framework and design package for the new headquarters. The assignment shall establish the project's technical, operational, environmental, financial and implementation feasibility and produce the planning, design, specifications, cost estimates and procurement documentation required to proceed to construction and systems integration stage.

3. Assignment Objectives

- Develop a secure, resilient and prestigious headquarters that reflects institutional permanence, public confidence and the national importance of CBS.
- Prepare a full feasibility study covering site, operations, demand, security, technology, environment, utilities, cost, procurement, phasing and implementation risks.
- Create an integrated campus masterplan that separates public, staff, executive, service, cash-logistics and high-security movements.
- Develop operational and functional plans that improve communication, workflow, staff productivity and interdepartmental coordination.
- Design safe and efficient cash receiving, processing, storage, distribution and destruction operations with appropriate levels of automation and manual fallback.
- Embed security-by-design, business continuity, disaster resilience and maintainability in all architectural and engineering solutions.
- Provide mission-critical power, cooling, communications, data-center, building-management and security systems with appropriate redundancy.
- Prepare complete construction-ready documentation, Bills of Quantities (BoQ), technical specifications and tender documents.

- Ensure compliance with Somali statutory requirements and relevant international codes and standards.
- Facilitate local professional participation, knowledge transfer and long-term operational sustainability.

4. Guiding Design Principles

Principle	Required Application
Security by design	Physical, structural, spatial and procedural risk mitigation shall be embedded from inception rather than added after architectural design.
Operational continuity	Critical banking, cash, security and IT functions shall remain operational during utility failure, emergency or maintenance.
Fit-for-context technology	Technology should be robust, maintainable, supportable and capable of safe manual or degraded-mode operation.
Functional efficiency	Adjacencies, circulation and material flows shall minimize travel time, bottlenecks, cross-traffic and security exposure.
Modularity and growth	The campus, building systems and workplaces shall support phased expansion and organizational change.
Whole-life value	Capital cost, energy, maintenance, replacement cycles, local capability and total cost of ownership shall inform design decisions.
Sustainability and resilience	The project should target high environmental performance without compromising security, reliability or maintainability.
Universal access and life safety	The design should provide dignified accessibility, safe evacuation and code-compliant life-safety systems for all users.

5. Scope of Consultancy Services

The Consultant shall perform all investigations, analyses, consultations, designs and documentation necessary to complete the assignment. The scope is organized into three principal stages, supported by project management, stakeholder engagement, quality assurance and knowledge transfer throughout.

5.1. Stage 1 - Feasibility Study and Campus Master-planning

5.1.1. Inception and Requirements Validation

- Review CBS's corporate strategy, organisational structure, operating model, staffing projections, security policies, cash-cycle requirements, ICT architecture, business-continuity plans and existing technical studies.
- Conduct structured interviews and workshops with the Board, senior management, departments, security, ICT, cash operations, facilities, human resources and other designated stakeholders.

- Prepare a comprehensive accommodation schedule and design brief, including current and projected staffing, departmental areas, shared facilities, specialised functions, storage and expansion allowances.
- Identify all information gaps and establish a data-verification plan. Quantities currently shown as provisional or “TBD” shall be validated through the feasibility study and approved by CBS before commencing concept design.

5.1.2. Site and Context Assessment

- Assess the proposed site’s ownership, boundaries, access, neighboring uses, planning constraints, topography, geotechnical conditions, hydrology, flood and drainage risks, environmental conditions, utilities, transport access and security exposure.
- Undertake topographical, geotechnical, utility, traffic and other surveys necessary for feasibility and design, or prepare specifications and supervise specialist surveys where separately procured.
- Assess logistics for construction materials, heavy equipment, banknote-processing equipment, generators, fuel, vault components and other imported systems.
- Identify statutory approvals, permits, environmental and social requirements, and interfaces with municipal and national authorities.

5.1.3. Technical, Operational and Financial Feasibility

- Analyse alternative development scenarios, building configurations, phasing strategies and levels of automation.
- Prepare demand and capacity forecasts for offices, meetings, training, parking, cash receiving and dispatch, currency processing, vaulting, archives, data centres, utilities and support facilities.
- Assess technical feasibility of structural systems, blast and ballistic protection, electrical island-mode operation, renewable energy, water autonomy, cooling, fire safety, ICT, security and specialised cash systems.
- Prepare order-of-cost estimates, whole-life cost comparisons, operating-cost projections, affordability analysis, implementation schedule and procurement options.
- Prepare project risk registers covering security, scope, cost, schedule, approvals, supply chain, technology obsolescence, maintenance, climate, utilities and contractor capacity.
- Recommend the preferred development option with a clear implementation roadmap, decision gates and phased capital plan.

5.1.4. Campus Masterplan

- Prepare masterplan options showing building massing, security setbacks, perimeter protection, controlled entrances, public arrival, staff access, executive access, service access, cash-in-transit access, emergency access, parking, landscape, utilities and future expansion.

- Establish a layered security zoning model: public, controlled public, staff, restricted, high security and critical/sterile zones.
- Separate pedestrian, staff, visitor, executive, service, waste, emergency and cash-logistics movements, with no uncontrolled crossover.
- Plan protected cash-in-transit routes, vehicle screening, secure holding areas and enclosed loading docks.
- Integrate climate-responsive landscape, stormwater management, shaded circulation, defensible space and site-wide surveillance.
- Provide a phasing plan allowing construction, testing and future expansion without compromising operations or security.

5.2. Stage 2 - Concept Planning, Operational and Functional Design

5.2.1. Operational and Functional Planning

- Map CBS's principal business processes and physical workflows, including personnel, documents, visitors, cash, valuables, waste, equipment and emergency movements.
- Develop adjacency matrices, interaction-frequency analyses, functional clusters and vertical/horizontal circulation strategies.
- Prepare room data sheets defining capacity, occupancy, security classification, finishes, furniture, equipment, ICT, power, environmental and acoustic requirements.
- Design flexible "anti-silo" work environments that co-locate synergistic functions and provide adaptable collaboration, meeting and project spaces.
- Optimize top-down, bottom-up and peer-to-peer communication through suitable spatial planning, shared amenities and digital infrastructure while protecting market-sensitive and confidential activities.
- Plan accessible, culturally appropriate and inclusive facilities for staff and visitors.

5.2.2. Administrative, Governance and Staff Facilities

- Governor, Deputy Governor, executive and management suites with secure meeting and support facilities.
- Boardroom and committee rooms with secure audio-visual and encrypted video-conferencing capability.
- Departmental offices combining cellular, shared and open-plan arrangements appropriate to confidentiality and workflow.
- Policy rooms, crisis-management rooms, secure interview rooms, training center, auditorium or multipurpose hall, library/knowledge centre and media facilities.
- Secure records management, archives, print and mail facilities with suitable fire protection.
- Staff cafeteria and kitchen, prayer rooms with ablution facilities, first-aid/medical room, wellness and social spaces, changing rooms and other welfare facilities.

- Reception, public-service areas, visitor processing, protocol facilities and controlled waiting areas.

5.2.3. Security Architecture and Protective Design

- Undertake a threat, vulnerability and risk assessment and develop a proportionate design-basis threat for CBS approval.
- Design security zoning, standoff distances, anti-ram measures, perimeter barriers, crash-rated gates, guard posts, vehicle screening and under-vehicle inspection.
- Provide structural blast, progressive-collapse, ballistic and forced-entry resistance appropriate to the approved risk assessment.
- Design integrated CCTV, video analytics, intrusion detection, duress alarms, intercoms, public address, visitor management, access control and credential management.
- Provide layered authentication for critical zones, including smart credentials, biometrics, dual custody and personnel airlocks, while maintaining emergency egress.
- Design a hardened, redundant Security Command and Control Centre for 24/7 monitoring and incident management.
- Ensure cyber-secure interfaces between security, building management, fire, ICT and operational systems, with network segregation and auditable control.

5.2.4. Cash Centre, Vaulting and Currency Operations

The Consultant shall validate CBS's cash-cycle assumptions and prepare a complete process and spatial design for receiving, verification, quarantine, processing, fitness sorting, packaging, storage, withdrawal preparation, dispatch, destruction and waste handling. The design shall accommodate current operations and future national-currency requirements.

- Plan segregated cash-in-transit access with secure sally ports, enclosed docks, interlocked gates, vehicle identification, screening, queuing and transaction monitoring.
- Validate the number and size of loading docks and staging areas for banknotes, coins, bullion, foreign currency, securities and regional-depot movements.
- Design receiving and dispatch workflows integrated with a Cash Management System and Warehouse Management System, including pre-advice, barcode/RFID tracking, seals, manifests and audit trails.
- Design a main banknote vault with an indicative capacity of up to 550 million banknotes, subject to validation during feasibility and approval by CBS.
- Evaluate and specify a semi-automated, operator driven Very Narrow Aisle storage solution, or another demonstrably more suitable solution, with manual fallback, maintainability and emergency retrieval capability.



- Assess racking height, footprint, loadings, forklift manoeuvring, charging, fire strategy, climate control, positive pressure, dust exclusion and safe maintenance.
- Design separate secure vaults or compartments for coins, foreign currency, gold/bullion, securities and other valuables.
- Plan high-speed banknote processing areas, acoustic treatment, ergonomics, dust extraction, machine cooling, compressed air, packaging, conveyors and equipment-maintenance access.
- Design secure shred extraction, pneumatic transfer, briquetting or approved destruction arrangements, with grounding, inspection ports, fire and dust-explosion controls.
- Provide operational resilience through alternative routes, redundant doors, spare capacity, manual procedures and recovery arrangements.

5.2.5. Information Technology, Data Center and Communications

- Develop the ICT infrastructure concept, including structured cabling, fibre backbone, wireless services, telephony, audio-visual systems, clocks, command systems and secure communications.
- Design one appropriately sized on-site data centre for CBS. The initial fit-out shall meet CBS's current and near-term requirements, while the room layout shall reserve sufficient space and rack positions for additional servers and ICT equipment over a five-to-ten-year planning period. Power, UPS, cooling, fire protection and cable-containment systems shall be modular and capable of expansion to serve the reserved rack positions. The Consultant shall determine and cost the required initial and future rack capacity based on CBS's verified equipment inventory and realistic growth forecast. Future equipment need not be installed during the initial construction. Establish the data-centre design basis, including the number and size of initial equipment racks, reserved future rack positions, usable technical space, ICT electrical load, UPS capacity, cooling load, network and security equipment, storage and backup equipment, equipment-maintenance clearances and cable-management requirements. The data centre shall be practical, modular and sized for CBS's verified operational requirements. Unnecessary oversizing and installation of unused equipment shall be avoided.
- Define the layout of the single data centre/server room, Main Distribution Frame (MDF), Intermediate Distribution Frames (IDFs), telecommunications/carrier entrance room and any required network or security equipment rooms. The number and location of IDFs shall be based on the building layout, security zones and recognised cabling-distance limitations
- The data centre and telecommunications rooms shall be secure, dry, accessible for maintenance and provided with appropriate equipment racks, cable containment, cooling or ventilation, UPS-backed power, grounding, lighting and maintenance clearances.
- The data centre shall not be located below toilets, kitchens, water tanks, roof drainage routes or other wet-service areas and shall not contain unrelated



water or drainage pipework. Where an unavoidable water risk exists, appropriate physical protection and water-leak detection shall be provided.

- Design a standards-based and vendor-neutral structured cabling system comprising an appropriately sized fibre-optic backbone between the data centre, MDF and IDFs, together with suitable horizontal cabling to user, wireless, security and building-system outlets. The design shall include labelled pathways, patch panels, equipment racks, cable management, testing and certification, as-built records and reasonable spare pathway, fibre-core and port capacity for approved future growth.
- Identify the external telecommunications and fibre entry point or points and provide protected duct routes from the site boundary to the designated telecommunications entrance room. Where service availability, site conditions and cost permit, provide two physically diverse external routes that do not share the same duct, chamber or building entry point. The feasibility study shall confirm available service providers, connection to CBS's existing or planned fibre networks and the affordable level of route diversity.
- Provide planned wireless coverage for approved office, meeting, public and operational areas based on predictive design and post-installation verification. The design shall include access-point locations, structured cabling and Power over Ethernet requirements. Staff, guest and operational wireless services shall be logically segregated in accordance with CBS security requirements, and wireless access shall not be extended to restricted systems unless specifically approved by CBS.
- Classify the data centre, MDF, telecommunications entrance room and critical IDFs as restricted technical spaces. Provide role-based and auditable access control, door-status or intrusion alarms and appropriate CCTV coverage based on the security risk assessment. These rooms shall not be used for general storage or unrelated building services. Design precision cooling, clean power, UPS, containment, environmental monitoring, fire suppression, raised floors or alternative cable-management systems and dust-resistant enclosures.
- Provide interfaces for CMS, WMS, access control, CCTV, BMS, fire alarm, incident management and other agreed platforms without creating insecure dependencies.
- Provide a modest, access-controlled ICT Operations Room capable of supporting CBS's Security Operations Centre and Network Operations Centre functions. The room shall include appropriately sized operator workstations, shared monitoring displays, reliable network connectivity, UPS-backed power, suitable cooling, lighting and acoustics, secure storage and limited space for incident coordination..
- The SOC and NOC functions should share the ICT Operations Room, with limited internal separation where required for confidentiality or operational reasons. Separate full-scale SOC and NOC facilities and large video walls shall not be assumed unless specifically justified and approved by CBS.
- The ICT Operations Room shall remain functionally and access-controlled separately from the physical Security Command and Control Centre while providing secure means for information sharing and incident coordination.

5.2.6. Architecture, Structure and Civil Engineering

- Develop an architectural identity appropriate to a sovereign monetary authority, balancing dignity, transparency, permanence, climate response and security.
- Prepare concept and developed designs for all buildings, façades, roofs, interiors, landscape and external works.
- Design structural systems for normal, seismic, wind, blast, impact, vault, heavy equipment, high-bay racking and progressive-collapse requirements.
- Coordinate geotechnical recommendations, foundations, retaining works, roads, pavements, drainage, utilities, boundary works and external lighting.
- Provide durable, locally maintainable materials and construction systems suitable for heat, ultraviolet exposure, dust, corrosion and intensive use.
- Apply universal-design principles and applicable accessibility requirements

5.2.7. Mechanical, Electrical and Public-Health Systems

- Design modular, low-noise and energy-efficient HVAC systems with separate zoning for offices, public areas, cash processing, vaults, kitchens, archives, security spaces and mission-critical rooms.
- Provide N+1 redundancy where justified for the data centre, security, cash processing, critical communications and other continuous operations. Any redundancy above N+1 shall require specific technical and whole-life cost justification and CBS approval. Design positive-pressure and high-efficiency filtration for vaults, cash processing and data/technical rooms exposed to dust and sand.
- Design physically isolated ventilation and appropriate filtration for designated protected or crisis-management areas where required by the approved threat assessment.
- Provide a coordinated critical ICT power-distribution design from the generator and UPS systems to the data centre, MDF, IDF, ICT Operations Room and critical security and building-system equipment. Critical ICT racks shall receive separate A and B UPS-backed power paths where justified and supported by the installed equipment. The Consultant shall recommend a cost-effective transfer arrangement for essential single-corded equipment. Provide coordinated earthing, equipotential bonding, lightning protection, surge protection and power-quality monitoring for the building, data centre, telecommunications, security, BMS and other sensitive electronic systems. Testing points, labelling and commissioning requirements shall be included in the design.
- Reserve reasonable and quantified capacity in electrical panels, UPS distribution, cable pathways and cooling systems to support the future server rack positions reserved within the data centre. The expansion allowance shall be based on realistic five-to-ten-year forecasts and lifecycle cost and shall not result in unnecessary installation of unused UPS modules, cooling units or other equipment during the initial construction.



- Assess photovoltaic generation, battery storage, and other renewable or efficiency measures based on lifecycle value and security compatibility.
- Design water supply, treatment, storage, plumbing, drainage, sewage, irrigation and water-conservation systems with appropriate autonomy.
- Design lifts, goods lifts, service lifts and specialist material-handling interfaces, with redundancy and emergency-operation provisions.
- Design central compressed-air and vacuum systems, where required, to the necessary quality, capacity and redundancy for banknote-processing equipment.

5.2.8. Fire Protection, Life Safety and Emergency Planning

- Prepare a comprehensive fire and life-safety strategy based on applicable codes and the specific security constraints of a central bank.
- Design secure evacuation routes that permit immediate egress while preventing unauthorized entry to restricted zones during an alarm.
- Coordinate compartmentation, smoke control, detection, alarm, voice evacuation, emergency lighting, fire-fighting access and fire-command facilities.
- Specify an appropriate clean-agent or other non-damaging fire-suppression system for the single data centre and suitable protection for vaults, archives, electrical rooms and other sensitive assets where justified. The selected system shall be safe, maintainable and supported by locally or regionally available servicing and refilling arrangements. Demonstrate safe interfaces between fail-safe and fail-secure doors, access control, fire alarm and security lockdown functions.
- Prepare emergency-response, evacuation, shelter-in-place and operational-recovery concepts.

5.2.9. Building Management, Smart Systems and Sustainability

- Design an open-protocol Building Management System covering HVAC, power, water, lighting, metering, alarms, equipment health and energy optimization.
- Define secure, limited and testable interfaces between BMS, fire, security, ICT and operational systems.
- Prepare an energy model, water strategy, materials strategy, climate-resilience assessment and indoor-environmental-quality plan.
- Assess an appropriate green-building certification target. LEED Platinum, BREEAM Outstanding or an equivalent target shall be treated as an option subject to feasibility, whole-life cost and CBS approval rather than an automatic requirement.
- Provide smart occupancy, indoor-air-quality and asset-monitoring systems where they produce operational value and can be securely maintained.

5.3.Stage 3: Design, Construction Documentation & Technology Integration

- Advance the approved concept through schematic, developed and detailed design to coordinated construction documentation.
- Prepare architectural, structural, civil, landscape, interior, MEP, fire, security, ICT, data-center, cash-center, vault, automation and specialist-system drawings and specifications.
- Prepare coordinated Building Information Models at agreed levels of development, including clash detection, model federation and asset data.
- Prepare detailed Bills of Quantities, engineer's cost estimates, pricing schedules and whole-life cost updates.
- Prepare complete technical tender documents, employer's requirements, performance specifications, schedules, testing requirements, acceptance criteria and contract packaging recommendations.
- Develop equipment and system integration matrices showing responsibilities, interfaces, protocols, data ownership, cybersecurity controls, testing and handover requirements.
- Prepare construction phasing, temporary works and logistics requirements, site-security requirements and protection of critical assets.
- Support CBS during prequalification, tender clarification, technical evaluation and contract negotiations, if included in the final contract.
- Provide design review and construction-stage services, including submittal review, site inspections, design clarifications, quality monitoring, testing, commissioning and defects-period support, as optional or provisional services.
- Plan and witness integrated systems testing, security testing, failover testing, black-building testing, penetration testing where authorised, operational trials and readiness exercises.
- Prepare handover documentation, as-built requirements, asset registers, operation and maintenance manuals, training plans and post-occupancy evaluation procedures.
- Prepare a maintainability and supportability schedule for all ICT, data-centre, security, BMS and audiovisual systems. The schedule shall identify warranties, expected service life, preventive-maintenance requirements, locally or regionally available support, consumables, recommended critical spare parts, special tools, software and subscription dependencies and indicative replacement cycles and costs.
- Specifications shall favour widely supported, standards-based and interoperable equipment for which spare parts and competent technical support can reasonably be obtained. Any proprietary technology, single-vendor dependency or requirement for permanent overseas support shall be clearly disclosed, technically justified and approved by CBS.

6. Required Deliverables and Indicative Program

N o.	Deliverable	Minimum Content	Indicative Timing
1	Inception Report	Methodology (IE), work plan (IE), stakeholder map (IE/customer), information request (IE), survey plan (customer), quality plan (customer) and risk register (IE/customer). → IE lead and clarification	Within 4 weeks
2	Requirements and Operational Brief	Validated staffing (customer, checked by IE), accommodation schedule (customer, checked by IE), process maps (IE with support from customer), security classifications (customer, checked by IE), room data sheets (customer, checked by IE) and capacity assumptions (customer, checked by IE). → IE lead and clarification	Within 8 weeks
3	Feasibility Study	Site, technical, operational, environmental/social, security, ICT, financial, lifecycle, procurement and risk analysis; recommended option. (IE with customer support/workshop with local architect (tbd)).	Within 14 weeks
4	Campus Masterplan Options	At least three options, comparative evaluation, preferred plan, phasing and future expansion. (IE with customer support/workshop with local architect (tbd))	Within 16 weeks
5	Concept Design Package	Integrated architecture, engineering, security, cash operations, ICT, sustainability, cost plan and visualisations.	Within 24 weeks
6	Developed Design Package	Coordinated multi-disciplinary design, outline specifications, equipment schedules, updated cost plan and approvals strategy.	Within TBA weeks
7	Detailed/Construction Design (tbd – Outline specification preferred)	Construction-ready drawings, calculations, specifications, models, schedules and specialist-system documentation.	Within TBA weeks
8	Tender Documentation	BoQ (as an outline specification), employer's requirements, technical (outline) specifications, (preliminary) pricing documents, evaluation criteria and contract packaging.	Within TBA weeks
9	Final Design Report	Design basis, code compliance, risk closure, value engineering (option), lifecycle plan (option), approvals and implementation roadmap.	With tender package TBA

10	Optional Construction-Stage Services	Tender support, design supervision, testing, commissioning, training and handover.	To align with construction project
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The Consultant shall propose a detailed program with dependencies, review periods and decision gates. The final program will be agreed during contract negotiations. All deliverables shall be submitted in draft and final form, incorporating CBS comments through a formal comment-resolution matrix.

7. Standards, Codes and Regulatory Compliance

The Consultant shall identify and apply all relevant Somali laws, building regulations, planning requirements, labour and environmental requirements. Where national requirements are absent or incomplete, the Consultant shall propose recognized international standards for CBS approval. The latest applicable editions in force at the commencement of the assignment shall be used.

- International Building Code or another agreed building code; relevant structural, seismic and wind standards.
- NFPA, BS/EN or equivalent fire and life-safety standards.
- EN 1143-1 or an approved equivalent for vault resistance, with the required grade determined through the security risk assessment.
- ISO 27001-compliant information-security controls and relevant data-center, cabling and telecommunications standards.
- ISO 19650 principles for BIM information management, where BIM is required.
- ISO 8573-1 for compressed-air quality where applicable.
- IEC, IEEE, BS/EN or equivalent electrical and power-quality standards.
- ASHRAE, CIBSE or equivalent HVAC and indoor-environmental standards.
- LEED, BREEAM or an approved equivalent where a certification target is adopted.
- Relevant accessibility, occupational health and safety, environmental and social standards.

Where standards conflict, the Consultant shall identify the conflict, recommend the governing requirement and obtain written directions from CBS. Brand-specific solutions shall be avoided unless technically justified and approved.

8. Consultant's Team and Minimum Qualifications

The assignment shall be undertaken by a single multidisciplinary firm or a legally constituted consortium with clear lead responsibility and demonstrated experience in high-security, mission-critical institutional facilities. The Consultant shall provide sufficient professional

and technical resources to complete the assignment without undue reliance on short-term inputs.

8.1. Company Experience

- At least 15 years of relevant consulting experience in complex institutional, financial, government, defense, data-center or other high-security facilities.
- Successful completion during the last 10 years of at least three comparable headquarters or mission-critical projects, including at least one central bank, currency center, secure government complex or equivalent. (government-critical institutions, highly regulated industry environment like Cash Printing/Cash handling, Pharma, Med Tech, etc)
- Demonstrated experience in feasibility studies, master-planning, integrated design, BIM coordination, cost management, tender documentation and construction-stage services.
- Demonstrated experience in cash handling and automation, secure vaults, banknote processing, high-security logistics or comparable industrial-secure operations.
- Experience in fragile, conflict-affected, low-infrastructure or hot/dusty environments is highly desirable.
- Ability to work with Somali architects, engineers, authorities and contractors and to support local approvals and capacity development.

8.2 Indicative Key Experts

Position	Minimum Profile
Project Director / Team Leader	Architect or engineer; 20 years' experience; at least three comparable multidisciplinary projects; strong client and stakeholder leadership.
Lead Architect / Masterplanner	15 years' experience in institutional campuses and high-security buildings; proven functional-planning capability.
Central Bank Operations / Cash Centre Specialist	15 years' relevant experience in cash-cycle planning, vaulting, processing, logistics and operational controls.
Security and Protective Design Lead	15 years' experience in threat assessment, physical security, blast/ballistic protection, access control and command centers.
Structural / Blast Engineer	15 years' experience in complex structures; demonstrable blast, progressive-collapse, impact and high-load design expertise.
MEP Engineering Lead	15 years' experience in mission-critical facilities, redundancy, island-mode power and multidisciplinary coordination.
ICT / Data Centre Specialist	12 years' experience in the planning and design of secure data centres, structured cabling, fibre backbones, MDF/IDF rooms, networks, critical power and cooling, SOC/NOC facilities and cybersecurity interfaces.
Fire and Life-Safety Engineer	12 years' experience in performance-based fire engineering and secure/mission-critical facilities.
Vault and Banknote Processing Systems Specialist	10 years' experience with vault standards, racking, material handling, WMS/CMS and currency-processing equipment.
BMS / Systems Integration Specialist	10 years' experience integrating BMS, security, fire, ICT and operational technology using secure open protocols.
Quantity Surveyor / Cost Manager	15 years' experience in cost planning, lifecycle costing, BoQs and international construction procurement.
BIM / Information Manager	10 years' experience in ISO 19650-aligned coordination, model federation, clash detection and asset information.
Environmental and Social Specialist	10 years' experience in impact assessment, permitting, stakeholder engagement and international safeguards.
Geotechnical / Civil / Transport Specialists	Appropriate professional qualifications and at least 10 years' relevant experience.
Local Architect / Regulatory Liaison	Registered or otherwise authorized to support local design adaptation, permits and authority liaison in Somalia.

All key experts shall hold recognized professional qualifications and, where applicable, current professional registration. Replacement of key experts shall require prior written approval by CBS.

9. Project Management, Governance and Coordination

- CBS will designate a Project Steering Committee and a day-to-day Project Manager or Project Management Unit.
- The Consultant shall establish a secure common data environment, document-control protocol, decision register, issue register, risk register and design-review schedule.
- Formal progress meetings shall be held at least monthly, with discipline workshops and decision meetings as required.
- The Consultant shall maintain a design responsibility matrix and interface register covering all disciplines, specialist vendors and future contractors.
- All major design decisions shall be supported by options analysis, lifecycle cost, risk implications and a clear recommendation.
- No change affecting approved scope, security, capacity, cost, program or operating model shall proceed without CBS approval.

10. Quality Assurance and Design Review

- Submit a project-specific Quality Management Plan at inception.
- Apply independent internal checking to all reports, calculations, models, drawings, specifications and cost plans.
- Conduct formal multidisciplinary reviews at feasibility, concept, developed-design and detailed-design stages.
- Undertake BIM clash detection and document all issue resolution.
- Provide compliance matrices for the design brief, applicable standards, security requirements, sustainability targets and statutory approvals.
- Participate in independent peer review, value engineering, security review or technical audit commissioned by CBS.
- Correct errors, omissions and coordination failures attributable to the Consultant at no additional cost.

11. Knowledge Transfer and Local Participation

- Prepare and implement a knowledge-transfer plan for CBS technical, facilities, security, ICT and cash-operations staff.
- Provide workshops on operational planning, secure-facility design, lifecycle costing, BIM, systems integration, commissioning and facilities readiness.
- Include qualified Somali professionals and firms in surveys, local design adaptation, approvals, documentation and site activities wherever practicable.
- Provide structured on-the-job mentoring and transferable templates, models, checklists and operating procedures.



- Ensure that final systems and equipment can be operated and maintained by locally available personnel with realistic training and support arrangements.

12. Data, Confidentiality and Security Requirements

- All project information, drawings, models, surveys, security concepts, threat assessments and system configurations shall be treated as confidential CBS information.
- The Consultant shall implement personnel vetting, need-to-know access, secure storage, encrypted transfer, controlled printing and auditable document distribution.
- Sensitive security information shall be segregated from general design documentation and issued only to authorized recipients.
- The Consultant shall immediately report any actual or suspected loss, disclosure, cyber incident or unauthorized access.
- No project information, image, drawing or reference may be published or used for marketing without prior written approval from CBS.
- CBS may require specified work to be performed within approved jurisdictions or systems and may reject personnel on security grounds.

13. Client Inputs and Responsibilities

Subject to availability and applicable security restrictions, CBS will:

- Provide strategic direction, designated focal points and timely access to relevant stakeholders.
- Provide available organizational, staffing, operational, site, asset, equipment and policy information.
- Facilitate access to the project site and relevant existing facilities.
- Coordinate engagement with government authorities and key external stakeholders where appropriate.
- Review deliverables and provide consolidated comments within agreed review periods.
- Make timely decisions on key options, standards, capacity assumptions, budgets and security classifications.
- Arrange or support security clearances and access protocols for approved Consultant personnel.

14. Proposal Submission Requirements

The technical proposal should, at a minimum, include:

- Understanding of the assignment and critical success factors.
- Detailed methodology for feasibility, master-planning, operational planning, design, security engineering, technology integration, cost management and tender documentation.
- Work plan, program, deliverable schedule, staffing plan and level of effort.

- Organization chart, consortium/subconsultant arrangements and responsibility matrix.
- Firm and project experience supported by client references and evidence of completion.
- CVs and availability of all proposed key experts.
- Quality, risk, information-security, health-and-safety and stakeholder-engagement approaches.
- Approach to local participation, training and knowledge transfer.
- Comments on the Terms of Reference and a schedule of assumptions, exclusions and required client inputs.

The financial proposal shall present professional fees, reimbursable expenses, taxes, provisional sums and

15. Evaluation Considerations

Criterion	Indicative Consideration
Relevant firm experience	Comparable central-bank, cash-centre, high-security and mission-critical assignments.
Methodology and work plan	Technical robustness, contextual suitability, integration, feasibility approach and schedule.
Key experts	Qualifications, comparable experience, availability and team balance.
Security and technology capability	Protective design, cash operations, ICT/data centre, BMS and systems integration.
Local participation and knowledge transfer	Practical integration of Somali professionals and sustainable capacity development.
Quality and risk management	Quality assurance, information security, design coordination and risk-control arrangements.
Financial proposal	Value for money, clarity, completeness and consistency with the technical approach.

The final evaluation criteria and weights will be specified in the Request for Proposals.

16. Contractual and Commercial Provisions

- The preferred contract form, payment schedule, performance security, professional indemnity insurance and liability provisions will be specified in the Request for Proposals and contract.
- All intellectual property and project deliverables produced under the assignment shall become the property of CBS upon payment, subject to any agreed pre-existing proprietary rights.
- The Consultant shall disclose all actual or potential conflicts of interest, including relationships with contractors, equipment suppliers and technology vendors.
- The Consultant shall remain independent of prospective works contractors and vendors unless CBS expressly approves a procurement structure that permits otherwise.
- Any travel, security, accommodation and logistical arrangements shall be clearly stated in the proposal and contract.

17. Key Assumptions Requiring Validation

The source brief contains several provisional figures and performance targets. The Consultant shall not treat these as final design criteria until they have been verified and approved by CBS. Key items include:

Item	Current Working Assumption	Required Action
Staff population	Approximately 1,000 employees were referenced in the brief.	Validate current establishment, growth horizon, and visitor demand.
Main banknote vault capacity	Up to 550 million banknotes.	Confirm currency strategy, denominations, packaging, inventory policy and contingency reserve.
Main vault footprint	Indicative maximum of 1,200 m ²	Optimize through verified volumes, racking, structural loads, fire strategy and handling equipment.
Cash transaction volumes	Daily deposits, withdrawals and note volumes contain 2 billion values.	Collect and forecast operational data, including peak, seasonal and future issuance scenarios.
Processing throughput	Future capacity referenced as 10 million notes per 8-hour.	Validate equipment fleet, redundancy, processing policy, shifts and growth.
Shred throughput	Up to 2 million notes per day referenced.	Validate unfit-note assumptions, equipment and environmental controls.
Data centers	One on-site data centre with sufficient space and reserved rack positions for future servers and ICT equipment.	Validate the initial and future rack requirements and design modular power, UPS, cooling, fire protection and cabling capacity to support realistic five-to-ten-year growth. The initial project shall not install unnecessary future equipment
Green certification	LEED Platinum/BREEAM Outstanding referenced.	Assess feasibility, cost, security implications and recommend target.
Automation level	Semi-automated VNA preferred; AGVs referenced elsewhere.	Perform options analysis and select robust, maintainable system with manual fallback.
Fuel autonomy	Minimum seven days.	Validate critical loads, storage safety, resupply risk and environmental requirements.

18. Indicative Deliverable Formats

- Editable reports in Microsoft Word and searchable PDF.
- Cost plans and Bills of Quantities in Microsoft Excel and approved quantity-surveying formats.
- Drawings in native CAD/BIM formats and PDF; models in agreed open and native formats.

- Presentations in Microsoft PowerPoint and PDF.
- Calculations, simulations, survey data, schedules, equipment databases and asset information in editable formats.
- All final files organized within an indexed, secure electronic data room and accompanied by a document register.

19. Conclusion

CBS seeks a consultant capable of combining central-bank operational knowledge, architectural excellence, advanced engineering, protective design, mission-critical technology and disciplined project delivery. The resulting headquarters must be secure and resilient, but also practical to operate, maintain and adapt over its full-service life. The Consultant will be expected to challenge unverified assumptions, present evidence-based options and deliver an integrated design that can be procured and constructed to internationally recognized standards within the Somalia context.

20. Application Submission

Interested and qualified international firms are invited to submit their proposal electronically through email to cbs.tender@centralbank.gov.so on or before **28th August 2026** with email subject “**CBS/RFP/004/2026 Consultancy Services for the Feasibility Study, Campus Master-planning, Design and Technology Integration of a New Headquarters of CBS**” late submission will not be accepted.

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