CONSULTANCY FIRM FOR THE DEVELOPMENT OF A MULTIPLE LEARNING PATHWAYS POLICY FRAMEWORK

REQUEST FOR PROPOSAL

(IUL)22-PU/22/2025/326

18th November 2026

MINISTRY OF EDUCATION, HIGHER EDUCATION AND SKILLS DEVELOPEMENT
Republic of Maldives

1. INTRODUCTION

The Ministry of Education, Higher Education and Skills Development invite proposals from qualified consultancy firms to develop a Multiple Learning Pathways Policy Framework.

2. SCHEDULE OF CRITICAL DATES

Activity	Action Date
Advertised date:	**18th November 2026**
Clarification deadline:	**24th November 2026, 13:00hrs**
Proposal submission deadline:	**26th November 2026, 13:00hrs**

3. CLARIFICATION

Interested parties may obtain further information on request by writing to the address below.

Procurement Section,

Ministry of Education,
9th Floor, H.Velanage, 20096
Ameer Ahmed Magu, Male' City,
Republic of Maldives
Mob: :+(960) 304 1242 / 304 1249
Email: procurement@moe.gov.mv
CC Email: ali.naajih@moe.gov.mv.mv, thaiba@moe.gov.mv

4. SUBMISSION REQUIREMENTS

Proposal should contain the following documents and Standard forms in ANNEX A

- Document Checklist (Form 1)
- Technical Proposal Submission Form (Form 2)
- Proposer Information Sheet (Form 3)
- Description of approach, methodology and work plan for performing the assignment (Form 4)
- Copy of Business Registration Certificate (Valid)
- Business Information sheet (downloaded from business portal)
- Copy of GST Registration – if applicable
- Copy of Pension Registration – if applicable
- Team members Information (Form 5)
- Curriculum Vitae (CV) of the Team (Form 6)
- Educational certificates and relevant professional certifications of proposed team members
- Work experience documents (Team)
- Financial Proposal (Form 7)

5. PROPOSAL SUBMISSION

Submission Instruction	Proposal need to be submitted along with required documents mentioned in the request for proposal to: Ministry of Education Ameer Ahmed Magu, Male', 20079 Republic of Maldives Tel: +(960) 304 1242 **Apply via:** https://bit.ly/3V1xkMI

Submission Deadline	The deadline for the submission of Proposal is: Date: **26th November 2026,** Time: **13:00 hrs. (Local Time)** **Late submission will not be accepted.**

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Terms of Reference

1. Background

The Ministry of Education, Higher Education and Skills Development (MoE) has initiated an education transformation agenda focused on meeting the diverse needs of all learners. This initiative is supported under the System Transformation Grant obtained from the Global Partnership for Education, with UNICEF as the Grant Agent. Central to this initiative is the development of a comprehensive Multiple Learning Pathways Policy Framework aimed at creating a more inclusive, flexible, and responsive national education system.

At present, the existing education structure often limits opportunities for learners who would benefit from alternative or specialized pathways. To address this, there is a pressing need for a policy framework that offers students varied and adaptable educational and career options. This framework must align with students' individual interests and aspirations, as well as with the evolving demands of the labor market.

To support this initiative, the MoE seeks to engage a qualified consultancy firm to develop the Multiple Learning Pathways Policy Framework, in alignment with the Ministry's education policies, strategic priorities, and overall policy direction.

Objectives of the consultancy

- To develop a national policy framework that repositions multiple learning pathways as a core mechanism for education system transformation, equity, and lifelong learning.
- To identify and address the key policy, institutional, curriculum, assessment, certification, and guidance-related bottlenecks those constrain learner transitions across the school system and to employment and/or higher education.
- To propose multiple and recognized pathways that enable learners to enter, exit, transfer, re-enter, and progress across academic, school TVET, and work-based learning routes at especially at secondary education level.
- To strengthen policy coherence and institutional coordination across education, skills development, qualifications, assessment, career guidance, and labour market systems.
- To ensure that the framework advances equity and inclusion by expanding viable learning and transition options for learners in remote islands, learners with disabilities, out-of-school adolescents, learners at risk of dropping out, and those requiring alternative or flexible learning arrangements.

2. Scope of work

- Conduct a targeted review of relevant national and international literature, policies, frameworks, and good practices on Multiple Learning Pathways from K-12, with particular focus on upper secondary education, curriculum flexibility, assessment, qualifications, learner progression, and

inclusive education in the Maldivian context.

- Conduct stakeholder consultation meetings with relevant Ministry of Education members to discuss existing policies and practices, identify barriers and enabling factors affecting the implementation of multiple learning pathways, and gather evidence-based recommendations to inform the development of the Multiple Learning Pathways Policy Framework.
- Analyse the review findings to identify key policy gaps, opportunities, challenges, and considerations for strengthening Multiple Learning Pathways in the Maldives, ensuring alignment with national education priorities and the Ministry of Education's strategic direction.
- Develop a Multiple Learning Pathways Policy Framework that aligns with policy rationale, vision, guiding principles, objectives, strategic policy directions, governance and institutional arrangements, financing and resource allocation, teacher and facilitator capacities required, clear implementation roadmap, partnerships with employers and higher education and training institutions, monitoring and evaluation strategy with key indicators, and recommendations for operationalization
- Ensure that the Policy Framework promotes inclusive, equitable, and flexible pathways that respond to the diverse needs of learners, including learners with disabilities and disadvantaged or marginalized groups, while considering labour market needs and national development priorities.
- Revise and finalize the Policy Framework based on comments and technical feedback from the Ministry of Education.

Note:

The consultancy firm shall be required to dedicate a minimum of two (02) hours per week in collaboration with the Implementing Partner to ensure alignment and coherence of the deliverables. This engagement may be conducted either in person or virtually.

3. Deliverables

Deliverable	Due by	Estimated cost breakdown
Inception report: Detailed methodology, timeline, and structure of the final report.	1 week from signing contract	10%
Evidence Review Report: Report summarizing the findings of the literature review and document review, highlighting key policy gaps, opportunities, challenges, and recommendations to inform the development of the Policy Framework.	Within 1 month after submission of the inception report	30%

Draft Policy Framework: Draft framework developed in accordance with the policy guidance provided by the Ministry of Education.	Within 4 weeks after approval of the review report	35%
Validation Session: Supporting materials for the validation session, including PowerPoint presentations, and a report on the validation session conducted.	Within 2 weeks after submission of the draft framework	10%
Final Policy Framework: A final Multiple Learning Pathways Policy Framework incorporating feedback from the Ministry of Education and the validation workshop. The framework shall include the policy rationale, vision, guiding principles, objectives, strategic policy directions, governance and institutional arrangements, financing and resource allocation, teacher and facilitator capacities required, , clear implementation roadmap, partnerships with potential employers and higher education and training institutions, monitoring and evaluation strategy with key indicators, and recommendations for operationalization. The framework shall also address equity considerations, including gender, disability, and island -level access constraints, to support inclusive and flexible learning pathways for all learners. The final Policy Framework document should be fully edited, proofread, formatted, and has the final layout designed to ensure consistency, clarity, and a professional presentation.	Within 2 weeks after the validation session	15%

4. Travel (if required.)

Not required.

5. Estimated Duration:

3 months

6. Quality assurance

MoE will only make payment based on approval of specific deliverables as listed in this TOR. A technical review committee will be established to oversee the consultancy, quality assure the outputs, and formally sign off on deliverables.

This team will be established as follows:

a) Four members from Ministry of Education (MoE), including two policy makers and two technical staff

b) One member from UNICEF Maldives

The main responsibilities of this team are:

a) Review draft reports and provide feedback

b) Validate the final report

7. Qualifications or specialized knowledge and/or experience required

Firm Qualification:

- At least 5 years' experience in education management, education planning, policy analysis, capacity development, curriculum, policy frameworks or sector reform

Team Qualification:

- The consultancy firm shall propose a team comprising two (2) key personnel with clearly defined roles and responsibilities, possessing the qualifications and experience required to undertake the assignment:
  - At least a Master's degree or higher in education management, education planning, policy, social sciences or related field of study
  - Demonstrated professional experience in one or more of the following areas: education management, education planning, policy analysis, capacity development, curriculum development, education policy frameworks, or education sector reform.

Team Competencies:

- Strong analytical, research, and report-writing skills, strong facilitation, communication and stakeholder engagement abilities
- Ability to deliver high quality outputs within agreed timelines

8. Evaluation criteria

Evaluation criteria for assessing the qualifications and performance of the consultancy firm:

S. No.	Criteria	Points
1	**Firm Profile** The consultancy firm shall have a minimum of five (5) years of relevant experience in education management, education planning, policy analysis, capacity development, curriculum development, education policy frameworks, or education sector reform.	10
2	**Methodology and Approach** Description of the proposed methodology and approach for achieving the objectives, scope of work and deliverables outlined in the Terms of Reference.	20
3	**Client References** A minimum of two (2) references for assignments of similar scope and complexity undertaken within the last five (5) years. Details of similar assignments undertaken in last three years including the following information: • Title of Project • Year and duration of project • Scope of Project • Outcome of Project • Reference / Contact persons	20
4	**Qualification and Experience**	20

	a) Clear team composition comprising two (2) key personnel, with well-defined roles and responsibilities aligned with the scope of the assignment. b) Submission of CVs demonstrating the academic qualifications and relevant professional experience of the proposed team members. c) Demonstrated qualifications, skills, and professional experience of the proposed personnel to effectively undertake their assigned roles and responsibilities. d) Relevant experience of the proposed team members in education management, education planning, policy analysis, curriculum development, education policy frameworks, or education sector reform..	
	TOTAL	**70**
To pass the technical evaluation, a minimum score of 50 is required. Only firms who successfully pass the Technical evaluation will proceed to the financial evaluation.		

ANNEX A - FORMS

FORM 1 – Document Checklist

#	**BID DOCUMENTS**	
1	Technical Proposal Submission Form (**Form 2**)	
2	Proposer Information Sheet (**Form 3**)	
3	Description of approach, methodology and work plan for performing the assignment (**Form 4**)	
4	Copy of Business Registration Certificate (Valid) or National ID Card of Lead Member	
5	Business Information sheet (downloaded from business portal)	
6	Copy of GST Registration – if applicable	
7	Copy of Pension Registration – if applicable	
8	Team members Information (**Form 5**)	
9	Curriculum Vitae (CV) of Technical Team (**Form 6**)	
10	Educational Certificates of Technical Team	
11	Work experience documents of Technical Team	
12	Financial Proposal (**Form 7**)	

FORM 2 – TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Madam/Sir:

We, the undersigned, offer to provide the "**Consultancy firm for the Development of A Multiple Learning Pathways Policy Framework"** in accordance with your Request for Proposal dated [xxx. I hereby submit our Proposal, which includes all required documents as per Request for Proposal.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the services and fulfil the terms and conditions related this contract.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

FORM 3 – TENDERER INFORMATION SHEET

[The Tenderer shall fill in this Form in accordance with the instructions indicated below. No alterations to its format shall be permitted and no substitutions shall be accepted.]

Date:

Announcement No:

1. Name	
2. Registration number or ID Card Number	
3. Address	{insert Tenderer's legal address in country of registration}
4. Tenderer's Authorized Representative Information	
Name:	
Address:	
Telephone/Fax numbers:	
Email Address:	

FORM 4: DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

[*Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (5-10 pages, inclusive of charts and diagrams) divided into the following two chapters:*

a) Technical Approach and Methodology,
b) Work Plan, and

a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

FORM 5 –TEAM INFORMATION

List all Members in the team as per TOR

(Team Members Curriculum Vitae and supporting documents should be submitted along with the proposal and this form should be signed and stamped by Tenderer).

Team member Name	ID/PP No

FORM 6 – CURRICULUM VITAE (TEAM)

1. **Name:**
2. **Education** *[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]:*
3. **Membership of professional associations**
4. **Other Training**
5. **Countries of work experience** *[List countries where the consultant has worked in the last ten years]:*
6. **Languages** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:*
7. **Experience/ employment record** *[Starting with present position, list in reverse order every employment held since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]*

   From [Month/Year] – To [Month/Year]:
   Employer:
   Positions held:
8. **Summary of projects/assignments undertaken/ role**

   Name of project/ assignment:
   Experience classification: General / specific
   Scope of project/ assignment:
   Role/ Position undertaken:
   Period of assignment:

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FORM 6- SPECIFIC EXPERIENCE OF CONTRACTS OF SIMILAR NATURE

List all contracts performed in the last **36** Months

(Reference letters of the completed Projects shall be submitted along with the proposal and this form should be signed and stamped by Tenderer).

Name of Client	Name of the work	Contract Duration	Contract Signed Date	Contract Completed Date	Contract Value (MVR)

FORM 7 – FINANCIAL PROPOSAL SUBMISSION FORM

[*Location, Date*]

To: [*Name and address of Client*]

Dear Sirs:

We, the undersigned, offer to provide **CONSULTANCY FIRM FOR THE DEVELOPMENT OF A MULTIPLE LEARNING PATHWAYS POLICY FRAMEWORK** in accordance with your Request for Proposal dated [……..] and our Technical Proposal. Our attached Financial Proposal is for the sum of [*Insert amount(s) in words and figures*[1]]. This amount is inclusive of the all taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

FINANCIAL PROPOSAL

SUMMARY OF COSTS		
#	**Description**	**Amount (in MVR)**
1		
2		
3		
4		
	Subtotal :	
	All applicable taxes :	
	Total Amount of Financial Proposal:	

Note:

- *Bidder is liable to clarify and include all relevant tax for the assignment.*