



REQUEST FOR PROPOSAL

**STRENGTHENING REMEDIATION AND
INDIVIDUALIZED LEARNING SUPPORT IN LITERACY
AND NUMERACY**

(IUL)22-PU/22/2026/150

Procurement No:22PU-2026-CS-05
24th July 2026

June 23, 2026

1. INTRODUCTION

The Ministry of Education, Higher Education, and Skills Development (hereinafter called “the Ministry”) is seeking a consultancy firm to conduct STG Activities 1.3.1 and 1.3.2, Strengthening Remediation and Individualized Learning Support in Literacy and Numeracy.

This assignment is limited to needs assessment, business process analysis, requirements definition, and implementation recommendations. It does not include software development, customization, procurement, or deployment of the solution.

2. SCHEDULE OF CRITICAL DATES

| Activity | Action Date |
|-------------------------------|--|
| Issue date: | 24 th June 2026 |
| Clarification deadline: | 01 st July 2026, 2359 hrs. Local Time |
| Proposal submission deadline: | 05 th July 2026, 1300 hrs. Local Time |

3. CLARIFICATION

Any request for clarification shall be submitted in writing to the address below:

Procurement Section,

Ministry of Education, Higher Education, and Skills Development

9th Floor, H.Velaanage, 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

4. AMENDMENTS OF RFP DOCUMENTS

Any clarification or amendment issued by the Ministry in writing shall form part of this request and shall prevail over any inconsistent provision in the original document.

5. LANGUAGE

The proposal shall be submitted in English. Supporting documents may be submitted in English or Dhivehi.

6. PROPOSAL STRUCTURE

The firm is requested to submit one complete proposal consisting of:

- Technical proposal, including understanding of the assignment, methodology, work plan, deliverables, team composition, and relevant experience;
- Financial proposal with a clear cost breakdown, inclusive of all applicable taxes and all administrative, travel, logistical, and related costs;
- All supporting forms and documentary evidence listed in Annex A.

7. PROPOSAL VALIDITY

The proposal shall be valid for 30 calendar days from the submission date.

8. CONFIDENTIALITY, ETHICS AND CONFLICT OF INTEREST

The selected party undertakes to comply with the Government rules with regard to corrupt and fraudulent practices, conflict of interest and confidentiality. The party shall maintain confidentially on all sensitive information obtained during the assignment and shall not publish wholly or in part the findings or such information, without prior written consent by the Ministry.

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9. 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) or National ID Card of Lead Member
- Business Profile – if applicable(Downloaded from Business Registration Portal)
- Copy of GST 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)
- Specific experience of contracts of similar nature (Form 7)
- Demonstrations of required experiences listed in this TOR
- Financial Proposal(Form8)

10. PROPOSALSUBMISSION

| | |
|------------------------|--|
| Submission Instruction | Proposal need to be submitted along with required documents mentioned in the request for proposal to: Ministry of Education, Higher Education and Skills Development Ameer Ahmed Magu, Male', 20079 Republic of Maldives Tel:+(960) 304 1242 Apply via: https://bit.ly/4ae7Dgg |
| Submission Deadline | The deadline for the submission of Proposal is: Date: 05th July 2026 Time: 13:00 hrs. (Local Time) Late submission will not be accepted. |

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Terms of Reference

1. Background

Improving foundational learning remains a national priority, particularly in literacy and numeracy during the early years of schooling. Evidence from national assessments and school-level experience indicates that many students continue to face learning gaps at the transition from Foundation Stage to Key Stage 1 and during the early primary grades. These gaps are often more pronounced among children with complex learning profiles and other vulnerable learners, who require more targeted and structured support.

While schools are making efforts to support struggling learners, the current approach to remediation is not yet sufficiently consistent, systematic, or evidence-based across all settings. There is a need to strengthen the national guidance on remediation, improve the use of individualized learning plans and small-group instruction, and provide practical tools that can support teachers and schools in identifying learning gaps early, planning targeted interventions, and monitoring progress effectively. Under the System Transformation Grant (STG), two important activities have been identified to address these needs:

STG Activity 1.3.1: Review and update the competencies, indicators, and guidelines for remediation in literacy and numeracy, and monitor its implementation.

STG Activity 1.3.2: Review and update the guidelines for developing individualized learning plans and small group instruction in literacy and numeracy for children with complex learning profiles and vulnerable students, roll out in at least 20 schools, and document lessons for scaling up.

These two activities are closely linked and will therefore be undertaken through a single consultancy assignment.

2. Objectives:

To review and update the existing guidance on remediation and individualized learning support in literacy, numeracy, and psychosocial health and well-being; develop practical tools and templates for schools; support validation and orientation; assist with rollout in at least 20 selected schools; and document lessons learned to inform future scale-up.

3. Scope of Work:

3.1. Review of existing policies, guidelines, and practices

The consultancy firm shall:

- Review relevant national policies, strategies, guidelines, tools, and school-level practices related to remediation in literacy, numeracy, psychosocial health and well-being, individualized learning plans, small-group instruction, inclusive education, and curriculum adaptation, where relevant to the assignment.
- Conduct stakeholder consultations with relevant departments, school leaders, and teachers to

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identify current practices, strengths, gaps, challenges, and promising approaches.

- Undertake selected classroom observations, including settings involving children with complex learning profiles and vulnerable learners.
- Prepare a concise review report with actionable recommendations for strengthening remediation and individualized learning support.

3.2 Development of revised guidelines and practical tools

The consultancy firm shall:

- Develop and/or revise the national guideline for remediation in literacy and numeracy, including psychosocial health and well-being where relevant to learner support.
- Develop and/or revise the guideline for individualized learning plans and small-group instruction for children with complex learning profiles and vulnerable students.
- Develop diagnostic tools for identifying learning gaps in literacy and numeracy, with particular attention to the transition from Foundation Stage to Grade 1 and across Key Stage 1
- Develop sample intervention plans aligned to the diagnostic findings and intended remediation responses.
- Develop progress monitoring and record-keeping templates at teacher/class, school, and central levels
- Define stakeholder roles and responsibilities for implementation, monitoring, and quality assurance during the consultancy-supported rollout period

3.3 Validation and capacity building

The consultancy firm shall:

- facilitate a validation workshop to review and finalize the draft guidelines and tools
- Develop a training module and trainer manual for relevant central-level stakeholders
- Develop user-friendly self-learning materials, including training videos.
- Conduct orientation sessions for relevant stakeholders of NIE, QAD, SHSD, DoIE and the pilot schools.

3.4 Pilot rollout support and documentation

The consultancy firm shall:

- Support the rollout of the revised guidelines and tools in at least 20 selected schools.
- Gather implementation feedback and evidence from the selected schools during the consultancy period.
- Document immediate lessons, implementation challenges, enabling factors, and recommendations for refinement and future scale-up.

Note: The consultant shall be required to dedicate a minimum of three (03) hours per week in collaboration with the Implementing

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Partner to ensure alignment and coherence of the deliverables. This engagement may be conducted either in person or virtually.

4. Deliverables:

| # | Deliverables | Indicative timing |
|----|---|---|
| 1. | Inception report and work plan: Detailed methodology, work schedule, consultation plan, and deliverable framework | Within 1 week from the project awarding date |
| 2. | Review report with recommendations: Review of current policies, guidelines, tools, and school practices, including findings from consultations and classroom observations. | 2 weeks From the approval date of deliverable 1 |
| 3. | Draft guideline package with self-learning videos: Draft guideline for remediation; draft guideline for individualized learning plans and small-group instruction; draft diagnostic tools; draft sample intervention plans; draft progress monitoring templates, self-learning videos | 4 weeks From the approval date of deliverable 2 |
| 4 | Validation workshop and revised package: Facilitated validation workshop and submission of the revised guideline package reflecting feedback. | 1 week after the validation workshop |
| 5 | Training module and trainer manual: Orientation package for central-level stakeholders and pilot schools, including training materials and facilitator guidance and User-friendly self-learning materials, including training videos and reference materials. | 2 weeks after the approval of deliverable 4 |
| 6 | Training for Ministry Professionals and pilot schools: Facilitated the training | 2nd week of July 2026 |
| 7 | support throughout Pilot implementation: support throughout the pilot implementation in 20 schools over a period of 4 months Report on the Implementation findings from at least 20 schools, including usability, feasibility, and challenges. | By the end of November 2026 |
| 8 | Final remediation guideline with the consolidated report for scale-up: Final remediation guideline package with self-learning videos | By the end of November 2026 |

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| | |
|--|--|
| Final consolidated report including lessons learned and recommendations for improvement and scaling. | |
|--|--|

5. Estimated duration:

07 Months

6. Travel

Any required travel shall be included in the financial proposal.

7. Institutional Qualifications and Team Requirements

The consulting firm should meet the following minimum requirements:

- Registered national firm with demonstrated capacity to undertake education sector consultancy assignments.
- At least 5 years of relevant experience in foundational learning, remediation, inclusive education, literacy and numeracy support, or closely related fields.
- Demonstrated experience in developing policy guidance, operational manuals, teacher support materials, or curriculum implementation tools for schools.
- Proven experience in conducting consultations, technical reviews, training, and report writing.
- Experience working with government institutions, schools, or development partners in the education sector will be an advantage.

Suggested team composition

- Team Leader / Education Specialist
- Specialist in literacy and numeracy / foundational learning
- Specialist in inclusive education or learner support
- Training / capacity-building specialist
- Monitoring, documentation, and reporting support personnel, as needed

Application Requirements

- Interested firms shall submit both a technical proposal and a financial proposal.

Technical proposal

- Understanding of the assignment and proposed methodology
- Detailed work plan and timeline
- Company/ Institutional profile and evidence of relevant institutional experience
- At least 3 references for similar assignments completed in the past 3 years
- Proposed team composition with roles and responsibilities
- CVs of the Team Leader and key team members

Financial proposal

- A lump-sum financial proposal covering the full assignment
- Cost breakdown by major deliverables and/or activity
- Costs to be quoted in Maldivian Rufiyaa (MVR), including GST (if applicable)
- All professional fees, travel, accommodation, logistics, workshop support, and administrative costs must be included in the proposed price

8. Proposal Assessment

Proposals will be evaluated using cumulative analysis, with a weighting of 70 percent for the technical proposal and 30 percent for the financial proposal. Only firms obtaining the minimum passing score in the technical evaluation will proceed to financial evaluation.

| No. | Technical evaluation criteria | Points |
|-----|--|--------|
| 1 | Firm profile and relevant institutional experience | 20 |
| 2 | Methodology and understanding of the assignment | 20 |
| 3 | Team composition and qualifications of key personnel | 20 |
| 4 | References for similar assignments | 10 |
| | Total | 70 |

A minimum technical score of 50 out of 70 will be required to qualify for financial evaluation.

The financial proposal with the lowest evaluated price will receive the maximum score of 30 points.

Financial scores for other proposals will be calculated proportionately using the formula:

$$\text{Financial score} = (30 \times \text{lowest priced proposal}) \div \text{price of proposal under consideration}$$

The combined technical and financial scores will be used to determine the proposal that offers the best overall value for money.

The following criteria will be used to assess the Technical Proposal:

| S. No. | Criteria | Points |
|--------|--|--------|
| 1 | <p>Company/Institution Profile</p> <ul style="list-style-type: none"> • Minimum of 5 years' experience in accelerated learning support/remediation support for literacy and numeracy for students with complex learning profile.(SCLP) • Company/Institution Registration Certificate | 20 |
| 2 | <p>Methodology and approach</p> <p>Description of the methodologies for how the firm will achieve the terms of</p> | 20 |

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| | | |
|---|--|-----------|
| | reference of the assignment | |
| 3 | Client References Minimum 3 references should be provided with similar scope and size of contract | 10 |
| 4 | Team composition, CVs and Experience <ol style="list-style-type: none">1. Clear team composition with well-defined roles and responsibilities2. CVs of team lead and members3. All staff proposed, have demonstrable experience and qualifications to undertake the roles assigned to them | 20 |
| | TOTAL | 70 |
| Minimum Score of 50 must be attained to pass the technical evaluation | | |

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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 Profile – if applicable (Downloaded from Business Registration Portal) | |
| 6 | Copy of GST Registration – if applicable | |
| 7 | Team members Information (Form 5) | |
| 8 | Curriculum Vitae (CV) of Technical Team (Form 6) | |
| 9 | Educational Certificates and Relevant Professional Certifications of proposed Team | |
| 10 | Work completion documents of projects/assignments (Team) | |
| 11 | Specific experience of contracts of similar nature (Form 7) | |
| 12 | Demonstrations of required experiences listed in this TOR | |
| 13 | Financial Proposal (Form8) | |

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 service for “STRENGTHENING REMEDIATION AND INDIVIDUALIZED LEARNING SUPPORT IN LITERACY AND NUMERACY.” 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:

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FORM 3 –PROPOSER 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.*

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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 |
|------------------|----------|
| | |
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FORM6– 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:

FORM 7-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) |
|----------------|------------------|-------------------|----------------------|-------------------------|----------------------|
| | | | | | |
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FORM8– FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide Consultancy service **to strengthen remediation and individualized learning support in literacy and numeracy**. 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 figures¹]. 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 (Form8)

| 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.
- The cost should be inclusive of all technical fees, fees for management staff, travel, food, accommodation, and all administrative and logistical costs related to the above assignment.