



Date: August 28, 2026

Subject: Request for Proposal (RFP) to manage the set up and implementation of Room to Read's literacy and life skills projects in Nigeria.

Dear Sir/Madam,

You are invited to submit a proposal to manage the set up and implementation of Room to Read's literacy and life skills projects in Nigeria, over two-years period, from 01 January 2027 to 31 December 2028. The projects will be promoting foundational literacy and learning outcomes for children as well as life skills development for adolescents in Nigeria.

To enable you to submit a Proposal, attached are:

- Annex I [Instructions to Offerors](#)
- Annex II [General Terms and Conditions of Partner Agreement](#)
- Annex III [Terms of Reference](#)
- Annex IV [Proposal Submission Form](#)
- Annex V [Cost Proposal Template](#)

Please email your offer, comprising a Technical Proposal and Cost Proposal, as an attachment in separate electronic files to the email address below. **Proposals should be received no later than 17:00 hours East Africa Time (EAT), October 21, 2026.**

Email proposals to: rfp@roomtoread.org

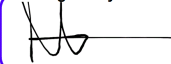
Subject line: NG-RFP/2026/10 – PROPOSAL FOR SERVICES (DO NOT OPEN)

Questions related to the engagement must be submitted no later than September 16, 2026, 17:00 hours (EAT). Responses to all questions received by this time will be posted publicly on the Room to Read website by September 23, 2026, 17:00 hours (EAT).

This letter is not an offer to contract your firm/institution. If your proposal is successful and is accepted by Room to Read (in its sole discretion), the information contained in your proposal could be used to draft a legally binding contract between your institution and Room to Read.

You are requested to acknowledge receipt of this letter and to inform Room to Read your intention to submit a proposal. For this purpose, and for any requests for clarification, please contact: Esther Muthoga, Program Manager, Partnership and Expansion, Africa (esther.muthoga@roomtoread.org).

On behalf of Room to Read,

Signed by:

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Michael Bowers

Chief Program Implementation Officer

Room to Read

ANNEX I – Instructions to Offerors

A. INTRODUCTION

1. General:

Room to Read (RtR) is seeking an operational partner (“Partner”) who specializes in the management of education-related development projects to work together on both formal and non-formal education (NFE) settings for foundational literacy and gender-transformative life skills development in Nigeria. Over the long-term the projects aim to support literacy in primary school through teacher training, instruction, libraries and quality reading materials, and training and life skills development with adolescents in both formal and non-formal education settings. **The purpose of this RFP is to invite proposals for overseeing the implementation and finances of the project and recruiting and managing a local project team to coordinate project activities for the first two years.**

The selected Offeror will work to oversee the implementation and finances of the project and recruit and manage a local project team to support project activities. The project team will be responsible for implementing the project on time, on budget and within scope in Nigeria, including activities such as: 1) engaging relevant federal and state authorities to advance Room to Read’s expansion efforts in Nigeria, 2) selecting, manage and monitor implementing partners (publishers and NGOs) to implement program activities with local communities, and 3) working in collaboration with Room to Read to adapt materials and provide technical assistance to implementing partners through workshops and ongoing support and monitoring to ensure program quality. The project team will work under the guidance of Room to Read who will provide all technical materials for the projects as well as ongoing technical support such as guidance for adapting project materials for the Nigerian context and facilitation of technical assistance workshops.

Conflicts of Interest: The Offeror must promptly disclose any actual, potential or perceived conflict of interest that could affect its participation in this RFP or performance of the engagement, including any relevant relationship between the Offeror, its key personnel or proposed subcontractors and Room to Read or its personnel. Disclosure will not necessarily result in disqualification, but failure to disclose a material conflict may result in disqualification or termination of any resulting agreement. This includes, without limitation, any financial interest, prior employment, or a prior or existing contract Offeror and/or a family member has with Room to Read.

Non-Collusion and Confidentiality: The Offeror must prepare its Proposal independently and must not collude with any other Offeror or improperly seek to influence the solicitation process. The Offeror must keep confidential any non-public information provided by Room to Read in connection with this RFP and use it only for purposes of participating in this solicitation. A breach of this provision may result in disqualification.

2. Cost of Proposal:

The Offeror shall bear all costs associated with the preparation and submission of the Proposal. Room to Read will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the solicitation.

B. SOLICITATION DOCUMENTS

3. Contents of Solicitation Documents:

The Offeror is expected to examine all corresponding instructions, forms, terms and specifications contained in the documents provided to your organization by Room to Read for the purpose of this RFP

(the “Solicitation Documents”). Failure to comply with these documents will be at the Offeror’s risk and may affect the evaluation of the Proposal.

4. Clarification of Solicitation Documents:

A live presentation of the project will be held on September 8, 2026, time TBC via Microsoft Teams. All prospective Offerors that have informed Room to Read of their intention to submit a proposal will be invited to participate in the live presentation.

A prospective Offeror requiring any clarification of the Solicitation Documents may notify Room to Read by emailing Esther Muthoga (esther.muthoga@roomtoread.org), who will respond to all requests for clarification of the Solicitation Documents via email. Written copies of the response (including an explanation of the query but without identifying the source of inquiry) will be sent to all prospective Offerors that have informed Room to Read of their intention to submit a proposal and posted publicly on the Room to Read Website, <https://www.roomtoread.org/custom-projects/>, by September 23, 2026, 17:00 hours (EAT).

5. Amendments of Solicitation Documents:

At any time prior to the deadline for submission of Proposals, Room to Read may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Offeror, modify the Solicitation Documents by amendment.

All prospective Offerors that have informed Room to Read of their intention to submit a proposal will be notified in writing via email of all amendments to the Solicitation Documents.

In order to afford prospective Offerors reasonable time in which to take any amendments into account in preparing their offers, Room to Read may, at its sole discretion, extend the deadline for the submission of Proposals.

C. PREPARATION OF PROPOSALS

6. Documents Comprising the Proposal:

Each Offeror’s Proposal shall comprise the following components:

- Proposal submission form ([Annex IV](#));
- Technical Proposal, including documentation to demonstrate that the Offeror meets all requirements, completed in accordance with Clause 7; and
- Cost Proposal, completed in accordance with Clause 8 & 9.

7. Technical Proposal:

The technical proposal addresses the requirements in the [Terms of Reference \(TOR\)](#). The Offeror will structure the technical part of their Proposal as follows (the main text should not exceed 18 pages in length):

(a) Management Structure

This Section will provide a corporate orientation of the Offeror and include the following:

- The year and country of incorporation and a brief description of current and recent work activities;
- The person(s) who will represent the Offeror in any future correspondence with Room to Read; and

- A description of the organizational unit(s) that will become responsible for the contract, and the general management approach towards a project of this kind.

(b) Institutional Capacity

This Section will provide information about the institutional capacity of the Offeror to carry out the scope of work, including:

- Recent experiences on projects of a similar nature, including information that will facilitate the evaluation of the Offeror's reliability and capacity to meet the requirements (e.g. similar engagements undertaken, results achieved, outcomes obtained, feedback from funders, etc.);
- Audited financial statements for the last 3 fiscal years;
- Applicable business licenses, permits and registration;
- Details of relationships between the Offeror and the Ministry of Education in Nigeria and any other relevant authorities;
- Registration with income tax and VAT authorities;
- Confirmation of the ability to receive foreign funding for operations; and
- List of business references, at least three. Ideally, at least one reference should be a firm with US-based or international operations. References should have worked with your organization within the past five years on projects relevant to the activities and geographic area of work and activities outlined in this RFP.

(c) Offeror's Understanding

This Section presents the Offeror's understanding about the program and the scope of work in brief (2 pages).

(d) Resource Plan

This Section will explain the Offeror's resources in terms of the personnel necessary to perform the project requirements, and any plans for additional recruitment to fulfil the engagement.

To demonstrate personal resources, the Offeror will provide the following:

- The composition of the Project Team that will carry out the engagement, consisting of qualified and experienced professionals in the required field;
- An organisational chart illustrating the reporting lines, together with a description of the team structure, as well as the role of specific individuals; and
- The curriculum vitae of the team leader and key personnel who will be involved in the project.

If a firm/institution does not have all the expertise or capacity required for the work, there is no objection to recruiting additional personnel or outsourcing work to be able to fulfil the objectives of the engagement. If outsourcing work to another organization, please also provide 7(a) (b) (c) as it applies to the institution for the activities to be outsourced¹.

(e) Proposed Approach, Methodology, Timing and Outputs

This section will demonstrate the Offeror's responsiveness to the [TOR](#) by identifying the specific components proposed and requirements, as specified, with an emphasis on the following:

- Government engagement
- Workshop coordination
- Ongoing support to publishers and implementing partners
- Printing and distribution of storybooks
- Researching early grades reading and life skills development needs

- Safety & security planning
- Tracking and reporting on implementation and expenses
- Managing project risks

Please include the number of person-working days (or months) and percentage of time that you consider necessary to carry out the work required. For assessment of your understanding of the requirements, also include any assumptions as well as comments on the information or support services to be provided by Room to Read as indicated in the TOR, or as you may otherwise believe to be necessary.

Due Diligence: Selection of a preferred Offeror and any award resulting from this RFP are subject to Room to Read completing due diligence to its satisfaction. Room to Read may request additional information or documentation concerning an Offeror, its key personnel, proposed subcontractors or sub-partners, including information relating to legal status, governance, financial capacity and controls, safeguarding, ethics and compliance, sanctions and prohibited-party screening, security, references and past performance. This is required for legal and ethical reasons.

Offerors must cooperate reasonably with such due diligence and promptly notify Room to Read of any material change to information previously provided. Room to Read may decline to make an award, or withdraw a proposed award, where due diligence identifies a material risk that cannot reasonably be mitigated.

The Technical Proposal will not contain any pricing information on the services offered. Pricing information will be separated and only contained in the Cost Proposal.

8. Cost Proposal:

The Offeror will indicate in an appropriate Cost Proposal, using the Cost Proposal Template ([Annex V](#)), the cost of services it proposes to supply under the contract. Room to Read reserves the right to request any additional information to support the proposed budget.

The Cost Proposal must provide a detailed cost breakdown in an Excel file, including separate figures for each component identified in Section 7e. If the contractor is required to travel in order to perform the work described in the TOR, please provide a breakdown for transportation, accommodation, per diem and miscellaneous expenses.

The Offeror will submit a *Budget Narrative* summary of the proposed budget including discussion and rationale for costing approach, major expenses, FX rate assumptions, risks, and other considerations related to the budget. Please provide an explanation of what is included in any *Personnel costs* (e.g. pay plus benefits), as well as the nature of any *subcontractor work*, *licensing*, *indirect costs* and *fees*.

All prices/rates quoted must be inclusive of all necessary taxes.

9. Proposal Currency:

All proposals shall be quoted in US Dollars (USD).

10. Format and Signing of Proposals:

The Offeror shall prepare electronic copies of the Proposal, scanned or saved, in PDF format.

The Proposal shall be written in English. Save for exceptional circumstances where documents cannot be translated (for example government registrations), all accompanying documents should also be in English.

The Proposal shall be typed and signed by the Offeror or person(s) duly authorised to bind the Offeror to the contract.

11. Funding:

Funding will be on a reimbursement basis. Invoices and required documentation are due monthly, within 5 days of the last day of the month. Room to Read's payment terms are 15 days following Room to Read's receipt and acceptance of the Offeror's invoice and required accompanying documentation, including receipts and certification of deliverable completion (see [TOR](#), [Annex III](#))

Room to Read shall withhold a reserve of ten (10) percent of each invoice amount and shall release holdback amounts based on successful completion of deliverables.

It is the policy of Room to Read not to grant advance payments except in unusual situations where the potential contractor, whether a private firm, NGO, a government or other entity, specifies in the proposal that there are special circumstances warranting an advance payment. Room to Read, at its discretion, may determine that such payment is not warranted or the conditions under which such payment would be made.

D. SUBMITTING THE PROPOSAL

12. Marking and Submitting Proposals:

The Offeror will submit the Proposal in electronic PDF format, as described below.

The Proposal will:

(a) Be scanned or saved in PDF format and sent to the email address given in the cover page of the RFP. Please indicate in the subject line of the email "NG-RFP/2026/10 – PROPOSAL FOR SERVICES (DO NOT OPEN)", to be completed with the time and the date specified in Clause 13.

(b) Both files shall indicate the name of the Offeror. The file that contains the information specified in Clause 7 should be labelled as: "***Name of Offer – Technical Proposal.***" The second file shall include the Cost Proposal and be labelled as: "***Name of Offer – Cost Proposal.***" If more than one file is being submitted for either proposal, they can be saved and submitted in separate "zip" folders and labelled in the same manner.

(c) Upon submission, the Proposal files will be received by a Room to Read associate and will remain unopened until time of review by the proposal committee.

13. Deadline for Submission of Proposals

Proposals are to be received on or before October 21, 2026, 17:00 hours (EAT).

Room to Read may, at its own discretion extend this deadline for the submission of Proposals, in which case all Offerors will thereafter be offered the deadline extension.

14. Late Proposals

Any Proposal received by Room to Read after the deadline for submission of Proposals, pursuant to clause *Deadline for submission of proposals*, will not be accepted.

15. Modification and Withdrawal of Proposals

The Offeror may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by Room to Read prior to the deadline prescribed for submission of Proposals.

The Offeror's withdrawal notice may be sent by email to Esther Muthoga (esther.muthoga@roomtoread.org).

No Proposal may be modified after the deadline for submission of proposals. No Proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of proposal validity specified by the Offeror on the Proposal Submission Form.

E. OPENING AND EVALUATION OF PROPOSALS

16. Opening of Proposals

Room to Read representatives will open all Proposals after the deadline for submissions and in accordance with the rules and regulations of the organization.

17. Clarification of Proposals

To assist in the examination, evaluation and comparison of Proposals, Room to Read may at its discretion, ask the Offeror for clarification of its Proposal. The request for clarification and the response shall be in writing and no change in price or substance of the Proposal shall be sought, offered or permitted.

18. Preliminary Examination

Room to Read will conduct a preliminary examination of each Proposal to determine if it substantially responds to the RFP (i.e. the proposal is complete, signed, conforms to the terms and conditions of the RFP without material deviations, and is generally in order, with clear language).

A Proposal determined as not substantially responsive is likely to be rejected without further review.

19. Evaluation and Comparison of Proposals

After the Preliminary Examination, Room to Read will examine Proposals using a two-stage process:

First Stage: The Technical Proposals will be evaluated based on its responsiveness to the TOR. Proposals deemed to meet 70% of the TOR will be moved to the second stage. Proposals deemed not meeting 70% of the TOR will be rejected without further review.

Second Stage: The Cost Proposals will be reviewed.

Following the two-stage process, Room to Read will rank the Proposals received.

20. Final Interview and Review

The Offerors of the top three Proposals will participate in a technical interview with Room to Read. Interviews will assess the organizations capacity to lead the projects, including English-language

capability, responsiveness to financial and education-related questions and ability to communicate on technical matters related to the project (e.g. government engagement, literacy and girls' education programming).

F. AWARD OF CONTRACT

21. Award Criteria, Award of Contract

Room to Read reserves the right to accept or reject any Proposal at its own discretion, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without thereby incurring any liability to an affected Offeror or any obligation to inform an affected Offeror or Offerors of the grounds for such action.

22. Right to Vary Requirements at Time of Award

Room to Read reserves the right at the time of award of contract to vary the quantity of services and other requirements specified in the RFP.

23. Signing of the Contract

Room to Read shall send the successful Offeror a contract relating to the Proposal (an example of which is contained in [Annex II](#)). The successful Offeror shall sign the contract (signed and approved by duly authorized person(s)) and return it to Room to Read at the earliest convenience but no later than within 14 days of date of receipt by the Offeror.

As part of the contract, the successful Offeror shall be required to read and abide by Room to Read's Child Protection and Anti-Trafficking policies, copies of which are available upon request.

Annex II: General Terms and Conditions of Partner Agreement (Example only)

BACKGROUND

Room to Read is a nonprofit organization that works to develop children's foundational literacy skills, as well as life skills by training and coaching educators, creating quality learning materials and spaces, strengthening education systems, and delivering programs directly and with partners – all while honoring the dignity of every child. Partner is a commercial/non-profit entity that wishes to provide services to Room to Read on the basis described in the Agreement between Room to Read and Partner.

1. SCOPE OF WORK, BUDGET, PAYMENT AND SOLUTIONS

1.1. Scope of Work: The Agreement includes a written **Scope of Work**. Any future **Scopes of Work** agreed between the **parties** will automatically become part of this Agreement. **Partner** agrees:

- to provide the **Partner Activities** as stated in the **Scope of Work**; and
- the **Partner Activities** provided will be of the quality stated in this Agreement and as reasonably expected by **Room to Read**, and performed in a timely manner by fully licensed, qualified, and competent staff.

1.2. Budget: The Agreement includes a **Budget**. Any future **Budgets** agreed between the **parties** will automatically become part of this Agreement. **Partner** agrees:

- to only use **RtR Funding** in accordance with the **Budget**;
- that the **Budget** is sufficient for **Partner** to perform the **Partner Activities**;
- that any currency exchange provisions (including frequency and source of exchange rate) are clearly set out;
- any deviation from the total **Budget** or exceeding 10% of a single line of the **Budget** requires **RtR's** prior written approval; and
- unless specified otherwise, **Partner** will be responsible for taxes and similar charges.

1.3. Conditional Funding: All **Funding** from **RtR** is contingent on **RtR's** receipt of sufficient funds from donors. **RtR** will give **Partner** as much notice as **RtR** reasonably can of shortfalls in donor funding that will impact the **Project**.

1.4. Invoicing and Payment: Unless specified otherwise, **Partner** will submit a monthly dated invoice on the last day of the month. Invoices will contain or attach:

- a clear description of the **Partner Activities**;
- the *dates of performance* and *milestones achieved*;
- the total amount due;
- bank account details for transfer;
- receipts for expenditure; and
- any other information **RtR** reasonably request.

RtR will pay each invoice within 15 days after accepting it. Payment may be delayed on invoices that do not include the information above.

1.5. Solutions for Non-Performance: If **Partner** does not provide the **Partner Activities** in accordance with this Agreement to a satisfactory standard, **RtR** will work with **Partner** to find a satisfactory solution. If we cannot agree a satisfactory solution:

- **RtR** may require **Partner** to re-supply the **Partner Activities** to **RtR's** reasonable satisfaction at **Partner's** expense;
- **RtR** may reject some or all the **Partner Activities** (and, if so, **RtR** may reduce **RtR's Funding** proportionately); and/or
- **RtR** may terminate this Agreement by following clause 2.3.

2. DURATION AND TERMINATION

2.1. Agreement Duration: The **Agreement Start Date** and the **Agreement End Date** are specified. This Agreement may be extended or renewed by written agreement, which will typically be accompanied by a new **Scope of Work** and **Budget**.

2.2. Termination for Convenience: Unless specified otherwise, **RtR** may terminate this Agreement or **Scope of Work** by giving **Partner** at least 45 days' written notice.

2.3. Termination for Breach: **RtR** may terminate this Agreement or **Scope of Work** immediately by giving written notice to **Partner** if:

- 2.3.1. **Partner** breaches an important term of this Agreement and **Partner** does not resolve it within 14 days; or
- 2.3.2. **RtR** reasonably believes that **Partner** has breached clause 4 or will become insolvent.

2.4. Actions on Termination: On termination:

- 2.4.1. **Partner** will repay any unspent **Funding** within 14 days of **RtR's** written request;
- 2.4.2. **Partner** will repay any spent **Funding** within 14 days of **RtR's** written request if **RtR** is aware or suspects that **Partner** has breached clauses 4.1, 4.2 or 4.3 or if **RtR's** donor(s) requires it;
- 2.4.3. **Partner** will give **RtR** a complete and accurate financial report in **RtR's** standard form covering **Funding** received and spent;
- 2.4.4. **Partner** will give **RtR** any deliverables **RtR** requests and return all **Room to Read** materials;
- 2.4.5. **Partner** will fully cooperate with **RtR** in any transition (including, if **RtR** requests, to a different **Partner**);
- 2.4.6. **RtR** may reclaim from **Partner** any disallowances if required by **RtR's** donor(s) or for **Funding** that was not spent in accordance with this Agreement;
- 2.4.7. **RtR** rights and remedies that **RtR** had prior to termination will not be affected; and
- 2.4.8. Clause 3 will continue to apply with no end date. Clauses 4.4 and 5.2 will apply for 7 years after the **Agreement End Date**.

3. INTELLECTUAL PROPERTY OWNERSHIP

Unless specified otherwise, Room to Read will have exclusive rights to all work product created under this Agreement, if any. **Partner** agrees to:

- assign to **RtR** all rights, title, and interest worldwide in the work product; and
- waive enforcement against **RtR** of any rights in the work product.

If these rights can't be assigned, **Partner** agrees to:

- grant to **RtR** an irrevocable, exclusive, royalty-free, perpetual, and worldwide license to any rights in the work product; and
- waive enforcement against **RtR** of any rights in the work product.

4. LAW AND ETHICS

Child Protection and Protection from Sexual Exploitation and Abuse (PSEA): As a people-centered organization, **RtR** prioritizes child protection and PSEA and has zero tolerance for harming children and sexual exploitation and abuse. **Partner** confirms that it has read **RtR's** Child Protection Code of Conduct found [here](#) (**CP Code**) and PSEA Policy found [here](#). **Partner** will comply with them, and if **RtR** requests then **Partner** will sign them. **Partner** will ensure that **Partner** staff and representatives who may have contact with the people that **RtR** serves:

- are vetted by **Partner**;
- are familiarized with the CP Code and PSEA Policy and comply with them; and
- if **RtR** requests, sign them.

If **Partner** has its own equivalent code or policy, then **Partner** will submit it for **RtR's** review. If **RtR** considers **Partner's** equivalent to be inadequate, then **RtR** will provide appropriate training to **Partner**.

Partner will immediately inform **RtR** of any child protection or PSEA incident or allegation. **Partner** will take all appropriate measures to prevent and respond to any child protection or PSEA incidents or violations of the **Policies**.

4.1. Standards of Conduct: **Partner** will comply with the Standards of Conduct found [here](#).

4.2. Compliance with Law: **Partner** will comply with the **parties'** legal obligations including those relating to child labor, anti-terrorism, sanctions, anti-bribery and corruption, anti-trafficking, and data privacy.

4.3. Anti-Corruption: Neither Party will offer, give, request, or accept any bribe or improper payment in connection with this Agreement. **Partner** confirms that it, and anyone acting on its behalf, has not and will not breach any applicable anti-bribery or anti-corruption laws (including laws aligned with the UN Convention Against Corruption or the OECD Anti-Bribery Convention). This includes not offering anything of value to influence a Government Official or any other person or to secure an unfair business advantage.

4.4. Data Privacy and Confidentiality: **Partner** will maintain a high and appropriate level of security (to prevent unauthorized access, disclosure, alteration, or loss) of personal data relating to this Agreement and only use and store the personal data if (and for as long as) necessary for a specified lawful purpose. **Partner** will comply with **Partner's** data privacy legal obligations including informing people about how **Partner** uses their personal data and obtaining consents, if required. Each **party** will keep the other **party's** confidential information strictly confidential and disclose it only (i) to representatives who comply with this confidentiality requirement or (ii) if required by legal obligations.

4.5. Notice: **Partner** will immediately inform **RtR** of any breach or possible breach of this clause 4.

5. PARTNER OTHER OBLIGATIONS

5.1. Reporting: **Partner** will provide narrative and financial reports to **RtR** in the formats **RtR** specifies on the dates specified in the **Scope of Work**. **Partner** agrees, within 14 days of **RtR's** request, to:

- provide additional information or documents that **RtR** reasonably requires; and
- make all requested modifications and corrections to the reports.

5.2. Recordkeeping and Audit: **Partner** will keep complete and accurate records so **RtR** can verify compliance with this Agreement and audit these records within normal business hours upon reasonable notice. **Partner** will fully cooperate with any audit by **RtR** or on **RtR's** behalf.

5.3. Liability Insurance: **Partner** will maintain suitable insurance with a well-respected insurer and will provide evidence to **RtR** if **RtR** requests it.

5.4. Safety and Security: **Partner** will be solely responsible for the safety and security of **RtR's** staff and representatives while working on the **Project**. **Partner** will:

- maintain the highest standards of safety and security;
- fully comply with the agreed safety and security plans; and
- notify **RtR** immediately of any safety and security incidents or new or changed risks.

5.5. Procurement: **Partner** will follow **RtR's** procurement guidelines, unless **RtR** has agreed in writing that **Partner** may follow **Partner's** own equivalent guidelines.

5.6. Image Consents: The **parties** will collaborate to ensure that the appropriate consents are obtained before taking images or stories of students or their families. **Partner** will follow **RtR's** Communications and Image policy found [here](#).

5.7. Donor Conditions: **Partner** will comply with any applicable policy or other requirement of **RtR's** donor(s) communicated in writing to **Partner**.

6. GENERAL PROVISIONS

6.1. Waiver: No right or remedy under this Agreement will be effectively waived unless the waiver is in writing and signed by both **parties**. **Ineffective terms:** If any clause or part of this Agreement is found to be ineffective by a court of law, the remaining terms will remain effective. **Survival:** Any clause which by its nature is intended to survive termination shall do so.

6.2. Force Majeure: If either **party** reasonably considers that there has been a substantial change in circumstances beyond their reasonable control which makes that their performance under this Agreement impossible or effectively impossible, including but not limited to war, terrorism and natural disasters (a "**Force Majeure Event**"), it shall notify the other **party** as soon as possible and in any event within 15 days after it should reasonably have become aware. Upon receipt of such notice, the **parties** are excused from performing their obligations for the duration of the **Force Majeure Event** and if it continues for more than three months then either **party** may terminate by notifying the other **party** in writing.

6.3. No Assignment or Subcontracting: **Partner** may not assign or subcontract **Partner** rights or obligations under this Agreement unless **RtR** consents in writing. Where **RtR** does consent, **Partner** is responsible for **Partner's** subcontractors and for their compliance with this Agreement as if they were the **Partner**, and **Partner** must pass down to the subcontractors all applicable terms of this Agreement including clause 4. All references in this Agreement to "**representatives**" include subcontractors.

6.4. Disputes and Governing Law: Both **parties** will first make reasonable efforts to amicably resolve any dispute arising from this Agreement. This Agreement will be interpreted under the laws of the location in which the **Partner Activities** are performed, whose courts will have jurisdiction to settle any dispute in connection with this Agreement that can't be amicably resolved.

6.5. No Use of Branding: **Partner** may not use **RtR's** name, logos, or other branding in any way, nor issue public communications about the Project, without **RtR's** prior written consent. If **RtR** does consent, **Partner** will follow any branding guidelines and instructions specified by **RtR**.

ANNEX III – Terms of Reference

1. Objective of Assignment

Room to Read (RtR) is seeking an operational partner (“Partner”) who specializes in the management of education-related development projects to work together on both formal and non-formal education (NFE) settings for foundational literacy and gender transformative - life skills development in Nigeria. Over the long-term the projects aim to support literacy in primary school through teacher training, instruction, libraries and quality reading materials, and training and life skills development with adolescents in both formal and non-formal education settings. The Partner will be responsible for managing partnerships (including with government), coordinating technical assistance workshop logistics, program monitoring, managing finances of the project, supporting recruitment and managing a local project team to support project activities within Nigeria.

2. Background of Room to Read

Founded in 2000 on the belief that World Change Starts with Educated Children®, Room to Read develops children’s foundational literacy skills, as well as life skills that promote gender equality. As a leading implementer, Room to Read nurtures these essential skills in children by training and coaching educators, creating quality learning materials and spaces, and strengthening education systems – all while honoring the dignity of every child. We develop and deliver evidence-based materials and approaches directly and with partners. We are a valuable partner of choice for government, other system and program partners as well as investors focused on education. Committed to accelerating learning outcomes for more children, more quickly, we have benefited 60.3 million children across 29 countries. By the end of 2027, we aim to double the number of children and communities we support each year. Room to Read envisions a world free from illiteracy and gender inequality, where all children have room to read, learn and grow.

Building local capacity to support, sustain, and scale Room to Read programs is critical to the organization’s success. By focusing on the quality of education provided within the communities and ensuring outcomes are measured, Room to Read has created a model that can be replicated, localized and carried forward by others, including local governments and partner organizations. Through this approach, Room to Read is able to share our program model and provide the necessary technical assistance to test the model and adapt it to reach more children in new geographies.

3. Project Overview

The main objectives of the project over the long term are: i) to foster a habit of reading and literacy among primary school-age children through the distribution of children’s books in program schools, and ii) to ensure that as many young people as possible can benefit from life skills lessons with accompanying videos, and the inspiration associated with them. The project will achieve these objectives by engaging implementing partners in a series of workshops and meetings and provide the financial and technical support to adapt and implement the Room to Read literacy and girls' education portfolio models for the formal and non-formal education contexts in Nigeria.

Over the course of the first 24 months (January 2027 – December 2028), Room to Read will implement parts of our literacy and girls’ education portfolio to support learning outcomes in both formal and non-formal educational settings in Nigeria. The project will consist of three components: (i) Government engagement with the Federal Ministry of Education (FME), Nigerian Educational Research and Development Council (NERDC), Universal Basic Education Commission (UBEC), State Universal Basic Education Boards (SUBEBs), and other relevant government agencies; (ii) technical guidance to partner organization(s), publishers and state government officials to contextualize the life skills curriculum and adapt supplementary reading materials as relevant; and (iii) conducting research on early grades reading

needs in public primary schools, and life skills development needs in non-formal and formal education settings to inform potential Room to Read work in these areas.

- (i) For government engagement, advocacy meetings will be planned and held with national government and local government in Abuja, Abia, Enugu, Kano, Oyo, and Osun states; National and local government education offices engaged in discussions about the literacy and girls' education portfolio projects; and ensure projects alignment with the national/states education agenda(s).
- (ii) For technical guidance, the project aims to share Room to Read's expertise, training manuals, and project implementation resources with the publishers and NGOs ("implementing partners") who are interested in adapting the RtR model for both formal and NFE settings in Nigeria, in particular on book use and the She Creates Change (SCC) life skills curriculum¹. Room to Read will transfer knowledge and experiences in book use and life skills development to implementing partners through a technical assistance approach.
- (iii) For research, the project will conduct studies under early grades reading instruction and life skills development in formal and non-formal education settings in Nigeria in consultation with education partners as well as educator interviews and observations.

Key outcomes for the first two years of the project include:

- Government buy-in and facilitation of the Literacy and Girls' Education Portfolio initiatives at federal and state levels;
- The Room to Read program model is adapted for the Nigeria context and implemented with a high level of fidelity by implementing partners. As a result,
 - Children have access to high-quality children's literature developed by publishers;
 - School educators use books to foster a habit of reading among children in the classroom.
 - Formal education and NFE centers staff and educators are effectively trained and receive regular on-site support from implementing partners to implement the SCC life skills curriculum with adolescents;
- Understanding the extent to which Room to Read can add value in the early grades reading and life skills development spaces in Nigeria to inform potential future work in these areas.

4. Scope of Partner Work

4.1 Description of Tasks

The Partner will be accountable for managing partnerships (including with government), coordinating technical assistance workshop logistics, program monitoring, managing finances of the project, supporting recruitment and managing a local project team to support project activities within Nigeria. The project team will be responsible for: 1) engaging relevant federal and state authorities to advance Room to Read's expansion efforts in Nigeria; 2) leading advocacy and sensitization initiatives through collaboration with local and state-level organizations; 3) printing and distribution of storybooks to educational centers; 4) coordinating technical assistance workshops for implementing partners and education stakeholders; 5) carrying out ongoing monitoring activities to support implementing partners in achieving project goals (impacting 100 schools under literacy and reaching 10,000 adolescents under SCC); 6) conducting studies on early grades reading and life skills development; 7) coordinating project-related communication, security, travel and other logistics within Nigeria; 8) tracking project implementation and spending; as well as 8) managing local risks associated with the project.

¹ She Creates Change is a 6-lessons life skills curriculum supplemented by videos that support life skills development in areas like resilience, leadership, collaboration, critical thinking and decision making.

The project team will be required to learn about the technical aspects of the Room to Read literacy and girls education models as projects evolve as well as comply with Room to Read budgeting, accounting and reporting standards. The project team will also produce financial and programmatic reports that meet the time requirements provided by Room to Read. To help facilitate compliance, where possible, templates will be provided by Room to Read for use by the Partner.

4.2 Location and Duration

The project will cover a 24-month period from January 2027 to December 2028. The Partner will work with implementing partners who are actively operating both formal and NFE centers in Abia, Enugu, Kano, Oyo, and Osun states, and/or other regions of Nigeria.

4.3 Requested Services

- Liaise with government, publishers, private sector entities and local NGOs, as needed, on matters related to the literacy and girls' education projects.
- Represent Room to Read in meetings with government and other potential partners (however, the Partner shall not make formal commitments on behalf of RtR unless authorized in writing).
- Select implementing partners in collaboration with Room to Read to adapt and implement literacy and/or girls' education programming in select states.
- Follow up and execution of formal letters with government and partners.
- Manage implementing partner contracts and relationships on behalf of Room to Read.
- Manage funding to implementing partners for implementing SCC curriculum in formal and NFE centers and effective use of books in primary schools under the projects, provide financial oversight and internal control;
- Track all expenses per budget and compliance for the project including that of the implementing partner(s) and submit reports to Room to Read in the agreed upon format on a monthly basis or as requested by Room to Read;
- Identify a local project team to coordinate project logistics and support project monitoring in collaboration with the Room to Read global technical team;
- Facilitate project team logistics including the provision of office space, supplies and related employment services such as payroll and travel for the duration of the project period;
- Support the Project Team in managing project-related logistics. The Project Team, as a subset of the Partner, is requested to:
 - Adapt the workshop materials, as necessary, for the Nigerian context in preparation for workshops;
 - Coordinate logistics for technical assistance workshops to support both literacy and girls' education portfolio (whether virtual or in person), including workshop venue, local participant travel, accommodation, translation, and distribution of materials;
 - Facilitate the printing and distribution of 25 Room to Read book titles to educational centers in Nigeria; distribute approx. 2,000 copies of each title through publishers and local education networks;

- Coordinate studies of early grades reading and life skills development in non-formal and formal education settings, including the recruitment of consultant(s), travel, translation, and report writing in English;
- Collect stories, photos and videos of project successes, challenges and anecdotes that can be shared publicly, including, where necessary, hiring a vendor to screen and edit content;
- Coordinate local travel and logistics within Nigeria for Room to Read project staff, including accommodation and local transportation;
- Facilitate communication among implementing partners and the Room to Read technical team for the duration of the project period;
- Liaise with both formal and NFE centers, printers, distributors, private sector entities and government, as needed, on matters related to project coordination;
- Engage the Federal Ministry of Education in project discussions on a regular basis to ensure that the project aligns with the national education agenda;
- Collect and collate information on project implementation and provide financial and programmatic reports to Room to Read in the Room to Read approved format, including but not limited to:
 - Monthly financial tracking, reporting and cash forecast;
 - Monthly submission of invoices;
 - Quarterly forecast;
 - Narrative programmatic report every quarter, starting in March 2027;
 - Quarterly monitoring data from implementing partners such as formal and NFE center enrollments, number of books checked out, and number of government officials, teachers and librarians trained; and
 - Electronic derivatives of project files from implementing partners each year.
- Support the Project Team in carrying out project-related monitoring activities under the guidance of the Room to Read technical team. The Project Team, as a subset of the Partner, is requested to:
 - Provide ongoing support to implementing partners to implement SCC curriculum and use of books in schools, including education center selection, and procuring goods and services consistent with Room to Read's policies, procedures and technical specifications;
 - Conduct quarterly site visits to observe implementing partner training, project progress, meet with the formal and NFE center staff, and conduct reflection meetings with implementing partners;
 - Document and share progress, challenges and lessons learned with implementing partners and the Room to Read technical team.

5. Deliverables and Estimated Timeline

	Deliverables	Details	Estimated Timeline
PARTNER DELIVERABLES			
I	Finalize the project implementation plan and budget	Submit an updated workplan and budget for the duration of the project period.	Jan 2027
II	Project Team staff hired and onboarded	- Finalize job descriptions in collaboration with Room to Read, outlining team member roles and responsibilities; - Recruit for positions and onboard staff.	Feb 2027
PROJECT TEAM DELIVERABLES (as a subset of the Partner)			
III	Implementing partners validated	Validate the partnerships under Literacy and Girls' Education Portfolio in Nigeria.	Feb 2027
IV	Technical assistance workshops for implementing partners conducted	- Coordinate advocacy and sensitization workshops on the Room to Read Literacy and She Creates Change projects - Coordinate book use workshops with school educators - Coordinate and co-facilitate TOT on SCC project activities - Consider TOT workshop venue and travel, accommodation, translation and materials (approx. days and number of participants per workshop will be guided by RtR technical team).	Mar 2027 Apr 2027 May 2027 June 2027 Jan 2028 Feb 2028
V	Formal and NFE centers selected to implement Literacy and Girls' Education Portfolio	Support implementing partners to: - Identify and select both formal and NFE centers who are motivated and able to implement Literacy and Girls' Education Portfolio activities, in line with selection criteria; - Ensure government engagement in the educational centers selection process, and final approvals.	100 schools (Literacy Program) 10/20 centers (She Creates Change) Mar 2027 Feb 2028

VI	Implementing partners supported, lessons learned documented and shared	• Conduct quarterly site visits to observe implementing partner training, project progress, meet with formal and NFE center staff, and teachers; • Conduct reflection meetings with implementing partners; • Document and share progress, challenges and lessons learned with implementing partners and the Room to Read technical team. • Support implementing partners to develop sustainability plans and identify pathways to scale.	Ongoing
VII	25 storybook titles printed and distributed to educational centers in Nigeria	• Print at least 2,000 copies of each title; • Distribute to educational centers through publishers and local education networks; • Stagger printing and distribution of Hausa, Igbo, and Yoruba titles over the project period.	Mar 2027 Mar 2027 Mar 2028
VIII	Study on early grades reading and life skills development conducted	• Develop research methodology and tools in collaboration with Room to Read; • Identify research team and conduct studies; • Draft report and make recommendations.	June 2027
IX	Government engagement	• Liaise with Room to Read and the national and local government(s) to strategically promote and foster government buy-in for the Literacy and Girls' Education Portfolio projects.	Ongoing
X	Financial management and reporting	• Submit monthly invoice package to Room to Read	5 th of the following month starting February 5, 2027

6. Responsibilities of Room to Read

Room to Read will provide the following materials and guidelines for the project:

- Draft job descriptions outlining key project team roles and responsibilities;
- All project technical manuals and materials such as, SCC life skills videos, lesson plans, curriculum materials, library management guidelines, workshop session plans and relevant specifications, to be adapted for the Nigerian context;

- Criteria for selecting implementing partners as well as an example Terms of Reference for implementing partners to implement SCC curriculum and book use in schools;
- Print ready files for 25 storybook titles and book-printing specifications;
- Templates for financial and programmatic reporting;
- Outlines for the studies on early grades reading and life skills development.

In addition, Room to Read will provide ongoing technical support for the project, including:

- Technical support to the project team to adapt project manuals and materials for the Nigerian context;
- Facilitation of workshops and meetings with local stakeholders to develop materials for both formal and NFE settings;
- Facilitation of workshops for implementing partners to learn the Room to Read Literacy and Girls' Education Portfolio models to establish safe spaces for learning;
- Regular check-ins with the project team to reflect on project progress and challenges, formulate solutions to issues and build on lessons learned.

7. Institutional Arrangement

Room to Read, as the project lead, will be responsible for overseeing project work. The Partner will work under the guidance of the Room to Read Project Team. Room to Read will work with the Partner to finalize the project implementation plan and set up regular check-ins to discuss ongoing progress and updates as the broader projects continue to evolve in Nigeria. The Partner will recruit and manage the necessary talent to fully develop and coordinate this work. The Partner will also liaise with any external partner organizations, publishers, private sector entities and local governments, as needed, on matters related to project coordination.

8. Duty Station

The Partner and project team are to be based in Abuja, Nigeria, to ensure effective support to the projects and any additional partners.

9. Qualifications of the Partner

The Partner is required to have the following qualifications:

- Access to high caliber staff with relevant professional experience in the fields of primary education, Gender, girls' education, and project management, including skills in adult learning, teacher training, monitoring and evaluation, budgeting and accounting and report writing (see *Qualification Requirements of the Project Team*);
- Have 5 or more years' experience and a positive track record in managing education-related projects in various regions in Nigeria, including capacity building, monitoring and projects that work directly with primary schools or NFE centers;
- Have a strong safety & security program;
- Have standards, controls and reporting mechanisms in place for matters related to finance, procurement, child safeguarding, dealing with prohibited parties, terrorism, sanctioned individuals and entities, human trafficking, fraud and corruption;
- A good professional standing amongst the government, non-profit organizations, and businesses, for high-quality work in the area of technical assistance and capacity building;
- Have an in-depth understanding of the education situation in the Nigerian context, including national education policies, programs and priorities, and the respective roles of national, provincial and district government in the formal and non-formal education sector;

- Financially responsible with a proven track record in managing, tracking and reporting project-related expenses among other institutions;
- Experience in gathering, processing and analyzing quantitative and qualitative data;
- Ability to communicate effectively and prepare reports in English;
- Awareness and sensitivity to the cultural and social situation(s) in the regions being served under the project;
- Ability to commit staff and resources to the full scope and timeline of the project; An entity duly organized and registered under the laws of Nigeria holding all licenses, permits, registrations and approvals required under applicable law to perform its obligations under the partner activities outlined in this RFP, the Partner Agreement;
- Ability to receive foreign funding for operations.

10. Qualification Requirements of the Project Team

Collectively, the Project Team will possess the following knowledge and skills:

- Strong experience in managing development projects, including workshop/meeting facilitation skills, monitoring and evaluation, budgeting and accounting and report writing in English;
- Positive track record in managing education-related projects at the primary and secondary levels, including experience in developing and conducting training programs for teachers and monitoring classroom activities;
- Experience translating and adapting education training manuals and materials from English into local languages, with experienced translators;
- The ability to maintain project financial records, send timely reports and ensure legal compliance with all contract conditions for the project;
- Experience in managing and executing effective and timely procurement;
- Experience in planning and executing project-related logistics such as consultant contracts, workshops and domestic and international travel;
- Prior success working closely and building relationships with diverse groups of people and organizations, including businesses, non-profit organizations and government;
- Understanding of the Nigerian curriculum and teaching methodologies, especially related to reading;
- Excellent verbal and written communication skills in English;
- Have a passion for the Room to Read mission and a strong desire to benefit the lives of children;
- Have a very high level of personal and professional integrity and trustworthiness;

11. RFP Schedule

- RFP launch on 28 August 2026
- Live project presentation on 8 September 2026
- Offeror submits questions by 16 September 2026
- Questions and answers posted by 23 September 2026
- Written RFP due by 21 October 2026
- Finalists notified by 6 November 2026
- Room to Read meets and interviews finalists on or around 23 – 27 November 2026
- Award announced by 11 December 2026
- Contract initiated by Mid-January 2027

ANNEX IV – Proposal Submission Form

(as part of your technical proposal)

TO: Room to Read

465 California Street, Suite 1000

San Francisco, CA 94104

USA

Dear Sir / Madam,

Having examined the Request for Proposal, we, the undersigned, offer to provide Professional Services for the sum as may be ascertained in accordance with the Cost Proposal attached herewith and made part of this Proposal.

We represent that we have read and understood the Request for Proposal and the Solicitation Documents and agree to all terms and conditions contained therein.

We also represent that should Room to Read accept our proposal:

1. We will abide by Room to Read's Child Protection and Anti-Trafficking policies; and
2. We are a validly constituted entity and fully authorized to enter into contract with Room to Read, commence, and complete delivery of all services specified in the contract within the time frame stipulated.

We agree to abide by this Proposal for a period of 90 days from the Proposal Closing Date and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

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

<Name of Offeror>

Address of Offeror

Authorised Signature

Date:

Name of Authorised Signature
(type or print)

Functional Title of Signatory

ANNEX V – Cost Proposal Template

GENERAL INSTRUCTIONS

The template below provides an example format for the Cost Proposal. Please provide a detailed cost breakdown in an Excel file, including separate figures for each component identified in Section 7e. Detailed instructions for the cost proposal can be found in Section 8.

Cost Proposal Proposal Ref: NG-RFP/2026/10 Total Cost Proposal: Date of Submission: Authorized Signature:
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1. PROJECT TEAM AND MANAGEMENT

	Title/Description	Unit cost/rate	No. of units/days	Total
1.1. Personnel Cost				
1.1.1				
1.1.2				
1.2. Subcontractors (Implementing Partners)				
1.2.1				
1.2.2				
1.3. Office Costs				
1.3.1				
1.3.2				
1.4. Other				
1.4.1				
1.4.2				
SUBTOTAL				

2. WORKSHOP COORDINATION

2.1. Workshops*				
				Total
2.1.1	Advocacy and Sensitization Workshop (Mar 2027) – 2 days, 15 persons			
2.1.2	TOT on Book Use Workshop (Apr 2027) – 5 days, 30 persons			
2.1.3	Teachers Training on Book Use for targeted schools (Apr 2027) – 3 days, 35 persons/state			
2.1.4	She Creates Change TOT for Implementing Partners (May 2027) – 5 days, 30 persons			
2.1.5	Reflection and Sustainability Workshop for Implementing Partners (Jan 2028) – 3 days, 15 persons			
2.2. Other (please specify)				
2.2.1				
SUBTOTAL				

* Please provide a breakdown of workshop costs including related travel, accommodation and per diem. For workshop travel, assume 25% of participants are based in Oyo, 25% in Osun, 25% in Kano, and 25% in other region(s) of Nigeria.

3. QUARTERLY SITE VISITS

3.1. Description (please specify)					
					Total
3.1.1					
SUBTOTAL					

4. IMPLEMENTING PARTNER FINANCING

4.1. NGO Implementing Partners				
	Description	No. of Learning Sites	Cost /Learning Site	Total
4.1.1	Learning site engaged, including equipment procurement, NFE center staff training, teacher training, and regular on-site support for learning sites			
SUBTOTAL				

5. PRINTING AND DISTRIBUTION (OF 25 STORYBOOKS)

5.1. Description (please specify)					
					Total

5.1.1					
SUBTOTAL					

6. RESEARCH (ON EARLY GRADES READING & LIFE SKILLS DEVELOPMENT)

6.1. Description (please specify)					
					Total
6.1.1					
SUBTOTAL					

7. OTHER

7.1. Description (please specify)					
					Total
7.1.1					
SUBTOTAL					

8. INDIRECT COSTS / SERVICE FEES*

8.1. Indirect Costs					
					Total
8.1.1	Indirect costs				
SUBTOTAL					

* Please provide an explanation of costs included in any indirect rate.