



**TERMS OF REFERENCE (ToR)- CONSULTANCY
FOR REVIEW, STRENGTHENING AND
STANDARDIZATION OF THE URITHI DADA
CLUBS LEADERSHIP CURRICULUM**

Background

Akili Dada is an award-winning leadership incubator anchored on the belief that girls and young women CAN and DO LEAD. We journey alongside adolescent girls and young women, supporting them to develop their leadership potential and to create and implement solutions to challenges affecting their lives and communities. Our approach combines education, leadership development, mentorship, financial investment, movement building and advocacy.

Through its Dada Clubs, Akili Dada provides safe and supportive spaces where adolescent girls can build leadership competencies, develop confidence and agency, engage with peers, explore issues affecting their lives and communities, and take collective action.

Over the years, Akili Dada has developed and implemented leadership content through its Clubs. As the organization continues to strengthen its leadership programming, there is a need to review and enhance the existing curriculum to ensure that it provides a structured, progressive, and consistent leadership development experience across Clubs and responds to the evolving needs of adolescent girls.

The strengthened curriculum will position Urithi Dada Clubs as structured leadership development spaces where girls move beyond acquiring knowledge to developing practical leadership competencies, exercising agency, applying their skills, and leading action within their schools and communities.

The curriculum will strengthen core leadership competencies including critical thinking, problem-solving, decision-making, communication and public speaking, teamwork, conflict resolution, advocacy, civic engagement and community leadership. It will also provide opportunities for girls to apply their learning through community service and leadership projects.

The curriculum will incorporate the Adolescent Girls Agency Survey (AGAS) a psychometric self-reported instrument designed to measure the agentic capacity of adolescent girls and complementary approaches to assess changes in girls' agency, leadership competencies, and practice.

This assignment contributes to the strategic objective on establishing enhanced and innovative programmes in 3 crucial thematic areas, towards ensuring we continue to meet the changing needs of African Girls and Young Women as determined by program evaluations and feedback Goal 3: Leadership Curriculum Development, which seeks to strengthen Urithi Dada Clubs as structured spaces for adolescent girls' leadership development.

Purpose of the Assignment

Akili Dada seeks to engage a qualified consultant or consultancy firm to **review, strengthen, standardize, and validate its existing Clubs leadership curriculum**. The assignment will result in a practical, girl-centered, gender-responsive and context-sensitive annual leadership curriculum that can be implemented consistently across Urithi Dada Clubs while allowing for appropriate adaptation to different contexts and age groups.

The consultant will be expected to:

- Review the existing Clubs leadership curriculum, learning materials, and implementation practices and identify strengths, gaps, and areas requiring strengthening.
- Develop a standardized annual leadership curriculum with clear competencies, learning objectives, learning outcomes, themes and session plans.
- Strengthen the curriculum around critical thinking, problem-solving, communication and public speaking, decision-making, conflict resolution, teamwork, advocacy, civic engagement and leadership.
- Integrate practical and experiential leadership opportunities that enable girls to apply the skills and knowledge gained through the Clubs.
- Develop a structured community service and leadership project component led by Club members.
- Integrate AGAS and complementary assessment approaches to measure changes in girls' agency and leadership development.
- Develop user-friendly facilitator guidance and learner activities to support effective and consistent delivery.
- Pilot selected curriculum components and incorporate feedback from girls, facilitators, and Akili Dada staff into the final curriculum package.
- Recommend appropriate capacity-building and implementation support for Club facilitators.

Objectives of the Assignment

The specific objectives of the consultancy are to:

1. **Review and strengthen the existing Clubs curriculum** to ensure that it is relevant, coherent, progressive, and aligned with Akili Dada's leadership development approach.
2. **Establish a standardized annual leadership learning pathway** that supports girls to progressively develop leadership knowledge, skills, confidence, and agency.
3. **Strengthen practical leadership development** by integrating experiential learning, peer leadership, problem-solving, public speaking, advocacy, teamwork, and community action.
4. **Integrate leadership measurement and learning** through AGAS and complementary tools that capture changes in agency, competencies, and leadership practice.
5. **Institutionalize community-led action** by providing a structured process through which Club members identify community issues, develop solutions, and implement leadership or community service projects.
6. **Strengthen facilitator capacity and consistency** by providing practical guidance, methodologies, and recommendations for effective curriculum delivery.

Scope of Work

The consultant will undertake the following activities:

1. Review of Existing Curriculum and Materials

The consultant will conduct a review of:

- The existing Akili Dada Clubs leadership curriculum and session plans.
- Existing facilitator and learner materials.
- Previous program reports, learning and evaluation findings where relevant.
- Current approaches used by Club facilitators to deliver leadership content.
- Existing leadership outcomes, indicators and measurement approaches.

The review should identify what should be **retained, revised, strengthened, consolidated, or introduced**, and provide clear recommendations for improvement.

2.Stakeholder Consultation and Co-Design

The consultant will consult with key stakeholders, including:

- Akili Dada program and MERL teams.
- Club facilitators.
- Adolescent girls participating in Urithi Dada Clubs.
- Relevant stakeholders and partners, where appropriate.

The consultant will use participatory and girl-centered approaches to understand girls' leadership learning needs, experiences, and priorities and to ensure that their perspectives inform the strengthened curriculum.

3.Leadership Curriculum Development

The consultant will develop a structured annual curriculum covering, at minimum:

- Self-awareness, confidence and agency.
- Critical thinking and analysis.
- Problem-solving and decision-making.
- Positive Gender Attitudes
- Communication and public speaking.
- Teamwork, collaboration and peer leadership.
- Conflict resolution and negotiation.
- Advocacy and influencing.
- Civic engagement and community leadership.
- Community service and leadership action.
- Leadership reflection and personal development.

The curriculum should demonstrate clear progression in learning and leadership practice across the annual Club cycle.

Each module/session should include clear learning objectives, expected outcomes, participatory methodologies, practical activities, reflection opportunities, and simple learning/assessment approaches.

4.Community Leadership and Service Projects

The consultant will develop a practical framework through which Club members can apply their learning by identifying and responding to issues affecting their communities.

The framework should guide girls through a simple process of:

Identifying an issue → Understanding the problem → Developing a solution → Planning → Mobilizing → Implementing → Reflecting → Documenting and sharing results.

The consultant will develop appropriate tools to support this process, including simple project planning, stakeholder mapping, monitoring, reflection, and reporting tools.

5.Leadership Assessment and AGAS Integration

The consultant will work closely with Akili Dada's MERL team to develop a practical leadership growth and assessment framework.

This should:

- Integrate the Adolescent Girls Agency Scale (AGAS) into the leadership development process.
- Identify appropriate points for measuring agency and leadership growth.
- Map key curriculum competencies to relevant agency and leadership outcomes.
- Develop complementary tools to capture changes that may not be fully reflected through AGAS.
- Guide on using assessment findings for program learning and adaptation.



The assessment approach should capture not only what girls know, but also what they can do, how they exercise agency, and how they apply leadership skills in real-life situations.

6. Pilot Testing and Curriculum Validation

The consultant will pilot selected curriculum modules in selected Dada Clubs to assess their relevance, usability, and effectiveness.

The pilot will gather feedback from girls, facilitators, and Akili Dada staff on:

- Relevance and clarity of content.
- Age and context appropriateness.
- Effectiveness of learning activities.
- Level of participant engagement.
- Feasibility of session duration and materials.
- Usability of facilitator guidance.
- Appropriateness of assessment tools.
- Feasibility of community leadership projects.

The consultant will incorporate findings from the pilot into the final curriculum package.

Expected Deliverables

The consultant will be expected to deliver:

1. **Inception Report:** An inception report outlining the consultant's understanding of the assignment, methodology, stakeholder engagement approach, curriculum review process, and detailed implementation workplan.
2. **Curriculum Review and Gap Analysis:** A concise assessment of the existing Clubs curriculum and materials, highlighting strengths, gaps, areas requiring strengthening, and recommendations for revision.
3. **Draft Curriculum and Facilitator Guide:** A complete draft curriculum covering the agreed leadership competencies, including detailed session plans, participatory activities, reflection exercises, learner activities, and facilitator guidance.
4. **Pilot Feedback and Recommendations:** A brief report documenting pilot findings, feedback from girls and facilitators, key lessons, and recommended curriculum revisions.
5. **Final Curriculum Package:** A finalized and validated leadership curriculum incorporating stakeholder and pilot feedback, including facilitator guidance, learner materials, assessment tools, and community leadership project resources.
6. **Final Consultancy Report and Dissemination Presentation:** A final report summarizing the consultancy process, key findings, lessons, recommendations, and implementation considerations, together with a PowerPoint presentation for dissemination to Akili Dada and relevant stakeholders.

The consultant will be expected to participate in weekly check-ins and rapid feedback loops with Akili Dada throughout the assignment.

Expected Outcomes

The strengthened leadership curriculum is expected to contribute to:

- More structured and consistent leadership development across Akili Dada Clubs.
- Improved critical thinking, problem-solving, communication, public speaking, decision-making, and conflict-resolution skills among participating girls.
- Increased confidence, agency, and ability to exercise voice and influence in spaces that affect girls' lives.
- Increased opportunities for girls to practice leadership through community service and collective action.
- Increased participation of girls in leadership roles within Clubs, schools and communities.
- Stronger evidence of changes in girls' agency and leadership development through AGAS and complementary measures.

The assignment will contribute to the program target that at least 30% of participating girls complete community leadership/service projects, demonstrate improved agency scores and/or assume leadership roles within their Clubs, schools or communities.

The final indicators, measurement methodology, and reporting approach will be refined in consultation with Akili Dada's MERL team.

Required Qualifications and Experience

The consultant or consultancy firm should demonstrate:

- A minimum of **5 years' experience in curriculum development**, preferably in adolescent leadership, girls' empowerment, education or related programming. Knowledge of the dynamics of girls in ASAL counties is desired.
- Demonstrated experience developing leadership, life-skills or competency-based curricula for adolescents and/or young women.
- Strong understanding of adolescent girls' leadership, agency and empowerment.
- Demonstrated experience applying gender-responsive, feminist, girl-centered, inclusive and trauma-informed approaches.
- Experience developing facilitator guides, learner materials and practical assessment tools.
- Knowledge of leadership and agency measurement approaches; experience with AGAS will be an added advantage.
- Experience working with community-based, youth or girls' programs.
- Strong participatory curriculum design and facilitation skills.
- Excellent written and verbal communication skills.

Application Process

Interested individuals or consultancy firms are invited to submit:

- A **technical proposal** demonstrating understanding of the assignment, proposed methodology, stakeholder engagement approach, and implementation timeline.
- A **financial proposal** detailing consultancy fees and any related costs.
- Samples of similar curriculum, leadership, or education materials developed.
- An updated CV of the lead consultant and/or proposed team members.
- At least two relevant professional references.

Duration and Coordination

The consultancy is expected to take approximately 8 weeks, covering curriculum review, stakeholder consultation, co-design, curriculum development, pilot testing, refinement, and finalization.

The exact start and completion dates will be agreed upon with the selected consultant.

The consultant will work closely with Akili Dada's **Programs and MERL teams** and will be expected to participate in regular review and feedback meetings throughout the assignment.

Safeguarding and Ethical Considerations

The consultant will be required to comply with Akili Dada's safeguarding and ethical standards when engaging with adolescent girls.

All consultations, pilot activities and curriculum development processes should uphold girls' dignity, safety, confidentiality, participation and rights. The consultant should ensure that the curriculum is age-appropriate, inclusive, gender-responsive and sensitive to the different experiences and vulnerabilities of adolescent girls.

Submission of Applications

Applications should be submitted to careers@akilidada.org with the subject line “**Consultancy – Leadership Curriculum Development**” by **25th September 2026**.

Only shortlisted applicants will be contacted. Akili Dada consultancy application processes are **FREE OF CHARGE**. We do not solicit funds to facilitate the processing of applications or secure consultancy opportunities. Kindly contact **+254 718958116** before paying any money to anyone claiming affiliation with Akili Dada.