

Terms of Reference (TORs)

Office/Unit/Project	UNDP- Yemen Governance and Economic Recovery Portfolio
Title	Lead National Consultant for Local CSOs Capacity Building and Institutional Strengthening
Duty station (City and Country)	Aden, Yemen, with possible travel to Mukalla, Taiz, and Marib
Type (Regular or Short term)	Short term -
Position level	ICS 9
Expected starting date	[To be determined]
Expected Duration	65 working days distributed across 5 active months (within a 6-month project lifecycle)
Contract type	Through Stars Orbit Consultants and Management Development

Background

UNDP Yemen is implementing a strategic initiative aimed at strengthening the institutional, operational, and strategic capacities of Yemeni civil society actors to contribute effectively to locally led, accountable, conflict-sensitive, and environmentally sustainable area-based recovery and resilience programming. This initiative is central to UNDP Yemen's commitment to advancing the localization agenda and operationalizing the Humanitarian-Development-Peace (HDP) Nexus in Yemen.

The initiative is grounded in the recognition that local civil society organizations play a critical role in Yemen's recovery landscape. After years of protracted conflict, institutional fragmentation, economic decline, climate-related shocks, and weakened public service systems, local NGOs, women-led organizations, youth-led initiatives, community platforms, and civic networks have become essential actors in sustaining community resilience, facilitating social cohesion, supporting local accountability, and maintaining engagement with vulnerable communities.

Despite their proximity to communities and strong contextual legitimacy, many local organizations continue to engage with the international system primarily through short-term implementation arrangements. These arrangements often position local organizations as service delivery channels rather than as development actors capable of contributing to local planning, accountability ecosystems, conflict-sensitive programming, environmental and social safeguards, disaster risk reduction, and locally led area-based recovery.

This challenge is particularly relevant within the Humanitarian-Development-Peace (HDP) Nexus agenda, where sustainable recovery requires locally rooted institutions

capable of working across sectors, engaging communities, coordinating with local authorities, managing social tensions, and integrating resilience and sustainability principles into programming. It is also closely linked to UNDP's broader operational experience in Yemen, including area-based recovery, integrated resilience, local governance, stabilization, and community-based recovery programming.

To address these needs, UNDP will directly implement a regional capacity-building programme targeting civil society actors across four hubs in Aden, Mukalla, Taiz, and Marib, engaging a total of 45-50 local NGO representatives distributed as follows: 15 participants from the Aden Hub (comprising 10 from Aden and 5 from Lahj), 10 participants from the Marib Hub, 15 participants from the Hadramout Hub (including 5 from the Valley, 5 from the Coast, and 5 from Mahra), and 10 participants from the Taiz Hub. The programme will focus on practical application of Area-Based Development (ABD), Accountability to Affected Populations (AAP), Environmental and Social Standards (ESS), conflict sensitivity and social cohesion, operational readiness, institutional strengthening, and disaster risk reduction linkages.

The assignment covered by this TOR is central to ensuring that the capacity-building programme is not delivered as a generic training exercise, but as a structured operational learning package grounded in UNDP's institutional knowledge, Yemen-specific experience, and practical tools. The consultant will lead the development of a coherent training curriculum and operational toolkit by synthesizing inputs from relevant UNDP technical specialists and other subject-matter experts.

Purpose of the consultancy:

The purpose of this consultancy is to lead the design, development, and harmonization of a comprehensive training curriculum, facilitation package, and operational toolkit for the initiative on strengthening local civil society leadership for area-based recovery, accountability, and resilient development in Yemen.

The consultant will serve as the lead curriculum architect, technical integrator, and quality-assurance supervisor. The consultant is not expected to act as the sole thematic expert across all technical areas. Rather, the consultant will coordinate and synthesize inputs from UNDP technical specialists, thematic consultants, and relevant programme teams, and translate these inputs into a structured, practical, and user-friendly training package for local NGOs and civil society actors.

Specifically, the consultant will:

- Coordinate with UNDP technical specialists to gather and synthesize substantive inputs on ABD, ESS, conflict sensitivity, accountability, and DRR;
- Develop a comprehensive, bilingual (Arabic/English) training curriculum and operational toolkit;

- Establish objective and transparent selection criteria to identify target CSOs across the four hubs, with specific emphasis on women-led and youth-led organizations;
- Provide technical supervision over national hub facilitators and field implementation to guarantee high-quality execution throughout the training cycle;
- Ensure that the training curriculum links participating NGOs to existing Area-Based Development (ABD) plans and recovery frameworks in the target governorates; and
- Oversee the post-training institutional accompaniment and mentorship phase.

The consultancy will ensure that the final training package is methodologically coherent, technically sound, contextually relevant, and suitable for delivery across the four regional hubs. It will also support the production of practical tools and templates that participating organizations can use during and after the training to strengthen their institutional systems and develop area-based concepts aligned with existing recovery priorities.

Objective and Scope of Assignment:

Objective:

The objective of this consultancy is to develop a comprehensive and practical training curriculum and operational toolkit that will guide the delivery of the regional capacity-building programme for local NGOs and civil society actors in Aden, Mukalla, Taiz, and Marib. The consultant will provide overall leadership for the curriculum development process, establish robust NGO selection criteria matrices, and deliver ongoing technical supervision over the field implementation team to ensure structural consistency and context relevance. The assignment will ensure that the curriculum supports practical learning and institutional application across the core thematic areas of the initiative, namely:

- Area-Based Development (ABD) and local systems thinking: Localized systems mapping, territorial prioritization, and HDP Nexus operationalization tailored to Yemen's fragmented context, with explicit linkages to existing ABD plans and recovery frameworks in the target governorates;
- Accountability and community engagement: Integrating Accountability to Affected Populations (AAP) along with practical, localized complaint and feedback mechanism templates.
- Environmental and Social Standards (ESS): Operational risk screening tools and safeguards customized to Yemen's unique conflict and environmental vulnerabilities.
- Conflict sensitivity and social cohesion: Mapping tribal dynamics, preventing elite capture, and implementing scenario-based operational simulations.
- Operational readiness: Results-Based Management (RBM), monitoring and evaluation, financial compliance, risk management matrices, donor reporting, and mini-concept note development.

- Community-based disaster risk reduction (DRR) and early warning linkages: Connecting community resilience initiatives with formal sub-national and national DRR frameworks.

Scope of work:

The consultant will employ a hands-on, consultative approach organized sequentially into the following five (5) project operational phases:

Phase 1: Inception and NGO Selection Framework

- Conduct a comprehensive desk review of the project concept note, existing UNDP area-based development materials, relevant ABD plans, accountability and community engagement resources, ESS tools, conflict sensitivity guidance, DRR-related materials, and other relevant programme documents.
- Develop an inception report outlining the consultant's understanding of the assignment, proposed methodology, workplan, curriculum development process, consultation approach, proposed module structure, and timeline for deliverables.
- Formulate a robust, transparent NGO Selection Criteria Matrix and Scoring Framework to identify minimum 50 local NGO representatives, ensuring specific inclusion of women-led networks and youth initiatives across the target hubs. The criteria should prioritize: (a) proven local presence and legitimacy; (b) demonstrated commitment to moving beyond service delivery; (c) gender and youth inclusivity; and (d) conflict sensitivity and ability to operate in fragile environments.
- Develop a standard Expression of Interest (EOI) template and application package to be disseminated to potential participating organizations.
- Prepare a detailed outreach and communication plan to ensure wide and inclusive dissemination of the EOI across the four hubs.

Phase 2: Yemen-Contextualized Curriculum & Toolkit Development

- Design the overall curriculum architecture, including learning objectives, training flow, module sequencing, session structure, proposed duration, facilitation approach, and practical outputs expected from participants.
- Coordinate structured technical consultation sessions with UNDP programme teams and subject-matter experts to gather inputs on ABD, community engagement, accountability, ESS, conflict sensitivity, social cohesion, institutional strengthening, and DRR linkages. This will include, but not be limited to, engaging UNDP technical specialists to provide substantive content direction.
- Synthesize technical inputs from UNDP specialists and external thematic contributors into a unified and coherent curriculum package, ensuring consistency of language, methodology, terminology, and learning outcomes across all modules.
- Develop detailed training modules covering the agreed thematic areas, including session plans, key messages, learning materials, PowerPoint outlines, group

exercises, discussion questions, practical case studies, and simulation-based activities.

- Develop a Train-the-Trainers (ToT) package to prepare national hub facilitators for consistent and high-quality delivery across all four hubs.
- Develop practical tools and templates for participating organizations, including institutional self-assessment tools, stakeholder mapping templates, risk matrices, complaint and feedback mechanism templates, environmental and social screening checklists, community engagement checklists, and concept note development templates.
- Ensure that the practical exercises are linked to real operational priorities and, where available, existing area-based development plans and recovery frameworks relevant to the target governorates (Aden, Mukalla, Taiz, and Marib).
- Develop a simple, user-friendly participant manual and facilitator guide in both Arabic and English.

Phase 3: Technical Supervision and Regional Training Delivery

- Provide direct onboarding, training, and a Train-the-Trainers (ToT) framework for national hub consultants and field facilitators to ensure seamless, standardized technical execution.
- Provide direct technical supervision and quality control over national hub facilitators during the implementation of the 4 regional programs (Aden, Mukalla, Taiz, Marib) to ensure balanced integration of standardized frameworks and hub-specific realities.
- Serve as the primary technical focal point to troubleshoot and resolve field queries or curriculum adjustments raised by facilitators during rollout.
- Monitor training delivery through periodic field visits and remote check-ins, and submit progress reports to UNDP after each hub.
- Ensure that participant feedback is collected and integrated into ongoing delivery to enhance learning outcomes.

Phase 4: Institutional Accompaniment, Mentorship, and DRR Integration

- Develop facilitator guidance notes to support national facilitators in delivering consistent, high-quality post-training institutional accompaniment and mentorship across the four hubs..
- Supervise the post-training institutional accompaniment and mentorship phase, ensuring that national consultants effectively guide CSOs through:
 - Institutional self-assessments;
 - Localized tool adaptation;
 - Development of accountability and complaint mechanisms;
 - ESS integration into operational systems; and
 - Risk management and conflict-sensitive planning.
- Review and provide expert feedback on the mini integrated project concepts developed by participating NGOs, ensuring they are:

- Aligned with existing ABD plans and recovery priorities;
 - Conflict-sensitive;
 - Environmentally and socially sound; and
- Institutionally feasible for local NGOs to implement. Supervise and guide specialized technical sessions to seamlessly link community-based disaster risk reduction (DRR) and early warning ideas with formal frameworks.
- Facilitate peer-learning exchanges and communities of practice among participating organizations across the four hubs (once possible).

Phase 5: Monitoring, Evaluation, and Reporting

- Support the design and adaptation of participant learning materials that are accessible, practical, and suitable for local NGOs, women-led organizations, youth-led initiatives, and community-based organizations.
- Integrate feedback from UNDP technical teams, programme management, and relevant reviewers into the draft training package.
- Ensure quality assurance of the final training package, including technical coherence, clarity, usability, consistency across modules, and alignment with UNDP's institutional standards and operational approaches.
- Prepare the final training package in Arabic and English, including the participant manual, facilitator guide, operational toolkit, and annexed templates.
- Submit a final assignment report including:
 - Summary of activities undertaken;
 - Key achievements and outcomes;
 - Lessons learned and recommendations for future programming;
 - Annexes with all final deliverables.

Methodology:

The consultant will employ a participatory and consultative methodology for the development of the training curriculum and operational toolkit. The approach should be practical, context-sensitive, and grounded in adult learning principles, with emphasis on applied learning and operational relevance for local civil society organizations in Yemen.

The methodology should include:

- A structured desk review of relevant UNDP documents, technical tools, operational lessons, and area-based recovery materials;
- Focused consultation sessions with UNDP technical specialists and programme teams to gather substantive inputs for each thematic module. These consultations should be organized in a way that allows technical experts to provide content direction while the consultant translates these inputs into a coherent training and learning package;

- Iterative review cycles with UNDP to ensure alignment with institutional standards and strategic objectives;
- Application of adult learning and experiential learning principles, including simulation-based exercises, case studies, and problem-solving activities; and
- Integration of feedback mechanisms to continuously improve the training package based on participant and facilitator input.

The curriculum development process should avoid generic training content and instead prioritize practical application, Yemen-based examples, problem-solving exercises, peer learning, institutional self-assessment, and simulation-based learning. The final package should enable national facilitators to deliver the training consistently across different hubs while contextualizing discussions according to local realities in Aden, Mukalla, Taiz, and Marib.

The consultant will also ensure that the operational toolkit is designed to support institutional application beyond the training workshops. Tools should be simple, adaptable, and relevant to the day-to-day operational needs of local NGOs, including planning, accountability, risk management, environmental and social screening, community engagement, and concept development.

Key Deliverables:

It is envisaged that the consultant shall work for a total of 65 working days distributed across an active 5-month operational window within the overall 6-month project lifecycle. The consultant will deliver the following outputs in close coordination with UNDP Yemen:

Payment Deliverable	Deliverable Description	Deliverable Date / Timeline	Percentage of total contract
1	Submit inception report, including desk review findings, detailed methodology, consultation plan, localized NGO selection criteria matrix, EOI template, and curriculum framework.	7 working days (Month 1)	11% of contract awarded
2	Submit first draft of 5 interactive training modules, session plans, ToT package, operational field toolkit templates, and practical simulation learning materials. All materials to be submitted in Arabic and English.	18 working days (Month 1)	28% of contract awarded
3	Conduct technical presentation of draft package to UNDP, finalize	12 working days (Month 2)	18% of contract awarded

	ToT guidelines, consolidate multi-expert inputs, and submit revised training package reflecting UNDP feedback.		
4	Provide ongoing technical field supervision and quality control over national hub rollouts across the 4 locations, conduct ToT orientation, and submit periodic field implementation reports to UNDP after each hub.	18 working days (Month 2, 3)	28% of contract awarded
5	Supervise the post-training institutional accompaniment/mentorship phase, review developed mini-concepts, and provide expert feedback; facilitate peer-learning exchanges; and submit the final bilingual training package and assignment closure report.	7 working days (Month 3, 4, 5)	11% of contract awarded
6	Submit final assignment report including summary of activities, key achievements, lessons learned, and recommendations for future programming.	3 working days (Month 5)	4% of contract awarded
Total level of Effort		65 working days (Distributed over 5 Months)	100%

Payment

Payment will be made every month upon satisfactory completion of the above deliverables.

Qualification and experience

- Master's degree in education, social development, governance, public policy, organizational development, development studies, or related fields or bachelor's degree with 5 years of experience or bachelor's degree with 7 years of experience.

- At least 5 years of relevant professional experience in curriculum design, adult learning, capacity development, institutional strengthening, organizational development, or related assignments (at least 7 years of experience for bachelor's degree)
- Proven experience in developing training manuals, facilitation guides, toolkits, and practical learning materials for NGOs, civil society organizations, local institutions, or development actors.
- Demonstrated experience in designing participatory training methodologies, simulation-based exercises, case studies, and practical tools for adult learners.
- Experience in one or more of the following areas is highly desirable: Area-Based Development, governance, accountability to affected populations, community engagement, environmental and social safeguards, conflict sensitivity, social cohesion, disaster risk reduction, resilience, localization, or HDP Nexus programming.
- Experience coordinating technical inputs from multiple experts and synthesizing them into coherent training materials or knowledge products.
- Previous experience working with UN agencies, INGOs, donor-funded programmes, or international development organizations is an asset.
- Good understanding of Yemen's socio-political, institutional, and civil society context is an asset.
- Excellent analytical, facilitation, writing, and communication skills.
- Fluency in written and spoken Arabic and English is required.

Duration/timeline

The duration of the assignment is 65 working days distributed over an active period of five months from the date of contract signature.

Key Milestones:

- **Month 1:** Inception, selection criteria, and first draft of training materials (25 working days)
- **Month 2:** Finalization of training package and ToT (12 working days)
- **Month 2-3:** Field supervision of regional rollouts (18 working days)
- **Month 3-5:** Accompaniment phase and finalization (10 working days)

The consultant may be required to participate in in-person or virtual meetings with UNDP technical teams, programme staff, national facilitators, and relevant stakeholders as needed.

Travel within Yemen to the designated regional hubs (Aden, Mukalla, Taiz, and Marib) is required for technical supervision and quality control purposes and will be arranged in accordance with standard UNDP rules and procedures.

Institutional arrangement

This consultant will work under direct supervision of the Deputy Team Leader for the Governance and Economic Recovery Unit and will work closely with relevant programme staff and technical specialists at UNDP Yemen. The contract administration, coordination, and technical follow-up will be managed by UNDP.

UNDP will:

- Identify and facilitate engagement with internal subject-matter experts who will provide technical inputs on ABD, accountability and community engagement, ESS, conflict sensitivity, social cohesion, institutional strengthening, and DRR-related areas, as relevant;
- Provide access to relevant programme documents, tools, and operational materials;
- Review and provide comments on all key deliverables before final approval; and
- Facilitate logistical arrangements for field travel and hub-level engagements.

The consultant will:

- Be responsible for organizing, documenting, and synthesizing technical inputs into a coherent curriculum and toolkit;
- Provide overall technical leadership and quality assurance throughout the project cycle;
- Supervise and guide national hub facilitators during the implementation phase;
- Ensure all deliverables are submitted in editable format and suitable for future adaptation and use by UNDP; and
- Maintain regular communication and coordination with UNDP throughout the assignment.

Confidentiality and Proprietary Interests

The Consultant shall not either during the term or after termination of the assignment disclose any proprietary or confidential information related to the consultancy or UNDP without prior written consent.

Proprietary interest on all materials and documents prepared by the consultant under the assignment shall become and remain the property of UNDP.

All intellectual property rights in the work to be performed under this agreement shall be vested in UNDP, including without limitation the right to use, publish, translate, adapt, reproduce, distribute, or publicly disseminate any item or part thereof.

The consultant shall not communicate to any other person or entity any confidential information made known to him/her by UNDP in the course of the performance of this assignment, nor shall the consultant use this information for private or organizational advantage. This provision shall survive the expiration or termination of the contract.

All data, documents, tools, templates, training materials, manuals, and knowledge products developed under this consultancy are the property of UNDP.

Evaluation and selection criteria

Evaluation of prospective consultants will be made based on the following criteria. The selection will be for the consultant who receives the highest score. The consultant who received 70% of the total technical evaluation scores will be considered technically qualified consultant and keep in the roster.

#	Criteria Min. Qualification and Experience Required	Scores
1	Master's degree in education, social development, governance, public policy, organizational development, development studies, or related fields or bachelor's degree with 7 years of experience	20
2	At least 5 years of relevant professional experience in curriculum design, adult learning, capacity development, institutional strengthening, organizational development, or related assignments.(at least 7 year for Bachelor degree)	20
3	Proven experience in developing training manuals, facilitation guides, toolkits, and practical learning materials for NGOs, civil society organizations, local institutions, or development actors.	20
4	Demonstrated experience in designing participatory training methodologies, simulation-based exercises, case studies, and practical tools for adult learners.	20
5	Experience in one or more of the following areas is highly desirable: Area-Based Development, governance, accountability to affected populations, community engagement, environmental and social safeguards, conflict sensitivity, social cohesion, disaster risk reduction, resilience, localization, or HDP Nexus programming.	20
		100

(General Conditions: Procedures and Logistics

The consultant may be asked to travel whenever needed. If this happens, UNDP Yemen shall cover DSA and travel costs in line with UNDP rules and procedures.

The consultant should use his/her own materials, including computer, required software packages, office supplies, and any other equipment deemed necessary for the assignment.

The consultant is expected to be available for regular coordination meetings with UNDP during the assignment period.

All deliverables shall be submitted in editable formats acceptable to UNDP.

Basem Al-Saqir

Program Specialist, G&ER

DocuSigned by:

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12-Jul-2026