

Terms of Reference

Capacity Assessment and Institutional Development Plan for Al-Mokha Fisheries Cooperative Fisheries Project – ADO / WHH / BMZ.

1. Project Information:

Project Title	<i>Strengthening food security and livelihoods through resilience and sustainability in Yemen's fisheries sector.</i>
Project Location	<i>Al-Mokha District, Taiz Governorate, Yemen</i>
Project Code	<i>P 8312 / YEM 1012-24</i>
Implementing Partner	<i>Abs Development Organization for Woman and Child — ADO</i>
Lead Partner / Donor	<i>Welthungerhilfe — WHH / BMZ</i>
Project Period	<i>01 December 2025 to 31 December 2027</i>
Activity	<i>Activity 1.2: Capacity analysis of the fisheries Cooperative and preparation of an institutional development plan</i>

The project aims to strengthen the resilience and income stability of coastal fishing families and their communities in Al-Mokha, Taiz, Yemen. The project objective is that 1,500 fishing families in Al-Mokha use Cooperative structures and improved port infrastructure to improve their economic living conditions through lower catch losses and better marketing.

The project includes three main objectives: strengthening the management and administrative structures of the Al-Mokha Fisheries Cooperative; improving the infrastructure of the port and fishing grounds; and strengthening ADO's capacity to carry out high-impact projects.

2. Background and Rationale:

Al-Mokha's fishing communities face significant livelihood challenges linked to damaged infrastructure, limited cold-chain facilities, poor fish handling conditions, weak value-chain linkages, environmental degradation, and limited institutional capacity within existing fisheries structures. The project identifies that the Al-Mokha Fisheries Cooperative currently exists mainly as a discussion forum and liaison point with the fisheries authority, with limited formal management, operational, financial, and administrative capacity.

The project will rehabilitate fish landing facilities, establish solar-powered cooling infrastructure with a total storage capacity of 9 tons, and support improved management of the landing site and associated services. The renovated port facilities and refrigeration facilities are expected to be supervised by the Al-Mokha Fisheries Cooperative after the end of the project.

To ensure sustainability, the Cooperative must be supported to develop clear governance arrangements, transparent management procedures, financial systems, user-fee mechanisms, maintenance responsibilities, stakeholder engagement practices, and long-term institutional development priorities. The MEAL framework specifically requires the Cooperative to develop maintenance and hygiene management plans, implement user-

fee mechanisms, hold coordination meetings with the fisheries authority and fishermen, and improve its ability to conduct realistic cost-benefit calculations.

This activity will therefore conduct a structured institutional capacity assessment of the Al-Mokha Fisheries Cooperative and facilitate the preparation of a practical institutional development plan. The development plan will guide immediate, medium-term, and long-term capacity-strengthening measures and will inform subsequent project activities, including training, coaching, networking, operations and maintenance planning, and sustainability arrangements.

3. Purpose

The purpose of this activity is to assess the current institutional, governance, administrative, financial, technical, and stakeholder engagement capacities of the Al-Mokha Fisheries Cooperative and to develop a practical, prioritized, and actionable institutional development plan.

The activity will identify the Cooperative's strengths, weaknesses, opportunities, risks, and development needs, with particular attention to its future responsibility for managing the rehabilitated landing site, solar-powered cooling facilities, hygiene systems, maintenance arrangements, user-fee collection, stakeholder coordination, and inclusive participation.

4. Specific Objectives

The consultant or consulting team will be expected to achieve the following objectives:

1. **Assess the current institutional capacity of the Al-Mokha Fisheries Cooperative**, including governance, leadership, decision-making, roles and responsibilities, accountability, administrative systems, financial management, transparency mechanisms, and member services.
2. **Assess the Cooperative's readiness to manage rehabilitated port infrastructure and refrigeration facilities**, including operations and maintenance responsibilities, user-fee systems, technical supervision, asset management, hygiene management, and service delivery.
3. **Analyze the Cooperative's relationship with key fisheries stakeholders**, including fishing families, women's groups, traders, customers, fisheries authorities, local authorities, private-sector actors, and value-chain actors.
4. **Identify capacity gaps and risks affecting sustainability**, including governance weaknesses, limited financial systems, lack of transparency mechanisms, weak customer engagement, limited distribution linkages, ecological challenges, and potential conflicts over services, access, or fees.
5. **Facilitate participatory workshops and focus group discussions** to ensure that the Cooperative's institutional development priorities reflect the views of Cooperative members, women's groups, fishing families, and other stakeholders.
6. **Prepare a practical institutional development plan** that includes immediate, medium-term, and long-term measures for strengthening Cooperative governance, administration, financial management, technical operations, service delivery, stakeholder engagement, environmental responsiveness, transparency, and sustainability.

7. **Reflect the development plan with the interest group structure** established through Activity 1.1, using smaller consultation meetings adapted to participant availability.

5. Scope of Work

The consultant will lead a participatory institutional capacity assessment and development planning process covering the following areas:

5.1 Institutional Governance and Management

The assessment shall examine:

- Cooperative structure, mandate, internal committees, and decision-making arrangements.
- Clarity of roles and responsibilities among cooperative leaders, staff, volunteers, committees, and members.
- Leadership practices and capacity to manage shared facilities.
- Accountability to members, users, authorities, and community stakeholders.
- Use of transparent decision-making principles, including the four-eyes principle.
- Conflict prevention and internal dispute-resolution arrangements.
- Women's participation in committees and decision-making processes and barriers to their participation in the committees and decision making process,.

5.2 Administrative and Organizational Systems

The assessment shall review:

- Existing administrative procedures, records, documentation, filing, meeting minutes, and reporting practices.
- Membership registration and user records.
- Management of shift work, service access, facility use, and coordination mechanisms.
- Internal communication between cooperative leadership, members, fishermen, women's groups, and authorities.
- Capacity to organize regular forums and coordination meetings with fishermen and the fisheries authority, as required in the MEAL framework.

5.3 Financial Management and User-Fee Systems

The assessment shall examine:

- Existing financial management arrangements.
- Capacity to collect, record, safeguard, and report income from user fees.
- Capacity to budget for maintenance, hygiene management, repairs, spare parts, and operational costs.
- Internal financial controls, authorization processes, and segregation of duties.
- Ability to apply transparent financial procedures, including the four-eyes principle.
- Capacity to prepare realistic cost-benefit calculations, which the project expects cooperative management to be able to do by January 2027.

5.4 Technical and Operational Capacity

The assessment shall examine the Cooperative's capacity to manage:

- Rehabilitated fish landing site infrastructure.
- Solar-powered cooling system and cold rooms.
- Maintenance and hygiene plans.
- Waste management and composting systems.
- Port cleaning and minor maintenance activities.
- Shift work, shared facility use, and user access arrangements.
- Asset protection, preventive maintenance, and operational sustainability.

The MEAL plan requires the cooperative to have maintenance and hygiene management plans and to implement them using collected user fees from the last project year.

5.5 Stakeholder Engagement and Value Chain Relations

The assessment shall examine the cooperative's current and potential relationships with:

- Fishing families.
- Women's groups.
- Small-scale fishers.
- Fish traders and processors.
- Customers and buyers.
- Fisheries authority.
- Local authorities.
- Private sector actors.
- Market and value-chain actors.
- Relevant NGOs and community structures.

The project documents emphasize the need to strengthen cooperative networking, value-chain linkages, stakeholder coordination, and market-related functions.

5.6 Inclusion, Gender, and Social Accountability

The assessment shall consider:

- Women's participation in fisheries-related activities and cooperative decision-making.
- Barriers faced by women, youth, persons with disabilities, marginalized groups, displaced fishers, and vulnerable households.
- Safe and inclusive participation mechanisms.
- Community trust and communication channels.
- Complaint and feedback mechanisms.
- Social risks linked to access, user fees, and power dynamics.

The baseline and MEAL documents include explicit attention to women's participation, inclusion, accountability, feedback mechanisms, and vulnerable groups.

5.7 Environmental and Long-Term Sustainability Capacity

The assessment shall examine the Cooperative's capacity to respond to long-term ecological and environmental challenges, including:

- Overfishing.
- Biodiversity degradation.
- Climate-related changes affecting fisheries.
- Sustainable fishing practices.
- Artificial reef governance and use.
- Minimum mesh-size compliance.
- Environmental awareness among fishers.
- Long-term resource management planning.

The assessment shall also translate these ecological findings into long-term planning measures for the Cooperative, including practical actions to address overfishing, biodiversity degradation, climate change impacts, and sustainable fisheries management. These measures should be reflected in the institutional development plan with clear responsibilities, timelines, and follow-up indicators.

The project includes environmentally friendly artificial reefs, sustainable management of fishing grounds, and compliance with minimum mesh-size practices.

6. Methodology

The consultant shall apply a participatory, inclusive, practical, and evidence-based methodology. The process should combine document review, facilitated workshops, focus group discussions, stakeholder reflection meetings, and development planning.

6.1 Desk Review

The consultant shall review relevant project documents, including:

- Project proposal and impact matrix.
- MEAL plan and indicator tracking table.
- Project workplan.
- Baseline survey design and tools.
- Technical assessment ToR for Al-Mokha Fish Landing Site.
- Relevant WHH and ADO compliance documents.
- Any existing Cooperative records, bylaws, membership lists, meeting minutes, financial records, or operational documents available.

6.2 Participatory Focus Group Discussions:

The consultant shall conduct **two focus group discussions**, with an average of **8-12 participants per FGD**. The FGDs shall capture the perspectives of fishing families, women's groups, Cooperative members, and value-chain actors.

At minimum, the FGDs shall include:

1. FGD with fishing families / small-scale fishers

Focus: Cooperative services, expectations, access to port facilities, cooling services, user fees, constraints, and trust.

2. FGD with women's group representatives

Focus: women's participation, barriers, leadership opportunities, fisheries value-chain roles, inclusion in Cooperative structures, and safe access to services.

3. KIIs with fisheries value-chain actors

Focus: Traders, processors, buyers, demand for Cooperative services (including expected services and willingness to pay), marketing constraints, quality issues, distribution channels, customer relationships, market opportunities, and potential strategies to increase the Cooperative's revenue and long-term financial sustainability.

4. KIIs with broader stakeholder representatives

Focus: relationship between the Cooperative, fisheries authority, local authorities, service users, customers, and community structures.

6.3 Capacity Assessment Workshop 1

The consultant shall facilitate a **full-day capacity assessment workshop** with **25 participants** drawn from the stakeholder group established under Activity 1.1, including cooperative leadership, active members, committee representatives, relevant service users, and women's group representatives.

The workshop shall:

- Introduce the purpose of the capacity assessment.
- Map the Cooperative's current functions, responsibilities, and stakeholder relationships.
- Assess governance, management, financial, administrative, technical, inclusion, and stakeholder engagement capacities.
- Identify strengths, weaknesses, opportunities, risks, and priority gaps.
- Validate findings from the FGDs.
- Develop a preliminary capacity assessment scoring or qualitative profile.

The workshop shall be conducted using participatory tools such as institutional mapping, SWOT analysis, problem-tree analysis, stakeholder mapping, scoring exercises, and group prioritization.

6.4 Development Planning Workshop 2

The consultant shall facilitate a second full-day development planning workshop with 25 participants drawn from the stakeholder group established under Activity 1.1, including cooperative leadership, active members, committee representatives, relevant service users, and women's group representatives.

The second workshop shall:

- Present and validate the capacity assessment findings.
- Translate the assessment into a practical institutional development plan.
- Define immediate, medium-term, and long-term development priorities.
- Identify roles and responsibilities for implementation.

- Define transparent governance and financial management measures. The institutional development plan must clearly define roles and responsibilities, approval procedures, financial controls, segregation of duties, and practical application of the four-eyes principle for key decisions, payments, procurement-related approvals, and user-fee management.
- Identify priorities for training, coaching, administrative systems, user-fee systems, stakeholder engagement, environmental management, and market development.
- Agree on follow-up actions to be implemented during the remaining project period.

6.5 Reflection with Interest Group Structure

After the two workshops, the consultant shall support reflection of the development plan with the interest group structure established under Activity 1.1.

This reflection shall not be conducted as one large workshop. Instead, it should be organized through smaller meetings depending on participant availability. These meetings should include relevant representatives from:

- Fishermen.
- Women's groups.
- Cooperative leadership.
- Fisheries authority.
- Local authorities.
- Traders / customers.
- Youth or community representatives were relevant.

The purpose is to ensure that the development plan is realistic, locally accepted, inclusive, and aligned with the expectations of the wider stakeholder group.

7. Key Assessment Questions:

The consultant shall address the following key questions:

Governance and Leadership

- What is the current governance structure of the Cooperative?
- Are roles and responsibilities clearly defined?
- How are decisions currently made?
- How transparent and inclusive are decision-making processes?
- What role do women currently play in Cooperative governance?
- What structures are needed to support women's representation in committees?

Administration and Internal Systems

- What administrative records and systems currently exist?
- Are membership lists, minutes, asset records, attendance records, and service records maintained?
- What internal procedures are needed to manage port services and cooling facilities?
- What reporting systems are required for accountability to members, users, ADO, WHH, and authorities?

Financial Systems and User Fees

- Does the Cooperative currently manage funds or fees?

- Is a regular financial reporting system in place/Are financial records reviewed or audited by an independent party?
- What systems are needed to collect and manage user fees transparently?
- Are roles and responsibilities regarding financial procedures clearly defined? And are those responsible suitably skilled?
- What controls are required to reduce fraud, misuse, or conflicts of interest?
- How can the Cooperative budget for maintenance, hygiene, repairs, and future replacements?
- What financial capacity gaps must be addressed through training or coaching?

Technical Operations and Maintenance

- What technical knowledge does the Cooperative currently have?
- What capacity is required to manage cooling systems, hygiene systems, waste systems, and rehabilitated facilities?
- What operation and maintenance procedures are needed?
- Who should be responsible for daily operation, maintenance supervision, cleaning, and reporting?

Stakeholder Engagement

- How does the Cooperative currently coordinate with fishermen and fisheries authorities?
- What expectations do fishing families have of the Cooperative?
- How do traders and customers interact with the Cooperative?
- What coordination mechanisms are needed to support service quality and sustainability?
- How should semi-annual coordination meetings and fisher forums be organized?

Inclusion and Accountability

- How can women's groups be meaningfully involved in Cooperative governance and service decisions?
- What barriers affect access for women, marginalized groups, displaced fishers, youth, and persons with disabilities?
- Which procedures need to be in place to address the feedback/complaints?
- ?
- How can the Cooperative ensure fair and transparent access to cooling and port services?

Environmental and Market Sustainability

- What long-term ecological challenges should the Cooperative consider?
- How should the Cooperative contribute to sustainable fishing practices?
- What role should the Cooperative play in artificial reef governance?
- What market linkages and customer relationships should be developed?
- What opportunities exist to improve distribution and acquire new customers?

8. Expected Deliverables

The consultant shall submit the following deliverables.

Deliverable 1: Inception Report and Detailed Methodology

The inception report shall include:

- Understanding of the activity.

- Potential risks and mitigation measures
- Detailed methodology.
- Workplan.
- Proposed tools for capacity assessment.
- FGD guides.
- Workshop agenda and facilitation tools.
- Stakeholder engagement approach.
- Ethical and safeguarding considerations.
- Adopt a comprehensive data management approach that ensures compliance with WHH and ADO Data Protection Principles. .

Deliverable 2: FGD Summary Report

The FGD report shall summarize findings from the tow FGDs and include:

- Participant categories.
- Key findings by group.
- Perceptions of the Cooperative.
- Expectations from fishing families and women's groups.
- Value-chain and customer-related findings.
- Stakeholder relationship issues.
- Risks and opportunities.
- Recommendations for the capacity assessment workshops.

Deliverable 3: Institutional Capacity Assessment Report

The assessment report shall include:

- Cooperative institutional profile.
- Governance and leadership assessment.
- Financial and administrative systems assessment.
- Technical and operational capacity assessment.
- Stakeholder engagement assessment.
- Inclusion and gender analysis.
- Environmental and sustainability capacity analysis.
- Risk analysis.
- Capacity gap matrix.
- Prioritized capacity-strengthening needs.

Deliverable 4: Institutional Development Plan

The development plan shall include:

- Immediate actions.
- Medium-term actions.
- Long-term actions.

- Responsible actors.
- Required support from ADO / WHH / authorities.
- Capacity-building needs.
- Coaching priorities.
- Required tools, templates, and SOPs.
- User-fee and financial transparency measures.
- Governance and role-definition measures.
- Four-eyes principle and internal control measures.
- Stakeholder engagement mechanisms.
- Women's participation measures.
- Environmental and ecological sustainability actions.
- Customer acquisition, improved distribution channels, buyer relations, and market access measures.
- Monitoring indicators and follow-up arrangements.

Deliverable 5: Reflection Meeting Notes and Final Validation Summary

The consultant shall document smaller reflection meetings with the interest group structure, including:

- Participants consulted.
- Key feedback received.
- Changes made to the development plan.
- Points of agreement.
- Outstanding concerns.
- Final recommendations.

Deliverable 6: Final Consolidated Report

The final report shall include:

- Executive summary.
- Methodology.
- Findings.
- Workshop and FGD process.
- Final capacity assessment.
- Final institutional development plan.
- Implementation roadmap.
- Clear identification of which immediate and medium-term actions can be implemented during the remaining project period, including responsible actors, required support, and follow-up indicators.
- Annexes, including tools, attendance sheets, workshop agendas, photos where appropriate, and consultation summaries.

9. Expected Outputs

By the end of the activity, the following outputs are expected:

1. A clear institutional capacity profile of the Al-Mokha Fisheries Cooperative.
2. A participatory analysis of the Cooperative's strengths, weaknesses, opportunities, and capacity gaps.
3. A practical institutional development plan with immediate, medium-term, and long-term actions.
4. Defined roles and responsibilities for Cooperative management of rehabilitated infrastructure and cooling facilities.
5. Recommended transparency and accountability systems, including the four-eyes principle.
6. Proposed user-fee and financial management arrangements.
7. Recommendations for women's participation and inclusive governance.
8. Recommendations for stakeholder coordination, customer development, distribution improvement, and value-chain engagement.
9. Recommendations for long-term ecological and fisheries sustainability planning.
10. A roadmap for follow-up training, coaching, and implementation under subsequent project activities.

10. Indicative Participants

The activity shall involve the following categories of participants:

Participants should include cooperative leadership, staff where applicable, active members, committee representatives, relevant service users, and women's group representatives. The process should also include fishing families, traders, customers, fisheries authority representatives, local authorities, and other value-chain or community stakeholders where relevant to the assessment.

Activity	Participants
FGD 1	Fishing families / small-scale fishers
FGD 2	Women's group representatives
KII	Traders, customers, processors, or value-chain actors
KII	Cooperative members, authorities, or broader stakeholder representatives
Workshop 1	25 participants: Cooperative members and women's group representatives
Workshop 2	25 participants: Cooperative members and women's group representatives
Reflection meetings	Interest group representatives, depending on availability

The project identify 25 cooperative volunteers, five women's group leaders, and a wider interest group structure involving representatives of fishermen's families, fisheries authorities, marine authorities, Cooperative representatives, traders, suppliers, and women's groups.

11. Duration and Workplan:

The consultant shall propose a detailed workplan in the inception report. The activity should include the following phases:

Phase	Main Activities
Phase 1	Desk review, inception report, tool development
Phase 2	FGDs and stakeholder consultations

Phase 3	Capacity assessment workshop
Phase 4	Analysis and preparation of draft findings
Phase 5	Development planning workshop
Phase 6	Reflection meetings with interest group structure
Phase 7	Finalization of capacity assessment report and institutional development plan

11.1 Proposed Delivery Schedule

Deliverable	Description	Timing	Indicative Level of Effort
Deliverable 1: Inception Report, Methodology and Data Collection Tools	Includes inception report, methodology, work plan, assessment framework, KII tools, FGD guides, workshop agendas, facilitation tools, and data collection instruments. Includes consultant briefing meetings and incorporation of ADO comments following tool review and validation.	At the beginning of the assignment	6 working days (4 days preparation and tool development + 2 days ADO review and consultant revisions)
Deliverable 2: Data Collection and FGD/KII Summary Report	Conduct KIIs, FGDs, stakeholder consultations, and field data collection. Includes transcription, data cleaning, data organization, and summary analysis of findings from FGDs and KIIs, including perspectives of fishing families, women's groups, value-chain actors, and other stakeholders.	After completion of FGDs	8 working days (2 days field data collection + 2 days FGDs/KIIs/workshops implementation + 2 days data cleaning and consolidation + 2 days summary reporting)
Deliverable 3: Draft Capacity Assessment Report	Presents the cooperative's current capacity profile, strengths, weaknesses, governance arrangements, risks, institutional challenges, and priority capacity gaps. Includes analysis of collected data and incorporation of workshop findings. ADO review and validation included.	After the first workshop and analysis phase	5 working days (4 days analysis and drafting + 2 days ADO review + 1 day revision)
Deliverable 4: Draft Institutional Development Plan	Includes immediate, medium-term, and long-term development actions, governance improvements, transparency and accountability measures, user-fee mechanisms, sustainability priorities, roles and responsibilities, and implementation roadmap. Includes second participatory workshop and ADO validation.	After the second workshop	7 working days (2 days workshop preparation and facilitation + 3 days drafting + 2 days ADO review and revisions)
Deliverable 5: Reflection Meeting Summary	Documents feedback from stakeholder reflection meetings with cooperative members, leadership structures, women's representatives, and key stakeholders. Describes how feedback was incorporated into final recommendations and IDP.	After stakeholder reflection meetings	2 working days (2 days reflection meetings + 1 day documentation + 1 day revisions)
Deliverable 6: Final Capacity Assessment and Institutional Development Plan	Final consolidated package including validated capacity assessment, institutional development plan, implementation roadmap, workshop outcomes, annexes, and all supporting documents. Includes final review meeting and incorporation of ADO comments.	At the end of the assignment	6 working days (3 days finalization + 2 days ADO review + 1 day final revisions)

Total Indicative Level of Effort.	Preparation, consultations, FGDs, KIs, workshops, stakeholder meetings, data collection, data cleaning, analysis, drafting, validation, review processes, and finalization.	Full assignment period	34 working days
--	---	------------------------	------------------------

12. Required Expertise

The consultant or consulting team should demonstrate the following expertise:

Essential Expertise

- Organizational development and institutional capacity assessment.
- Cooperative governance and member-based organizations.
- Fisheries sector or livelihood institutions.
- Financial management systems for community-based or Cooperative structures.
- Facilitation of participatory workshops and FGDs.
- Development of institutional development plans.
- Gender and inclusion mainstreaming.
- Stakeholder engagement and conflict-sensitive facilitation.
- Arabic facilitation skills and ability to prepare professional English reports.

Preferred Expertise

- Experience with fisheries Cooperative or producer groups.
- Experience in Yemen conflict-affected contexts.
- Knowledge of coastal livelihoods and fish value chains.
- Experience with user-fee systems, asset management, and operations and maintenance planning.
- Knowledge of WHH, BMZ, CHS, safeguarding, and humanitarian accountability standards.

13. Safeguarding, Ethics, and Accountability Requirements

The consultant shall comply with ADO and WHH standards on safeguarding, ethical conduct, data protection, confidentiality, and accountability.

The activity shall be implemented in line with principles of voluntary participation, informed consent, confidentiality, non-discrimination, and do-no-harm. The baseline tools used in the project emphasize voluntary participation, confidentiality, informed consent, and safe participation of respondents.

The consultant shall ensure that:

- Participation in FGDs and workshops is voluntary.
- Women and vulnerable participants can participate safely and meaningfully.
- No personal data is shared outside the assessment team.
- Sensitive issues are handled respectfully and confidentially.
- Safeguarding concerns are referred through appropriate ADO channels.
- Feedback from participants is documented without exposing individuals to risk.
- The process does not create unrealistic expectations about benefits or selection.

ADO/WHH's Code of Conduct requires high standards of personal and professional conduct, non-discrimination, child protection, responsible handling of personal data, prohibition of corruption, avoidance of conflicts of interest, and reporting of concerns or violations.

ADO/WHH's declaration on PSEA requires contractors and related parties to prevent sexual exploitation, abuse, and harassment, take corrective action when incidents occur, and report incidents to WHH.

14. Data Protection and Confidentiality

The consultant shall ensure secure handling of all data collected through FGDs, workshops, meetings, document review, and stakeholder consultations.

The WHH Data Processing Agreement emphasizes documented instructions for processing personal data, confidentiality, restricted access on a need-to-know basis, security of processing, breach notification, and erasure or return of personal data after completion of processing.

The consultant shall:

- Store all assessment data securely.
- Avoid unnecessary collection of personal data.
- Use anonymized or aggregated information in reports.
- Restrict access to raw data.
- Submit all data and tools to ADO at the end of the activity.
- Delete or return personal data as instructed by ADO / WHH.

15. Coordination and Reporting Lines

The consultant will work under the overall supervision of ADO project management and quality/MEAL teams, in coordination with WHH technical focal points where relevant.

The workplan identifies the Project Coordinator and Project Assistant as responsible for Activity 1.2, while the MEAL framework assigns roles to the project team, MEAL team, Cooperative leadership, and WHH technical support for capacity and governance-related indicators.

The consultant shall coordinate closely with:

- ADO Project Manager.
- ADO MEAL / Quality team.
- ADO field team.
- Al-Mokha Fisheries Cooperative.
- Women's group representatives.
- WHH technical focal points as requested.
- Relevant local authorities and fisheries stakeholders.

16. Logistics and Support

ADO will support the consultant with:

- Access to available project documents.

- Coordination with Cooperative representatives.
- Coordination with women's groups and stakeholder representatives.
- Support in organizing workshops, FGDs, and reflection meetings.
- Field access coordination, where applicable.
- Review and feedback on deliverables.

The consultant shall be responsible for:

- Preparing methodology and tools.
- Facilitating FGDs, workshops, and reflection meetings.
- Analyzing findings.
- Preparing all required reports and the institutional development plan.
- Ensuring quality, confidentiality, and ethical conduct throughout the activity.

17. Application Requirements:

Interested consultants or consulting firms should submit:

1. **Technical Proposal**, including:
 - Understanding of the activity.
 - Proposed methodology.
 - Workplan.
 - Facilitation approach.
 - Team composition.
 - Relevant experience.
2. **Financial Proposal**, including:
 - Professional fees.
 - Fieldwork costs.
 - Workshop / FGD facilitation costs if applicable.
 - Reporting and deliverable costs.
3. **CVs of Key Experts**.
4. **Examples of Similar Activities**, preferably related to Cooperative, institutional capacity assessments, fisheries, livelihoods, or organizational development.
5. **Signed Supplier Declaration**, where required.
6. **Signed PSEA Declaration**, where required.

The ADO/WHH Procurement Policy requires procurement processes to follow principles such as best value for money, efficiency, competitive bidding, compliance, fair competition, equal treatment, transparency, proportionality, confidentiality, avoidance of conflicts of interest, duty of care, and documentation.

The ADO/WHH Supplier Declaration includes requirements related to supplier information, managing officials, screening sanctions, compliance with UN Global Compact principles, no terrorism or money laundering, no corruption, respect for basic social rights, and compliance with ADO/WHH's Code of Conduct.

18. Evaluation Criteria:

The selection of the consultant or consulting firm may be based on the following criteria:

Criteria	Suggested Weight
Technical understanding of the activity	20%
Proposed methodology and facilitation approach	25%
Experience in organizational development and capacity assessment	20%
Experience with Cooperative, fisheries, livelihoods, or community institutions	15%
Gender, inclusion, safeguarding, and accountability approach	10%
Financial competitiveness	10%

ADO / WHH may adjust the weight according to procurement requirements and internal approval.

19. Compliance and Screening

Before signing the contract, the selected consultant or firm may be subject to compliance checks, including anti-terrorism screening and supplier due diligence.

WHH's Anti-Terrorism Screening Matrix requires screening of suppliers with total contracts valued at EUR 2,000 or more in any 12-month period, including the supplier's top four executive management officials if the supplier is an entity. Screening must occur before signing the relevant contract.

The NGO General Terms of Contract require partners to observe procurement rules, ensure funds do not support individuals or entities associated with terrorism, maintain documentation, and comply with ADO/WHH codes of conduct and reporting requirements.

20. Payment Schedule

Payments should be linked to satisfactory completion and approval of deliverables. A suggested structure is:

Installment	Linked Deliverables	Percentage
First Payment	Approval of inception report, methodology, tools, and workplan	30%
Second Payment	Completion of FGDs and two workshops, submission of draft capacity assessment report	40%
Final Payment	Approval of final institutional development plan, reflection meeting summary, and final consolidated report	30%

Final payment shall be made only after ADO / WHH approval of all final deliverables.

21. Quality Standards for Deliverables

All deliverables must be:

- Clear, practical, and professionally written.
- Submitted in English, with Arabic facilitation tools where needed.
- Evidence-based and linked to consultation findings.
- Inclusive of women's and stakeholder perspectives.

- Practical for use by the Cooperative and project team.
- Aligned with project indicators and workplan.
- Suitable for follow-up implementation during later project activities.
- Include prioritized timelines in the institutional development plan, categorizing actions as immediate, medium-term, and long-term, with responsible actors and follow-up indicators.

The MEAL framework requires indicator tracking related to Cooperative plans, user fees, coordination meetings, women's participation, cost-benefit calculations, and leadership capacity, which the development plan should directly support.

22. Annexes to Be Provided to the Consultant

The following documents should be shared with the consultant:

1. Project Proposal and Impact Matrix.
2. MEAL Plan and Indicator Tracking Table.
3. Project Workplan.
4. Baseline Survey Design and Sampling Frame.
5. Baseline FGD, KII, and HH Survey Tools.
6. Technical Assessment ToR for Al-Mokha Fish Landing Site.
7. ADO/WHH Code of Conduct.
8. ADO/WHH Supplier Declaration.
9. ADO/WHH PSEA Declaration.
10. ADO/WHH Procurement Policy or relevant procurement guidance.
11. Any available Cooperative documents, bylaws, membership lists, meeting minutes, and financial records.

23. Final Output Structure for the Institutional Development Plan

To make the final plan practical for ADO, WHH, and the Cooperative, the consultant should structure it as follows:

1. Introduction
2. Purpose of the Development Plan
3. Summary of Capacity Assessment Findings
4. Cooperative Governance Improvement Plan
5. Administrative Systems Improvement Plan
6. Financial Management and User-Fee System Plan
7. Operations and Maintenance Capacity Plan
8. Hygiene and Waste Management Capacity Plan
9. Stakeholder Engagement and Coordination Plan
10. Women's Participation and Inclusion Plan
11. Transparency and Accountability Measures
12. Market Linkage and Customer Development Plan

13. Environmental and Fisheries Sustainability Measures
14. Training and Coaching Roadmap
15. Immediate Actions, including those feasible during the remaining project period
16. Medium-Term Actions, including those feasible during the remaining project period
17. Long-Term Actions
18. Implementation Responsibilities and approval procedures
19. Monitoring and Follow-Up Indicators, including responsible actors and review frequency
20. Annexes

24. Submission Details and Contact Information

All proposals must be submitted in English or Arabic via the specified procurement channel by delivery in a sealed envelope to the ADO office:

- **Submission Address:** The Abs Development Organization for Woman and Child (ADO), Haddah, Iran St., B9 St., Sanaa, Yemen.

In addition, electronic copies shall be sent to the designated ADO Procurement email address. **Email:** logistics@absyemen.org

For Any technical Inquiry

Email: quality_dev.advisor@absyemen.org

- The email subject line should clearly state:
“**Application – Capacity Assessment and Institutional Development Plan for Al-Mokha Fisheries Cooperative – Fisheries Project**”
- Applications must be submitted **no later than [25/08/2026]**. Late submissions will not be considered.

Ref	مرجع	Donor:	المانح:	Project Code:	رمز المشروع:
ADO-TENDER-26-04		WHH		P 8312 / YEM1012 / PK 2025-10713-19	
Subject: Provision of Consultancy service of Capacity Assessment and Institutional Development Plan for Al-Mokha Fisheries Cooperative Fisheries Project – Almokha District – Taiz Gov .			الموضوع : تقديم خدمة استشارات تقييم الفدرات وخطة التطوير المؤسسي للجمعيات السمكية – مشروع الاستزراع السمكي - المخاء – محافظه تعز		

PLEASE FILL IN THE FOLLOWING TABLE: يرجى ملء الجدول التالي

Sr	Work Description بيان الاعمال				
		Unit	Quaintly	Unit Rate	Total
	تقديم خدمة استشارات تقييم الفدرات وخطة التطوير المؤسسي للجمعيات السمكية - المخاء – محافظه تعز شاملة جميع التكاليف والمصاريف المصاحبة للنزول الميداني والزيارات واجراءات التقييم والتقارير. Providing of Consultancy service of Capacity Assessment and Institutional Development Plan for Al-Mokha Fisheries Cooperative– Almokha District – Taiz Gov , Including all costs and relevant expenses of field visits , site vistis , assessment conducting and raising reports.	Service	1		
Grand total before discount الاجمالي قبل التخفيض					
Discount, if any التخفيض اذا وجد					

Total after the Reduction الاجمالي النهائي بعد التخفيض

BIDDER'S COMMENTS/REMARKS تعليقات/ملاحظات مقدم العرض :

1. _____
2. _____

To offer our above-mentioned price, we acknowledge that we have taken into consideration and comply with all the bidding documents provided in the invitation to tender. We acknowledge of the accuracy and integrity of said ADO Specifications, bill of quantities, and we undertake to execute the supply in accordance thereto, and no adjustment thereto may be requested nor may price differences be claimed by us.

لتقديم السعر المذكور أعلاه، نقر بأننا أخذنا في الاعتبار والتزمنا بجميع وثائق العطاء المقدمة في الدعوة لتقديم العطاءات. نحن نقر بدقة ونزاهة مواصفات ADO المذكورة وقائمة الكميات المذكورة، ونتعهد بتنفيذ التوريد وفقاً لها، ولا يجوز طلب أي تعديل عليها ولا يجوز لنا المطالبة بفروق الأسعار.

2. The validity of our bid is _____ days. صلاحية عرضنا هي _____ يوم.

3. We undertake, if our bid is accepted, to deliver thewithin _____ day(s) from the date of signing the Purchase Order. نتعهد، في حالة قبول عطاءنا، بتسليم العمال المطلوبة خلال _____ يوم (أيام) من تاريخ توقيع طلب الشراء.

4. The following payment terms apply to this offer: تنطبق شروط الدفع التالية على هذا العرض:

Payment by (select all that apply) ☐ Bank Transfer ☐ Cheque ☐ Cash

الدفع عن طريق (اختر كل ما ينطبق): تحويل مصرفي، شيك، نقدًا

Payment within _____ business days of presenting ADO with a signed invoice.

الدفع خلال _____ يوم عمل من تقديم ADO بفاتورة موقعة.

Any other terms: _____

أي شروط أخرى: _____

1. The Tender Bond period for the delivered is valid for _____ days.
فترة ضمان المناقصة المسلمة صالحة لمدة _____ يوم.

We understand and accept that ADO is not bound to choose the lowest price on any bid that may be received, and that any or all bids may be rejected without assigning any reason for such rejection.

نحن نفهم ونوافق على أن ADO غير ملزمة باختيار أقل سعر لأي عرض قد يتم استلامه، وأنه يجوز رفض أي عرض أو كل العطاءات دون تحديد أي سبب لهذا الرفض.

By, duly authorized to sign tenders for and on behalf of our firm:

بواسطة المفوض حسب الأصول لتوقيع العطاءات لصالح شركتنا وبالنيابة عنها:

Name: الاسم		Signature and Stamp التوقيع والختم
Position: الوظيفة		
Date: التاريخ		