

TERMS OF REFERENCE (ToR)

Institutional Strengthening Trainer – Local CSOs (4 Positions)

Assignment Information	Details
Assignment Title	Institutional Strengthening Trainer, Local CSOs Capacity Building and Institutional Strengthening (4 Positions)
Project Title	Local CSOs Capacity Building and Institutional Strengthening
Contract Type	Short-term Contract - through CTG/SO
Duty Station	4 designated regional hubs, one for each: 1. Seiyun (covering Seiyun & Marib) 2. Mukalla (covering Mukalla & Al-Mahrah) 3. Aden (covering Aden/Lahj) 4. Taiz
Duration of Assignment	20 working days per consultant
Expected Start Date	15.09.2026
Languages Required	English and Arabic
Reporting To	Lead National Consultant for Local CSOs Capacity Building and Institutional Strengthening
Implementing Partner / Counterpart	N/A
Type of Consultancy	National Consultancy (ICS-10)
Travel Requirement	Duty Stations (Seiyun, Mukalla, Aden, Taiz)
Payment Modality	Output-based lump-sum payments linked to deliverables
Assignment Modality	Aden, Yemen

1. Background and Context

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 recognizes the critical role that local civil society organizations (CSOs) play 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.

To address identified capacity needs, UNDP is implementing a regional capacity-building programme targeting local civil society actors. To deliver this programme across the targeted regions, UNDP will engage four (4) Short-Term Institutional Strengthening Trainers to prepare for and deliver the designated technical learning modules across the regional hubs, working under the technical coordination of the Lead National Consultant.

2. Purpose of the Consultancy

The purpose of this consultancy is to provide high-quality technical training for the regional capacity-building programme for local CSOs in Yemen.

The consultants will use the standardized training package and curriculum developed by the Lead National Consultant and finalized by UNDP. They will deliver the assigned technical modules through practical adult-learning methods, support participants in applying the concepts to their organizations, assess learning progress, and document results and recommendations.

3. Objective and Scope of Assignment

Objective

The objective of this consultancy is to provide focused technical preparation and interactive training delivery for the designated thematic modules within the regional capacity-building programme for local CSOs. Delivery will be organized across the regional hub locations identified above.

Scope of Work

Under the direct guidance of UNDP and in close technical coordination with the Lead National Consultant, each Institutional Strengthening Trainer will undertake the following responsibilities:

A. Training Preparation Phase

- Participate in orientation, alignment, and coordination meetings organized by UNDP and the Lead National Consultant.
- Review the pre-finalized curriculum framework, trainer guides, presentations, and toolkit developed by the Lead Consultant to ensure full familiarization.
- Finalize practical tools, handouts, scenario-based exercises, and hub-specific case studies before training delivery.
- Prepare detailed daily training schedules and coordinate required logistical inputs with UNDP.

B. Training Delivery

- Deliver the three assigned modules across the hubs using approved presentation materials, facilitator guides, and adult-learning techniques.
- Guide participating CSOs in applying technical concepts to produce initial organizational draft outputs (e.g., local risk matrices, AAP feedback mechanisms, conflict sensitivity checklists).
- Ensure training delivery is inclusive, conflict-sensitive, and responsive to women-led, youth-led, and community-based organizations

D. Participant Support, Final Review & Reporting

- Administer pre- and post-training learning assessment tools and synthesize results.
- Review participant feedback and identify key technical gaps, lessons learned, and good practices from both hubs.
- Submit a concise final consultancy report capturing training outputs, participant progress, key lessons, technical gaps, and actionable recommendations for future programming.

4. Indicative Thematic Areas

- The consultants will deliver an integrated organizational resilience, sustainability, and recovery capacity-building programme covering the following suggested thematic modules:
- **1. Environmental and Social Sustainability (ESS):** ESS, environmental and social risk screening, climate-sensitive programming, climate resilience, social inclusion, risk mitigation, occupational health and safety (OHS), and systematic monitoring of environmental and social commitments.
 - **2. Institutional Strengthening, Leadership, and Disaster Risk Reduction (DRR):** Organizational governance and leadership, strategic planning, institutional capacity assessment, organizational development, partnership development, resource mobilization, community-based DRR, and early-warning frameworks.
 - **3. Operational Readiness and Partnership Development:** Project Cycle Management (PCM), RBM, monitoring and evaluation, financial management and compliance, procurement principles, risk management, donor reporting, partnership readiness, concept note development, and organizational operational readiness.
 - **4. Strategic Recovery and Area-Based Development (ABD):** Localized systems mapping, territorial prioritization, participatory planning, stakeholder ecosystem analysis, local recovery planning, HDP Nexus operationalization, and integrated resilience approaches.
 - **5. Accountability and Community Engagement (AAP):** Complaints and feedback mechanisms, community participation, grievance redress, transparency, safeguarding, protection-sensitive referrals, ethical data management, and inclusion.
 - **6. Conflict Sensitivity and Social Cohesion:** Conflict analysis, Do No Harm approaches, conflict-sensitive programming, social cohesion, mapping of social dynamics, prevention of elite capture, and scenario-based analysis.

5. Methodology

- The Trainer shall use a participatory, practical, and context-sensitive training methodology consistent with the programme's competency-based institutional strengthening approach. The methodology should:
- Build on the existing experience and operational knowledge of local CSOs in the hubs.
 - Prioritize learning by doing, workplace application, and organizational improvement.
 - Use Yemen-relevant examples, practical cases, and scenario-based exercises.
 - Promote peer learning, reflection, collaboration, and problem-solving.
 - Integrate gender equality, inclusion, Human Rights-Based Approaches, Leave No One Behind, conflict sensitivity, environmental sustainability, localization, participation, and Do No Harm principles.
 - Use structured group exercises and guided practice to ensure inclusive participation, applied learning, and useful organizational outputs.
 - Support adaptation of practical tools to the organizational realities of participating CSOs.
 - Maintain alignment with the approved programme curriculum and relevant UNDP guidance.

6. Key Deliverables

No.	Deliverable Description and Required Outputs	Working Days	Payment

1	Inception and training preparation package: review the approved curriculum and assigned modules; participate in orientation and technical alignment meetings; submit a concise inception note and workplan; and finalize session plans, presentations, handouts, practical exercises, case studies, pre- and post-assessment tools, and required resource lists for UNDP approval.	4 days	20%
2	Technical training delivery and participant outputs: deliver the assigned modules in the designated hub(s) using the approved materials and practical adult-learning methods; administer pre- and post-assessments; support participants to produce initial organizational tools or action points; maintain attendance and session records; and submit a brief completion note with assessment results and supporting documentation.	12 days	60%
3	Final analysis, report, and debrief: consolidate participant assessment and feedback data; summarize delivery achievements, participant progress, organizational outputs, key lessons, technical gaps, and recommendations; submit all final editable training materials and records; and present the findings during a debrief with UNDP and the Lead National Consultant.	4 days	20%
Total	Total level of effort per consultant	20 days	100%

7. Qualifications and Experience

- Advanced university degree in a field relevant to the assigned thematic area, such as development studies, governance, public policy, social development, peacebuilding, organizational development, or another relevant discipline.
- At least 5 years of demonstrated professional experience in Strategic Recovery and Area-Based Development, Accountability and Community Engagement, and Conflict Sensitivity and Social Cohesion.
- Proven experience in delivering training, capacity-development programmes, or institutional strengthening support for NGOs, CSOs, local institutions, or development actors.
- Demonstrated ability to apply participatory adult-learning methodologies, including practical exercises, case studies, simulations, group work, and action planning.
- Demonstrated ability to manage diverse training groups, encourage inclusive participation, respond to different learning needs, and produce structured technical outputs.
- Experience coordinating with lead consultants or technical teams and contributing to coherent multi-module training packages is an asset.
- 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, particularly in the hubs.
- Strong analytical, training, writing, and communication skills.
- Fluency in written and spoken Arabic is required. Working knowledge of English is required for reviewing materials and preparing reports.

8. Duration and Location

- The assignment comprises a total level of effort of 20 working days per consultant: 4 days for inception and preparation, 12 days for technical training delivery and documentation, and 4 days for final analysis, reporting, and debriefing.
- The consultant is required to participate in in-person or virtual meetings with UNDP technical teams, the Lead National Consultant, programme staff, national facilitators, and relevant stakeholders as needed.
- Travel within Yemen to the designated regional hubs will be required for training delivery and related technical support and will be arranged in accordance with standard UNDP rules and procedures.

9. Institutional Arrangement

The Institutional Strengthening Trainer will work under the direct supervision of the designated UNDP focal point and in close technical coordination with the Lead National Consultant for Local CSOs Capacity Building and Institutional Strengthening. UNDP will manage contract administration, technical follow-up, and approval of deliverables.

UNDP will:

- Provide access to relevant project documents, approved curriculum materials, and technical guidance.
- Facilitate coordination with the Lead National Consultant and relevant UNDP programme teams.
- Review and provide feedback on agreed deliverables before final approval.
- Arrange approved training and field logistics in the hubs in accordance with UNDP rules and procedures.

The Trainer will:

- Provide specialized technical training expertise across the assigned modules.
- Deliver outputs in accordance with the agreed workplan and quality requirements.
- Coordinate closely with the Lead National Consultant to ensure delivery coherence.
- Ensure all deliverables are submitted in editable formats.
- Maintain regular communication and coordination with UNDP throughout the assignment.

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

11. Evaluation Criteria

Evaluation of prospective consultants will be made based on the following criteria:

(a) Technical Proposal – rated out of 70%

Criteria	Weight
Educational qualification	20%
Understanding of the assignment and proposed technical training methodology	20%
Relevant experience in the assigned thematic areas, technical training delivery, and local CSO capacity development	30%

Total Technical Score: 70%

(b) Financial Proposal – rated out of 30%

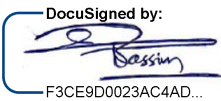
The financial proposal will be evaluated based on the total lump-sum amount proposed, including fees and any other costs, in line with the deliverables outlined in the Key Deliverables section.

12. General Conditions: Procedures and Logistics

- The consultant will be required to travel to regional hubs for training execution and 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 and the Lead National Consultant during the assignment period.
- All deliverables shall be submitted in editable formats acceptable to UNDP.

Name and Signature:

Basem Al Saqir



24.08.2026