



## INDIVIDUAL CONSULTANT TERMS OF REFERENCE

**Date:** December 3, 2025

<b>IC Title:</b>	Individual Contract (IC) – CSOs Market Assessment Consultant
<b>Type of consultancy:</b>	National Consultant
<b>Starting Date:</b>	December 2025
<b>Duration:</b>	8 weeks
<b>Working Days</b>	48 Working Days
<b>Duty station:</b>	Yemen- Aden/ Taiz
<b>Project:</b>	Yemen has a Bright Future: Enabling Women and Youth to Gain their Rightful Place in Aden and Taiz governorates

### BACKGROUND

In many parts of Yemen, Civil Society Organizations (CSOs) and Youth Initiatives (YIs) play a vital role in driving community development, civic engagement, and social change. However, many of these organizations face structural, technical, and financial challenges that limit their ability to sustain impact or engage effectively with local markets and development partners.

The project aims to strengthen the role of Civil Society Organizations (CSOs) and Youth Initiatives (YIs) in addressing ongoing economic and social challenges through an integrated capacity-building and empowerment program. It seeks to enhance the institutional capacities of local organizations, develop their technical and managerial skills, and provide the necessary support to enable them to design and implement effective and sustainable economic and community initiatives.

Within this framework, the Youth Leadership Development Foundation (YLDF), in partnership with ZOA and with support from the European Union, is launching a call for applications for a national consultant. The consultant will conduct a comprehensive assessment of the selected Civil Society Organizations (CSOs) and Youth Initiatives (YIs) in Aden and Taiz, identifying their gaps, needs, and market opportunities to inform future capacity-building initiatives. This work will lay the foundation for tailored interventions that strengthen organizational capacity and support sustainable local impact.



## **Outcome:**

*Outcome 1:* Capacity strengthening of women and youth in Aden and Taiz to participate in CSO economic empowerment initiatives.

*Outcome 2:* Capacity strengthening of civic society through partnership with the Yemen Women Union and two existing CSO networks to contribute to the inclusion of women and youth in rightful place in society in Aden and Taiz governorates.

## **SCOPE OF WORK**

YLDF will conduct a comprehensive capacity and market needs assessment of selected Civil Society Organizations (CSOs) and Youth Institutions (YIs) to identify specific gaps and needs. The findings from this analysis will serve as the foundation for developing and delivering tailored training and capacity-building support. Ultimately, this will guide the design of capacity-strengthening activities and contribute to a strategic roadmap for enhancing the sustainability, relevance, and impact of these organizations.

Aden-based consultant will serve as the Lead Needs Assessment Consultant, holding overall responsibility for coordinating, supervising, and ensuring the quality of the entire assessment process across both Aden and Taiz. As the senior consultant, he/she is expected to possess a higher level of qualification and extensive experience in institutional capacity assessments, market analysis, and CSO development compared to Taiz-based consultant.

The consultant will design the overall assessment framework and tools, lead the inception phase, and guide the methodological approach for both governorates. He/she will provide technical oversight and mentorship to Taiz-based consultant, ensuring methodological consistency and alignment with project objectives. Aden consultant will also review and validate the fieldwork outputs submitted by Taiz consultant, ensuring adherence to quality standards.

The consultant will oversee the full capacity and market assessment process, implementing participatory methodologies to identify organizational strengths, structural gaps, and technical needs – including governance, management systems, financial practices, human resources, and programmatic approaches. He/she will also map and analyze the market landscape, identifying stakeholders, private sector opportunities, and collaboration prospects that support the sustainability of youth and community initiatives.

Aden-based consultant will ensure that gender sensitivity, inclusivity, and local relevance are integrated throughout the process. This includes facilitating validation sessions, synthesizing findings, and producing the final comprehensive needs assessment report consolidating data and insights from both Aden and Taiz. The report will include tailored capacity-strengthening recommendations and practical roadmaps for each organization.



## Specific Tasks

- Lead the overall coordination of needs assessment activities across Aden and Taiz, ensuring methodological consistency and alignment with YLDF objectives.
- Conduct an inception meeting with YLDF to align objectives, methodology, tools, field schedule, and reporting arrangements.
- Review relevant project documents, reports, and previous assessments to understand the local context, existing challenges, and capacity-building initiatives.
- Design a participatory capacity and market assessment framework for CSOs and YIs, including surveys, scorecards, interview guides, and other practical tools.
- Provide technical guidance and mentorship to Taiz-based consultant, including reviewing tools, data collection approaches, and initial analysis.
- Conduct on-site assessments in Aden, including interviews, focus group discussions, and document reviews to explore governance, management systems, program design, resource mobilization, and other key organizational capacities.
- Map the local market and stakeholders in both governorates to identify potential partners, private sector actors, and opportunities for collaboration or income generation.
- Analyze collected data to identify patterns, common strengths, organizational gaps, and capacity-building needs.
- Develop short profiles for each organization summarizing capacity levels, areas for growth, and potential market engagement opportunities.
- Facilitate validation workshops with CSOs, YIs, and stakeholders to review findings, gather feedback, and co-create solutions.
- Consolidate data and findings from both governorates, draft and finalize the overall needs assessment report, and present results to YLDF and relevant stakeholders.
- Develop tailored capacity-strengthening roadmaps for each organization with practical and achievable recommendations for improving performance and sustainability.
- Provide actionable guidance to YLDF on follow-up mentoring, training, or partnership initiatives to support assessed organizations.
- Conduct a hands-on training session for a group of 10 YLDF volunteers and the project team to ensure effective use of assessment tools during data collection.
- Deliver all finalized tools, organizational profiles, and capacity development roadmaps for future use.



The tasks will be tackled in two phases; Phase One will start by preparing all related planning and tools for conducting the market assessment, second phase will focus on data collection, analysis and reporting.

## PHASES OF STUDY

This phase of the study outlines the key tasks and activities the consultant will undertake to assess the capacities, needs, and market opportunities of the selected CSOs and Youth Initiatives, as follows:

### A. Preparation and Inception

- Review relevant project documents, partner lists, and previous assessments to inform the assessment framework.
- Hold inception meetings with the project team and Taiz-based consultant to align objectives, methodology, tools, and field schedules.
- Develop a comprehensive inception report detailing the approach, work plan, assessment framework, and data collection tools.
- Design participatory assessment tools (surveys, interview guides, focus group discussion templates, organizational scorecards, etc.) to be used across both Aden and Taiz.
- Provide finalized tools and guidance to Taiz-based consultant for field implementation in Taiz.

### B. Data Collection and Analysis

- Conduct desk research on the civil society landscape and market trends in both governorates.
- Carry out interviews, focus group discussions, and field visits with selected CSOs/YIs in Aden.
- Assess each organization's capacity across governance, financial management, HR, program design, advocacy, and other technical areas.
- Map potential market and livelihood opportunities relevant to youth and community initiatives in both governorates.
- Collect data on existing partnerships, funding mechanisms, and coordination among CSOs, YIs, and local actors.
- Supervise Taiz-based consultant's fieldwork, ensuring methodological consistency and quality of data collection.
- Analyze qualitative and quantitative data from both Aden and Taiz to identify trends, strengths, gaps, and opportunities.

### C. Validation and Reporting

- Organize and facilitate validation workshops in Aden and provide guidance for Taiz workshops to review findings with stakeholders.
- Integrate feedback from both governorates into the final comprehensive report.
- Develop practical capacity-strengthening recommendations and a roadmap for each organization to enhance institutional resilience and market engagement.
- Consolidate all findings, tools, organizational profiles, and recommendations into the final needs assessment report, and present it to YLDF and relevant stakeholders.



**DELIVERABLES**

The consultant will provide the following deliverables:

Deliverable	Description	Timeline	Approval Required
Inception Report and Development of Work Plan	Detailed methodology, assessment framework, tool design plan, and final work plan. Developed by Aden-based Lead Consultant in consultation with YLDF and the selection committee; includes guidance for Taiz-based consultant.	End of week 1	YLDF Team
Assessment Tools Package	Finalized tools (questionnaires, scorecards, interview guides) and logistical plan for field assessment in both governorates. Developed primarily by Aden-based Lead Consultant; shared with Taiz consultant for implementation.	Week 2	YLDF and ZOA Teams
YLDF Volunteer and Project Team Assessment Tool Training	Training with 10 YLDF volunteers and project team members, including training materials, attendance list, and short summary report demonstrating participants' readiness to implement tools.	Week 2-3	
Field Data Collection and Consultation	On-site capacity and market assessments in Aden and oversight of Taiz fieldwork. Lead Consultant ensures methodological consistency and quality across both governorates.	Week 4 - 5	
Draft Capacity & Market Assessment Report	Summary of finding, capacity gaps, needs analysis, market op-	Week 6	YLDF and ZOA Teams



	portunities, and initial recommendations. Consolidates data from Aden and Taiz (Taiz inputs submitted by Taiz consultant).		
Validation Workshop Report	Summary of stakeholder feedback and validated findings from both governorates. Lead Consultant supervises Taiz Consultants in Taiz workshops.	Week 7	
Final Report	Comprehensive report including assessment results, capacity-building roadmap, practical recommendations, and all finalized tools and organizational profiles. Prepared by Aden-based Lead Consultant.	Week 8	YLDF and ZOA Teams
<b>Total</b>		8 weeks	

### STARTING DATE

December 2025

### QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR

- Advanced degree in Development Studies, Economics, Business, Social Sciences, or related field.
- At least 7 years of experience conducting capacity assessments, organizational development studies, or market analyses.
- Proven experience working with civil society organizations, youth groups, and/or community-based organizations.
- Strong skills in qualitative and quantitative research, data analysis, and report writing.
- Experience facilitating participatory workshops and assessments.
- Excellent communication, interpersonal, and presentation skills.
- Fluency in both Arabic & English.

### DURATION

- The consultancy will last 48 working days over a period of 8 weeks.
- The consultant must ensure that all activities, including preparation, fieldwork, data analysis, stakeholder consultations, and report finalization, are completed within this period.

### NOTE ON THE TIMELINE



- The overall duration: 8 weeks (40–45 working days).
- Fieldwork in Aden and Taiz can be adjusted depending on security, access, and logistical considerations.
- The consultant is expected to maintain weekly communication updates with YLDF throughout.
- All deliverables will be submitted in English, with executive summaries in Arabic if required.

### **PAYMENT RATE & MODALITY**

The agreed amount shall cover all fees and costs incurred in conducting the consultancy tasks.

The consultant will be paid in three installments:

1. 20% upon signing the contract.
2. 40% upon submission of the inception report.
3. 40% upon submission and approval of the final report.

### **APPLY PROCESS**

Eligible applicants should submit:

- A technical proposal outlining their approach and methodology.
- A financial proposal with a detailed breakdown of costs.
- Samples of previous work relevant to market assessments.
- CV of the consultant and team members (if applicable).