



TERMS OF REFERENCE FOR

Conducting Value Chain, Capacity Building and Barrier Analysis — Yemen

23/08/2026

Base/Area: Taiz base / Taiz Governorate

Districts: Al-Ma'afer, Jabal Habashy, Al Misrakh

Source of Funding: Directorate-General for the Middle East, North Africa and the Gulf (DG MENA) / European Union

Duration of Mission: 08 October 2026 – 16 December 2026 (50 working days)

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1. ACRONYMS

Acronym	Definition
BCFHD:	Bena Charity for Human Development
BDS:	Business Development Services
CBO:	Community-Based Organization
FGD:	Focus Group Discussion
FSL:	Food Security and Livelihoods
IDP:	Internally Displaced Person
KII:	Key Informant Interview
MSD:	Market Systems Development
MSME:	Micro, Small and Medium Enterprise
PSEAH:	Prevention of Sexual Exploitation, Abuse, and Harassment
SI:	Solidarités International
ToR:	Terms of Reference
VCA:	Value Chain Analysis
WEE:	Women's Economic Empowerment

2. BACKGROUND

2.1 BACKGROUND TO THE HUMANITARIAN CRISIS

Yemen continues to experience one of the world's most protracted humanitarian crises. More than a decade of conflict, economic decline, climate shocks, and institutional fragility have severely disrupted livelihoods, weakened local markets, reduced employment opportunities, and increased food insecurity across rural communities. Agriculture remains the primary source of income for a large proportion of the rural population, yet agricultural production and market systems continue to face significant structural constraints.

Smallholder farmers, livestock keepers, and rural entrepreneurs face limited access to quality inputs, extension services, financial services, market information, productive assets, and reliable market outlets. Weak value chain coordination, inadequate processing and storage facilities, high transportation costs, and limited private sector investment further constrain the competitiveness and profitability of agricultural products. Climate change has intensified these challenges through increasing droughts, erratic rainfall, floods, and natural resource degradation, reducing agricultural productivity and increasing production risks.

Women, youth, IDPs, Muhamasheen communities, and other vulnerable groups face additional barriers to participating in market systems. These include limited access to productive resources, business development services, finance, technology, skills development, and decision-making processes, which restrict their opportunities to engage in higher-value economic activities.

Strengthening resilient and inclusive agricultural market systems requires a comprehensive understanding of how value chains function, the constraints faced by market actors, the capacities of producers and enterprises, and the barriers preventing vulnerable groups from accessing market opportunities. Evidence-based assessments are therefore essential to inform interventions that improve market performance, strengthen local enterprises, promote inclusive economic participation, and support sustainable livelihood opportunities.

2.2 PROGRAM CONTEXT

The WASL Project, funded by the European Union (DG MENA), aims to strengthen climate-resilient livelihoods, sustainable natural resource management, and inclusive economic development in rural areas of Taiz Governorate through an integrated area-based approach. Implemented by a consortium led by Solidarités International (SI), in partnership with BCFHD, Mercy Corps, and Altwasul, the project recognizes that resilient livelihoods depend not only on improved natural resource management and agricultural production but also on the effective functioning of market systems and value chains.

Under Outcome 2, the project focuses on strengthening resilient and climate-smart livelihoods through improved agricultural production systems, producer capacities and market access. Under Outcome 3, the project promotes inclusive market systems development by strengthening value chains, enterprise development, business development services, financial inclusion and private sector engagement. Emphasis is placed on expanding economic opportunities for women, youth, IDPs, Muhamasheen communities, and other vulnerable groups through inclusive and sustainable market systems.

The assessment findings will directly inform the implementation of Outcomes 2 and 3 during the project's inception phase. Recommendations should clearly support the design and prioritization of interventions related to producer support, value chain development, enterprise strengthening, Business Development Services (BDS), financial inclusion, market facilitation, and private sector engagement. Where relevant, the consultant should distinguish recommendations intended for producer-level interventions from those aimed at strengthening market systems and enterprise development to support coordinated implementation by consortium partners

To support the implementation of Outcomes 2 and 3, the consultancy will undertake a Value Chain, Capacity Needs and Barrier Analysis to validate and prioritize selected value chains, assess market system performance, identify capacity and service gaps, and generate practical recommendations that inform project implementation by the consortium.

2.3 PRESENTATION OF SOLIDARITES INTERNATIONAL

Solidarités International (SI) is an international humanitarian organization that has been providing life-saving assistance and supporting vulnerable populations affected by conflict, disasters, and climate-related crises for more than 40 years. SI specializes in water, sanitation and hygiene (WASH), food security and livelihoods (FSL), shelter, and disaster risk reduction, while promoting integrated approaches that strengthen resilience and support sustainable recovery.

SI has been operating in Yemen since 2017, implementing humanitarian, early recovery, and resilience programmes in partnership with national authorities, local organizations, and communities. Through its integrated programming, SI supports vulnerable households by improving access to water resources, strengthening agricultural production systems, restoring natural resources, promoting climate-resilient livelihoods, and enhancing local capacities for sustainable resource management.

This consultancy is commissioned under the WASL Project, funded by the European Union (DG MENA). WASL is implemented alongside the SDC-funded THRIVE Project, which adopts a complementary lens to strengthen inclusive agriculture and market systems. While financed under the WASL project, the assessment is designed to generate complementary technical evidence that will inform the implementation of both projects, ensuring a coherent and integrated approach to watershed governance, agroecological transition, climate adaptation, and resilient livelihood development across the target districts

3. RATIONALE FOR THE ASSESSMENT

The WASL project requires a comprehensive understanding of the selected agricultural value chains, market systems, and enabling environment to ensure that project interventions are technically sound, market-driven, and responsive to the needs of producers, enterprises, and local market actors. While existing studies provide useful contextual information on agricultural production and local markets, they do not provide the detailed, implementation-oriented evidence required to prioritize value chains, identify market constraints, design capacity-building interventions, and strengthen inclusive market systems within the target districts.

The Value Chain Analysis, Capacity Building and Barrier Analysis will address these information gaps by examining the performance of selected value chains from production to end markets, assessing the relationships between market actors, supporting services, and the broader business environment. The assessment will identify key constraints, opportunities, and leverage points for improving productivity, value addition, market access, enterprise competitiveness, and climate resilience.

The assessment will also evaluate the technical, organizational, and business capacities of producers, producer organizations, cooperatives, Micro, Small and Medium Enterprises (MSMEs), service providers, and other value chain actors. Attention will be given to identifying the barriers that limit the participation of women, youth, IDPs, Muhamasheen communities, persons with disabilities (PwDs), and other vulnerable groups in higher-value economic opportunities, as well as opportunities to promote more inclusive and equitable market systems.

The assessment will provide the evidence required to prioritize value chains, strengthen market systems, identify capacity and service needs, and guide evidence-based implementation under Outcomes 2 and 3.

4. PURPOSE OF THE ASSESSMENT

The purpose of this consultancy is to undertake a comprehensive Value Chain, Market Systems, Capacity Needs and Inclusive Barrier Analysis to generate the evidence required to guide the implementation of Outcomes 2 and 3 of the WASL project. The assessment will validate priority value chains, assess market system performance, identify capacity and service needs, and examine barriers to inclusive market participation.

The consultancy will generate practical evidence and recommendations to support intervention prioritization, strengthen market systems, improve access to business development and financial services, promote climate-resilient livelihoods, and enhance

opportunities for women, youth, IDPs, Muhamasheen communities, persons with disabilities, and other vulnerable groups.

The findings will support evidence-based decision-making by the consortium during project implementation, while avoiding duplication with complementary technical assessments undertaken under the WASL project.

4.1 OBJECTIVES

The overall objective of this assignment is to conduct a Value Chain, Market Systems, Capacity Needs and Inclusive Barrier Analysis that provides the evidence required to guide the prioritization and implementation of interventions under Outcomes 2 and 3 of the WASL project. Specifically, the assessment shall

- Validate and prioritize target value chains by assessing their economic potential, market demand, climate resilience, growth opportunities, and relevance to project objectives and local context.
- Analyze the performance of selected value chains by examining the functions, relationships, and dynamics among value chain actors, from input supply and production to aggregation, processing, marketing, and end markets, identifying key constraints, opportunities, and leverage points for market system strengthening.
- Assess the capacities and capacity needs of value chain actors, including producers, producer organizations, cooperatives, Micro, Small and Medium Enterprises (MSMEs), service providers, and relevant public institutions, to identify technical, organizational, business, and market development needs.
- Assess the enabling environment by reviewing the availability and performance of business development services, financial services, extension systems, market information, infrastructure, policies, and institutional support that influence the competitiveness and sustainability of the selected value chains.
- Identify barriers to inclusive market participation, with particular attention to women, youth, IDPs, Muhamasheen communities, persons with disabilities (PwDs), and other vulnerable groups, and assess the social, economic, institutional, and cultural factors limiting their participation and economic advancement.
- Identify opportunities for climate-resilient and inclusive value chain development by assessing options for improving productivity, value addition, market access, enterprise development, climate-smart production practices, and private sector engagement.

- Develop prioritized, evidence-based recommendations to strengthen value chains through market facilitation, enterprise support, capacity strengthening, business development services, financial inclusion, producer organization development, private sector engagement and strategic partnerships. Recommendations should provide a practical framework for prioritizing investments and sequencing interventions under Outcomes 2 and 3.

4.2 SCOPE OF WORK

The assessment shall focus on the selected watersheds and sub-catchments within the target districts of Jabal Habashi, Al Ma'afer and Al Misrakh. Recognizing that value chains extend beyond production areas, the consultant shall engage relevant market actors operating in Taiz City and other markets that significantly influence the selected value chains, including buyers, processors, traders, input suppliers, transporters, financial institutions and Business Development Service providers, where relevant.

The assessment will review the priority agricultural value chains identified during project design and validate their suitability through market systems analysis and stakeholder consultation. The consultant shall apply the agreed value chain prioritization framework to assess and rank the selected value chains. Any recommendation to refine their prioritization shall be clearly justified by the assessment findings and supported by the agreed scoring framework. Such recommendations shall be reviewed and approved in writing by SI and the relevant consortium technical partners before being adopted. The consultant may recommend refinements to value chain prioritization but shall not unilaterally alter the agreed project priorities or implementation approach.

The assessment shall build on existing market studies, project documentation, government statistics, and other relevant assessments, complemented by targeted primary data collection to address critical information gaps. The consultant shall apply a market systems approach that combines quantitative and qualitative analysis with extensive stakeholder consultations to ensure that recommendations are practical, evidence-based, and directly applicable to project implementation. The scope of work shall include, but not be limited to, the following components:

4.2.1 Value Chain Selection and Market Systems Analysis:

Review and validate the priority of agricultural value chains identified by the project, assessing their economic potential, competitiveness, market demand, climate resilience, and opportunities for sustainable growth. The assessment shall analyze the structure and performance of each value chain, including input supply, production, aggregation, processing, transportation, marketing, and end-market linkages. The assessment should analyze key market and logistical constraints affecting the selected value chains, including local liquidity shortages, inadequate cold chain and storage facilities, and transportation challenges due to poor road conditions, and recommend practical measures to improve market access and value chain performance.

Based on the identified value chain constraints and upgrading opportunities, the consultant shall prepare a market-oriented technology and service options catalogue

covering feasible solutions relevant to the selected value chains. The catalogue shall focus primarily on technologies and services related to aggregation, post-harvest handling, storage, cold chain, processing, packaging, quality assurance, transportation, renewable energy for enterprise operations, and other market-oriented functions.

For each recommended option, the catalogue shall identify, as applicable, the intended user and value chain function; minimum technical specifications and capacity; indicative price or cost range; location and availability of suppliers or service providers; installation requirements; energy and water requirements; warranty and after-sales service; availability of maintenance and spare parts; estimated operating and lifecycle costs; potential commercial benefits and payback considerations; and relevant environmental, social, safety and inclusion risks.

All supplier and price information shall be date-stamped and verified at the time of assessment. Inclusion of a supplier in the catalogue shall not constitute endorsement by SI or the Consortium. The consultant shall avoid duplicating the Integrated Assessment of climate vulnerabilities and capacities of ecosystems and agricultural systems in 6 watersheds, including solar pumping, irrigation and on-farm water-management systems, shall be drawn from or coordinated with those assessments, while this assignment shall assess their market accessibility, supplier ecosystem, financing requirements and commercial implications where relevant.

The consultant shall apply a transparent and evidence-based prioritization matrix to assess and rank candidate value chains. The proposed methodology should include weighted selection criteria covering, at a minimum, market potential, profitability and value addition, climate resilience and resource suitability, food security relevance, inclusion of women and vulnerable groups, employment potential, private sector engagement, implementation feasibility, and conflict sensitivity. The proposed weighting of criteria shall be presented and justified in the Inception Report and validated by SI before application

Integrated Assessment of Climate Vulnerabilities, Ecosystems and Climate-Resilient Agricultural Systems

4.2.2 Market Actor and Service Provider Assessment

Map and assess the roles, capacities, and relationships of key market actors, including producers, producer organizations, cooperatives, traders, processors, retailers, financial institutions, business development service providers, input suppliers, extension services, and relevant public institutions. The assessment shall identify opportunities to strengthen market coordination and improve the performance of supporting services.

The consultant shall develop an editable and verified market-actor and service-provider database covering the selected value chains and their supporting systems. The database shall include, where relevant, producers and producer organizations, cooperatives, wholesalers, traders, aggregators, food processors, retailers, input suppliers, transporters, storage and cold-chain operators, Business Development Service providers, financial institutions and other relevant public and private actors.

The database shall record, subject to informed consent and data-protection requirements, each actor's name or business name; market function; location and geographic coverage; verified contact details; principal products or services; approximate capacity or scale; buyer or supplier requirements; relevant quality and volume requirements; willingness to engage with producers, cooperatives, MSMEs and the Consortium; inclusion and accessibility considerations; and date of verification.

The consultant shall provide the database in an editable format, together with a concise Arabic-language market linkage reference guide summarizing key market actors and service providers relevant to producers, cooperatives and MSMEs. Any information intended for wider distribution shall be shared only with the informed consent of the respective actors and in accordance with applicable data protection requirements. The consultant shall also propose a practical mechanism for the periodic verification and updating of the database by the Consortium.

The market actor database and reference guide are intended to improve market information, transparency and informed commercial engagement. The assessment should recognize the legitimate role that intermediaries play within market systems, including aggregation, transport, financing, quality control, market information and risk management. Where commercially viable and beneficial, the assessment should also identify opportunities to strengthen more direct commercial relationships between producers, cooperatives, enterprises and buyers without undermining existing market functions.

4.2.3 Capacity Needs Assessment:

Assess the technical, organizational, managerial, governance, and business capacities of producers, producer organizations, cooperatives, Micro, Small and Medium Enterprises (MSMEs), service providers, and relevant public institutions. The assessment shall identify capacity gaps affecting productivity, value addition, business performance, financial management, governance, marketing, quality assurance, climate-resilient production, and market competitiveness. Based on these findings, the consultant shall recommend practical capacity-building and technical assistance packages appropriate for different categories of market actors.

The assessment shall distinguish between knowledge and capacity gaps that can be addressed through training or technical assistance and broader market, institutional, financial or policy constraints that require market systems interventions. Recommendations should identify appropriate support approaches for different categories of value chain actors, including producers, producer organizations, MSMEs, service providers, private sector actors and relevant public institutions.

The consultant shall develop standardized field-based capacity and organizational readiness assessment tools for producer organizations, cooperatives and MSMEs. The tools shall assess, as relevant, governance and leadership; member participation and accountability; organizational structure; financial management and record-keeping; business planning; production or service capacity; asset management; procurement and inventory management; marketing and customer relationships; quality assurance; digital

readiness; environmental and social practices; inclusion; risk management; and willingness and capacity to invest or co-invest.

The tools shall include clear scoring criteria, evidence requirements, maturity or readiness levels, critical risk indicators and guidance for interpretation. They shall be designed for initial assessment and repeat application so that field and MEAL teams can measure changes in organizational and commercial capacity over time.

Assessment results shall be used to segment producer organizations, cooperatives and MSMEs according to their capacity and motivation to be included in climate sensitive value chains/products, commercial orientation, readiness for market engagement, growth potential and ability to absorb different forms of assistance. The consultant shall recommend differentiated support pathways for each segment rather than one standardized training package.

Based on the capacity assessment, the consultant shall provide recommendations to inform the development of a simplified and practical Arabic-language financial, administrative and governance toolkit adapted to the principal categories of cooperatives, producer organizations and MSMEs identified by the assessment. The toolkit shall include, as appropriate:

- basic cashbook and transaction records;
- sales, purchase and expense records;
- costing and pricing templates;
- gross margin, profit-and-loss and cash-flow templates;
- inventory and asset registers;
- customer, supplier and contract registers;
- simple business-planning and action-planning templates;
- meeting minutes and decision registers;
- member, share and contribution records for cooperatives;
- roles and responsibilities of management and governance bodies;
- conflict-of-interest and internal-control templates;
- principles and templates for surplus or profit distribution; and
- simple performance-monitoring tools.
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The toolkit shall be accompanied by user guidance and examples suitable for users with different educational and literacy levels. It shall reflect the actual operating and record-keeping needs of the assessed actors and shall not be a generic package detached from assessment findings.

Capacity-development recommendations shall specify whether the required response is training, coaching, mentoring, peer learning, on-the-job support, embedded services, organizational development, market facilitation or another form of assistance. Training shall not be recommended where the underlying constraint is primarily financial, institutional, infrastructural, regulatory or related to market incentives and relationships.

4.2.4 Barrier Analysis for Inclusive Market Participation:

Assess the barriers that limit the participation and economic advancement of women, youth, IDPs, Muhamasheen communities, persons with disabilities (PwDs), and other vulnerable groups within the selected value chains. The analysis shall examine social, economic, institutional, financial, cultural, and mobility-related constraints, as well as opportunities to promote more equitable participation and access to economic opportunities. The assessment shall also identify barriers affecting producer organizations, cooperatives, women-owned enterprises, youth-led businesses, and MSMEs, including constraints related to access to finance, productive assets, market information, business networks, technology, certification, and commercial partnerships

The analysis shall, where feasible, present findings disaggregated by sex, age, disability and displacement status. It shall examine barriers affecting equitable participation and economic benefit, including access to productive resources, finance, markets, decision-making, mobility, safety, digital services, and prevailing social norms. The assessment should distinguish between participation in value chain activities and the extent to which different groups benefit economically from those activities

The consultant shall develop a practical and transparent barrier assessment tool to support the systematic identification and documentation of barriers affecting women, youth, IDPs, Muhamasheen communities, persons with disabilities and other groups facing market exclusion. The tool should be developed in Microsoft Excel or another agreed editable offline format suitable for use by Consortium implementation and MEAL teams.

The tool shall examine, as applicable, access to skills, productive assets, land, finance, markets, technology, digital services, business information, networks, transportation, mobility, documentation, decision-making and safe working conditions. For women, the analysis shall also consider time and unpaid care responsibilities, ownership and control of assets, control over income, household and business decision-making, access to phones and financial accounts, ability to interact with market actors, occupational restrictions and risks of backlash, exploitation or harassment.

The tool may flag relevant barriers, possible support pathways, referral requirements and issues requiring further assessment. It shall not automatically determine participant eligibility, exclude individuals or prescribe interventions without professional review. Final decisions shall remain subject to human validation by qualified project personnel, documented assessment findings and the approved project criteria.

The tool shall use transparent scoring and decision rules and shall be tested with Consortium field and MEAL teams before finalization. It shall apply data-minimization, informed-consent, confidentiality, role-based access and secure-storage requirements. Personally identifiable or sensitive data shall not be collected unless necessary for project purposes and appropriately protected.

4.2.5 Market Opportunities, Financial Inclusion, and Private Sector Engagement

The assessment shall include a mapping and assessment of relevant Business Development Service (BDS) providers, financial service providers and other market support actors. The analysis should assess the availability, accessibility, quality and suitability of existing services for producers, cooperatives and MSMEs, identify gaps in service provision, and evaluate realistic opportunities for partnerships, financial inclusion and sustainable market-based service delivery.

The financial inclusion assessment shall cover, as relevant, commercial banks, microfinance institutions, Islamic financial-service providers, electronic-payment and mobile-wallet providers, remittance and agent networks, VSLAs, cooperatives, input-supplier credit, buyer or trader advances, leasing arrangements and other formal and informal mechanisms serving the selected value chains.

For each relevant provider and product, the assessment shall examine:

- target clients and geographic coverage;
- product purpose and suitability for producers, cooperatives and MSMEs;
- financing amount and currency;
- pricing, charges and effective cost;
- collateral, guarantor and documentation requirements;
- Know Your Customer (KYC) and identification requirements;
- payment and repayment schedules;
- alignment with agricultural and enterprise cash-flow cycles;
- branch, agent, mobile and digital accessibility;
- cash-in and cash-out availability and agent liquidity;
- women's access, ownership and control;
- accessibility for people with disabilities;
- data protection, consumer protection and complaint mechanisms;
- provider risk appetite and operational constraints; and
- willingness to adapt, pilot or co-finance relevant financial solutions.

Based on the assessment findings, the consultant shall recommend practical approaches to strengthen financial inclusion and financial literacy among producers, cooperatives and MSMEs. Where appropriate, the consultant may provide illustrative guidance or examples to support recommended approaches, considering digital literacy, connectivity, consumer protection and the availability of low-technology alternatives.

Where Islamic financing products are considered, the package may provide a plain-language explanation of the principal product structures and provider terms based on official product documentation and review by an appropriately qualified Islamic finance or legal expert. The consultant shall not issue religious rulings or represent explanatory material as a fatwa.

The assessment shall consider the conflict and political economy factors influencing the selected value chains, including market access constraints, governance arrangements,

power dynamics, and other context-specific risks that may affect market performance and equitable participation. Recommendations should promote sustainable market-based solutions, strengthen existing market systems where feasible, and avoid interventions that distort markets or displace commercially viable private sector services.

Based on the assessment findings, provide recommendations to strengthen commercial relationships between market actors and identify where contractual arrangements, aggregation agreements or other commercial mechanisms could support market participation. Detailed agreements shall be developed by the project during implementation in accordance with applicable legal and regulatory requirements

4.2.6 Intervention Prioritization and Implementation Planning

Develop practical recommendations to guide project implementation, including prioritization of value chains, enterprise support packages, capacity-building programmes, business development services, financial inclusion initiatives, market facilitation activities, and strategic partnerships. Recommendations shall be prioritized based on technical feasibility, market potential, inclusiveness, sustainability, cost-effectiveness, climate resilience, and alignment with the project's objectives and implementation timeframe.

The consultant shall provide recommendations on how the findings may inform the coordination and complementarity of the WASL and THRIVE actions. Recommendations should identify opportunities for aligned interventions, shared evidence, coordinated stakeholder engagement, and measures to avoid duplication of activities and beneficiaries, while recognizing that detailed implementation planning, activity sequencing, and resource allocation remain the responsibility of SI and consortium partners

Each priority recommendation shall also be presented in a structured implementation matrix or intervention concept card identifying the constraint and its root cause; the affected market actor or target group; the proposed response; the actor expected to perform the market function; the role of the project; the relevant Consortium partner and activity; indicative cost or cost range; implementation sequence; required co-investment; assumptions and risks; sustainability considerations; and proposed monitoring indicators.

The consultancy shall produce a comprehensive assessment report supported by market analysis, stakeholder mapping, capacity assessment findings, and practical recommendations. Based on the assessment results, the consultant shall develop implementation-oriented guidance that supports the design, prioritization, and sequencing of value chain development interventions under Outcome 2 and 3.

The final output shall provide the Consortium with practical guidance for strengthening selected value chains, enhancing enterprise competitiveness, improving market access, increasing the capacities of value chain actors, and promoting inclusive economic participation. The assessment shall also identify measurable entry points for private sector engagement, business development, financial inclusion, and market systems strengthening to ensure the sustainability of project interventions.

The assessment shall be participatory, market-oriented, evidence-based, gender-responsive, conflict-sensitive, climate-informed, and designed to produce practical recommendations that can be directly operationalized during project implementation

5. METHODOLOGY

The consultant shall propose a robust, participatory and evidence-based methodology to undertake the Value Chain, Market Systems, Capacity Needs and Barrier Analysis. The methodology shall combine quantitative and qualitative approaches to generate the market, institutional, technical and socio-economic evidence required to inform the implementation of Outcomes 2 and 3 of the WASL project.

The assessment shall apply a Market Systems Development approach to understand how the selected market systems function and identify opportunities for sustainable systemic change. The analysis shall examine the interactions between core market functions, supporting services, market actors, formal and informal rules, and the wider enabling environment that influence the competitiveness, resilience, and inclusiveness of the selected value chains. Recommendations should focus on strengthening market relationships, improving incentives, enhancing supporting services, and facilitating sustainable market development beyond the lifetime of the project. The proposed methodology shall include, at a minimum, the following components:

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5.1 DESK REVIEW AND CONSOLIDATION OF EXISTING EVIDENCE

The consultant shall conduct a comprehensive review of relevant secondary information to establish the assessment baseline and avoid duplication of previous studies. The review shall include existing value chain studies, market assessments, livelihood analyses, agricultural statistics, private sector assessments, policy and regulatory documents, project reports, and other relevant literature. The consultant shall review existing assessments conducted by consortium partners, government institutions, UN agencies, research organizations, and development partners to identify existing evidence, knowledge gaps, and opportunities to build upon previous analyses. As part of the Inception Report, the consultant shall prepare an Evidence-Gap Matrix summarizing the key findings of existing assessments and datasets, identifying remaining evidence gaps, and justifying any proposed primary data collection. Primary data collection should focus on validating existing findings and addressing material information gaps that cannot be adequately answered through secondary sources

The desk review shall include the methodology, datasets and available preliminary findings of the Integrated Assessment of climate vulnerabilities and capacities of ecosystems and agricultural systems in 6 watersheds, with the Consortium, on common geographic identifiers, actor categories, definitions, priority variables and data-sharing arrangements.

The Value Chain Assessment shall build on the findings of the Integrated Climate and Agroecology Assessment, where available, and shall avoid duplicating specialist agronomic, climate and natural resource analysis. It should focus on commercial viability, market availability, supplier systems, financing, service provision, adoption incentives and market implications of those findings.

5.2 PRIMARY DATA COLLECTION

Building on the desk review, the consultant shall undertake targeted primary data collection using a mixed-method approach to validate secondary information and generate implementation-oriented evidence. The methodology shall include, as appropriate:

- Market actor interviews across all stages of the selected value chains.
- Enterprise and producer assessments.
- Household and producer surveys.
- KILs with government institutions, producer organizations, cooperatives, financial institutions, business development service providers, traders, processors, and other relevant stakeholders.
- FGDs with women, men, youth, IDPs, Muhamasheen communities, entrepreneurs, and other relevant groups.
- Direct market observations and assessment of market infrastructure, input supply systems, aggregation centers, processing facilities, and marketing channels

The consultant shall validate contact, supplier, service, price and product information through more than one source wherever is feasible. Commercial and supplier data shall include the date and location of verification. The consultant shall obtain consent before including personal telephone numbers or other personal contact information in any shared database or directory.

The consultant shall pilot the organizational-readiness tools and inclusive barrier-profiling tool with the Consortium before full application. Final versions shall reflect feedback from Altwasul's implementation and MEAL teams and other relevant Consortium technical partners.

5.3 VALUE CHAIN, CAPACITY AND BARRIER ANALYSIS

The consultant proposes an appropriate analytical approach for assessing the selected value chains, market systems, capacity needs, and barriers to inclusion, using evidence gathered through desk review, field data collection, stakeholder consultations, and validation of findings. The methodology shall build on relevant findings from complementary WASL assessments, where available, avoid duplication of effort, and ensure consistency across assessment outputs

5.4 ANALYSIS, VALIDATION, AND OPERATIONAL RECOMMENDATIONS

The consultant shall analyze and triangulate findings from secondary and primary data sources to develop practical, evidence-based recommendations for project implementation. Assessment findings shall be validated through consultations with consortium partners, government institutions, private sector actors, producer organizations, community representatives, and other relevant stakeholders before finalization. The final analysis shall provide practical recommendations to support:

- Selection and prioritization of value chains.
- Capacity-building programmes for producers, cooperatives, MSMEs, and market actors.
- Business development and enterprise support.
- Market facilitation and private sector engagement.
- Financial inclusion and access to business services.
- Women's economic empowerment and inclusive market participation.
- Climate-resilient value chain development.
- Intervention prioritization, implementation sequencing, and adaptive management.

The methodology shall ensure that all findings and recommendations are evidence-based, participatory, market-oriented, gender-responsive, conflict-sensitive, climate-informed, and directly applicable to the implementation of the WASL project.

6. DELIVERABLES

The consultant shall submit the analytical reports and presentations in English in editable Microsoft Word, Excel and PowerPoint formats and in PDF. Field-facing, participant-facing and locally used operational tools shall be provided in both English and Arabic. Tools intended for producers, cooperatives, MSMEs and community-level users shall use clear, accessible and, where appropriate, illustrated language suitable for different literacy levels.

All datasets, databases, scoring tools, analytical workbooks, user guides and supporting documentation shall be provided in editable formats. All deliverables shall be subject to contractual review and approval by SI following a technical review documented by the relevant Consortium partners. Deliverables directly informing a partner's assigned activities shall not be finalized until that partner has had a reasonable opportunity to provide technical comments.

1. Inception Report (approximately 15–20 pages, excluding annexes)

An inception report describing the consultant's understanding of the assignment, detailed methodology, work plan, sampling strategy, stakeholder engagement approach, analytical

framework, quality assurance procedures, implementation schedule, and risk mitigation measures. Evidence-Gap Matrix, summarizing reviewed studies, identified evidence gaps, and the proposed strategy for primary data collection. The Inception Report shall also describe the proposed approach for developing the principal assessment outputs and operational products required under this assignment, including the market actor database, assessment tools, analytical products and other key deliverables. It shall identify which outputs will be fully developed during the consultancy, which may require further refinement during implementation, and how complementary assessments will be used to avoid duplication and ensure consistency across the WASL project.

2. Data Collection Tools

A complete package of finalized data collection tools required to undertake the assessment, including questionnaires, interview guides, discussion guides, observation checklists, and other appropriate instruments. The consultant shall ensure that the tools adequately address the assessment objectives and cover the key thematic areas outlined in the Scope of Work. All tools shall be pilot-tested and finalized prior to full-scale data collection.

3. Progress Brief (approximately 4–5 pages)

A concise progress report summarizing activities completed, preliminary observations, challenges encountered, and any proposed adjustments to the work plan or methodology.

4. Draft Value Chain Analysis, Capacity Needs and Barrier Analysis Report (approximately 60–80 pages, excluding annexes)

5.

A draft report presenting:

- Assessment methodology and analytical approach.
- Market systems and value chain analysis, including market actor and stakeholder mapping.
- Capacity assessment of producers, producer organizations, cooperatives, MSMEs, service providers and relevant public institutions.
- Barrier analysis for women, youth, IDPs, Muhamasheen communities, persons with disabilities, and other vulnerable groups.
- Assessment of supporting services, Business Development Services, financial inclusion and the enabling environment.
- Market opportunities, constraints and intervention priorities.
- Preliminary conclusions and evidence-based recommendation.

The draft report shall be submitted to SI for coordination of the technical review process. SI will consolidate comments from the relevant consortium partners before providing consolidated feedback to the consultant for finalization.

6. Validation Workshop

Facilitate a technical validation workshop with SI, consortium partners, relevant government departments, private sector representatives, financial institutions, producer organizations, cooperatives, and other key stakeholders to present and validate the draft findings and recommendations. Following the workshop, the consultant shall submit:

- PowerPoint presentation.
- Workshop agenda.
- Attendance list.
- Summary of stakeholder feedback.
- Validation notes describing how comments have been incorporated into the final report

7. Final Assessment Report and Operational Recommendations Package

A final report incorporating comments received from SI and consortium partners, together with the finalized assessment outputs, analytical products and operational recommendations developed under this assignment. The final package shall include, at a minimum:

- Executive Summary.
- Final Value Chain Analysis, Capacity Need and Barrier Analysis Report.
- Market systems and value chain maps for the selected value chains.
- Market actor and stakeholder mapping.
- Capacity gap assessment and capacity-development recommendations
- Barrier analysis and recommendations for inclusive market participation.
- Business Development Services and financial services assessment.
- Market linkage and private sector engagement recommendations.
- Recommendations for strengthening producer organizations, cooperatives, and MSMEs.
- Value chain upgrading and climate-resilient market development recommendations.
- Intervention prioritization matrix.
- Technical recommendations matrix.
- All datasets, analytical tools, and supporting documentation generated during the assignment.
- Verified and editable market-actor and service-provider database.
- Concise Arabic-language market-linkage and service-provider directory.
- Protocol for verification and updating of market-actor information.
- Producer-organization, cooperative and MSME capacity and readiness scorecards.
- Actor segmentation and differentiated support framework.
- Recommendations for practical financial, administrative and governance toolkit.
- Barrier assessment tool.
- User guidance and data-protection protocol for the barrier-profiling tool.
- BDS provider and financial-service-provider assessment and partnership matrix.
- Financial-inclusion orientation and referral package where justified by findings.
- checklists, where justified by findings.

- Market-oriented technology and service options catalogue for the selected value chains.
- Buyer requirements and B2B opportunity matrix.
- WASL–THRIVE activity alignment and sequencing matrix.
- Comment-resolution matrix documenting how Consortium and stakeholder comments were addressed.

The consultant shall clearly distinguish between finalized operational tools, tools requiring further contextual adaptation during implementation, and information products requiring regular updating due to changes in market factors, prices, regulations, financial products or service availability.

8. Final Presentation

A PowerPoint presentation summarizing the assessment methodology, key findings, market opportunities, priority interventions, implementation recommendations, and proposed next steps for the WASL project.

The consultant is expected to complete the assessment work by **16 December 2026**. Tentatively assignment must be completed in **no more than 50 working days**. The timeline below provides an indicative allocation of working days and may be refined during the inception phase, subject to SI approval and without extending the overall assignment completion date of 16 December 2026.

Tentative evaluation Timeline	
Activity	Days
1. Evaluation briefing with Mission, and coordination team (Teams, Face-to-face)	1
2. Preparation of document request checklist, work plan, and assessment framework	1
3. Collection and review of secondary data and existing assessments	5
4. Desk review and preparation of the Inception Report	5
5. Review and finalization of the Inception Report	4
6. Primary data collection (surveys, KIs, FGDs, enterprise assessments, market consultations, etc.)	20
7. Data cleaning, analysis, and preparation of preliminary findings	6
8. Draft Assessment Report and implementation tools	4
9. Validation workshop and incorporation of feedback	2

10. Final Assessment Report, implementation package, and presentation	2
Total working days	50

7. CONSULTANT PROFILE

The assessment shall be undertaken by a firm with demonstrated experience in Market Systems Development, agricultural value chain analysis, agricultural economics, enterprise and Business Development Services, financial inclusion, gender and social inclusion, climate-smart agriculture/agroecology, quantitative and qualitative research methods, and the Yemen context. The consultant shall propose a team composition and level of effort appropriate to the scope of the assignment. At least one key team member should be fluent in Arabic and responsible for coordinating field activities and stakeholder engagement:

The proposed team shall ensure meaningful physical presence in Yemen during primary data collection and field verification. At least one senior international and/or regional technical expert shall participate directly in fieldwork, stakeholder consultations, market observations and interpretation of primary data. The proposal should clearly identify the experts who will be physically deployed and their level of field participation.

- Market Systems Development and agricultural market systems analysis.
- Agricultural value chain development and competitiveness analysis.
- Enterprise development, business planning, and MSME strengthening.
- Business Development Services and financial inclusion.
- Agricultural economics and rural livelihood development.
- Market research, quantitative and qualitative data analysis, and mixed-method assessments.
- Capacity assessment and institutional strengthening of producer organizations, cooperatives, and private sector actors.
- Institutional strengthening, governance and systems development, including experience assessing market-support institutions, service-delivery systems and sustainable institutional arrangements.
- Gender equality, women's economic empowerment, youth inclusion, and social inclusion.
- Climate-resilient agriculture and sustainable value chain development.
- Stakeholder engagement, facilitation, and participatory assessment methodologies.

The proposed team shall have demonstrated experience in:

- Designing and implementing value chain and market systems assessments for agricultural and rural livelihood programmes.

- Applying Market Systems Development approaches to identify systemic constraints and opportunities for sustainable market growth.
- Assessing the capacities of producers, cooperatives, MSMEs, and market support institutions, and developing practical capacity-building recommendations.
- Conducting barrier analyses to identify constraints affecting the participation of women, youth, IDPs, Muhamasheen communities, persons with disabilities, and other vulnerable groups in economic activities.
- Facilitating consultations with government institutions, private sector actors, financial institutions, producer organizations, cooperatives, and community representatives.
- Producing high-quality technical reports, implementation roadmaps , and decision-support tools for development and humanitarian programmes.

Previous experience implementing similar assignments in Yemen or in fragile, conflict-affected, and climate-vulnerable contexts will be considered a strong advantage. Experience with projects funded by the European Union, SDC, or other international donors is desirable.

The consultant shall ensure that the proposed team includes personnel with sufficient technical expertise, field experience, facilitation skills, and language capacity to effectively conduct the assessment and engage with national and local stakeholders throughout the assignment. Fluency in written and spoken English is required, while Arabic language capability within the team is essential to support fieldwork, stakeholder consultations, and community engagement.

8. SELECTION PROCEDURE

The procedure will be as follows:

1. Inviting services providers to submit a proposal based on this ToR.
2. Evaluation of the proposals by the evaluation committee. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.
3. Decision on selection of the service provider.
4. Inception meeting with the selected service provider

The schedule below indicates the timeline for the tender procedure

Tender process	Timeline
ToR published	23 August 2026
Deadline for submission of proposals	08 September 2026
Contacting with the service provider	04 October 2026

Start of assignment	08 October 2026
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Proposals submitted after the deadline will be returned and will not be considered in the tender procedure. The proposals will first be tested for completeness. The absence of the documents referred to in Section 9 of this document can lead to exclusion from further participation in the tender procedure. This is also the case when minimum requirements listed in this ToR are not met. The assignment will be awarded to the service provider with the most economically advantageous tender, determined based on price and quality. SI will reject the proposal if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

9. PROPOSAL REQUIREMENTS

SI is requesting the service providers to hand in a proposal of maximum 15 pages excluding annexes, CVs, financial proposal, and supporting documentation. The proposal must be handed in a Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.

Technical and Administrative Content Requirements:

- 1- A succinct, well-documented approach addressing the requirements set out in this ToR, matching the selection criteria closely.
- 2- Maximum of three client references and a sample of previous work relevant to the deliverables in this ToR
- 3- An overview of the project team, including the CVs of the project team members.
- 4- Budget presented in Euros (including VAT) with a breakdown of days/rate per project team member
- 5- The proposal shall also indicate the proposed field deployment plan, including the senior international/regional expert(s) who will be physically present in Yemen during primary data collection.
- 6- Statement on Ground for exclusion (see section 10 below).
- 7- Copy of most recent (audited) financial accounts
- 8- Statement of acceptance draft contract
- 9- Written confirmation agreeing to the exclusion criteria outlined in Section 10.1
- 10- List of reference check

The proposal must be submitted to tender@solidarites-yemen.org COB 08 September 2026

10. TESTING AND WEIGHING

The assignment will be awarded to the service provider with the most economically advantageous tender, determined based on the evaluation criteria of price and quality

10.1 EXCLUSION CRITERIA

Service providers shall be excluded from participation in this tender procedure if:

- a) They are bankrupt or being wound up, are having their affairs administered by the courts, have entered an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
- b) They or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata.
- c) They have been guilty of grave professional misconduct proven by any means which the SI can justify.
- d) They or persons having powers of representation, decision making of control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity.

Service providers must confirm in writing that they are not in one of the situations listed above.

10.2 ETHICAL AND LABOR STANDARD

Service providers shall not make use of child labor or forced labor and/or practice discrimination, and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

10.3 PREFERRED EXPERIENCE AND CAPACITIES

- 1- Relevant Technical Experience: Demonstrated experience in conducting value chain analyses, market systems assessments, enterprise development studies, capacity assessments, or related market-oriented analyses within the agriculture, agri-food, or rural livelihoods sectors.
- 2- Market Systems Development Experience: Demonstrated experience in applying Market Systems Development (MSD) or comparable market-based approaches to identify systemic constraints, facilitate private sector engagement, and develop practical recommendations for sustainable market system strengthening.

- 3- Experience in Fragile Contexts: Proven experience implementing similar assignments in fragile, conflict-affected, or climate-vulnerable contexts. Previous experience in Yemen or the Middle East will be considered a strong advantage
- 4- Field Capacity: Proven operational presence or demonstrated capacity to mobilize qualified field teams and conduct primary data collection, enterprise assessments, stakeholder consultations, and market surveys in Taiz Governorate, Yemen.
- 5- Relevant References: Successful completion of at least two comparable assignments within the last five years involving agricultural value chain analysis, market systems development, enterprise development, or inclusive economic development programmes
- 6- Language Proficiency: Excellent written and spoken English for report writing and communication. Knowledge of Arabic, or the inclusion of qualified Arabic-speaking team members, is required to ensure effective field data collection and stakeholder engagement

10.4 SCORING AND WEIGHING

The evaluation criteria are compared and weighed according to the procedure below. This concerns a general outline of the scoring methodology, and an explanation of how the service provider can demonstrate compliance with the requirements.

Step 1 - Criterion Quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

Criteria	Assessment	Max.Grading: 75 %
Understanding of the Assignment	Demonstrated understanding of the objectives, scope of work, market systems context, value chain dynamics, and expected outputs of the assignment, including the application of a Market Systems Development (MSD) approach	5
Methodology and technical approach	Quality, relevance, feasibility, and practicality of the proposed methodology, including the application of Market Systems Development (MSD) principles, value chain analysis, capacity assessment, barrier analysis, mixed-method data collection, stakeholder engagement, and integration of gender, climate resilience, and conflict sensitivity.	10

Relevant Technical Experience	Demonstrated experience in conducting value chain analyses, market systems assessments, enterprise development studies, capacity assessments, and inclusive economic development assignments, particularly within agricultural and rural livelihood programmes in fragile or climate-vulnerable contexts	35
Proposed team	Qualifications, relevant technical expertise, and complementarity of the proposed team, including expertise in market systems development, value chain analysis, agribusiness, enterprise development, Business Development Services (BDS), gender and social inclusion, market research, and data analysis. field deployment of at least one expert	15
Workplan	Realism, feasibility, and appropriateness of the proposed work plan, sequencing of activities, resource allocation, stakeholder engagement, and timeline for completing the assignment.	5
Quality Assurance	Quality assurance mechanisms, data validation procedures, ethical considerations, risk management measures, and strategies to ensure the reliability, quality, and practical applicability of assessment findings and recommendations	5

The evaluation committee will unanimously score each component by assigning scores from 0 to the maximum grading, with the maximum grading representing optimal performance on the component and 0 representing extremely poor performance on the respective component.

Step 2 - Criterion price

A combined price in Euros (including VAT) is to be presented. This is to be broken down by team member rate and hours. The criterion of assessment is “the best price for the proposed level of quality”.

Step 3 - Weighting

The final score will be weighted 75% on Quality and 25% on Price. If scores of service providers are equal, priority will be based on the total scores that were given for the Criterion Quality. The assignment will be awarded to the service provider that has received the highest score for the Criterion Quality. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component “Proposal overall” will be decisive. If this does not lead to a distinction, the ranking will be determined by the drawing of lots.

10.5 AWARD

Once SI has decided which Service provider it intends to award the assignment, a written notification thereof is sent to all Service providers participating in the tender procedure.

11. COMMUNICATION AND CONFIDENTIALITY

The Service provider will ensure that all its contacts with SI, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to tender@solidarites-yemen.org.

The Service provider is thus explicitly prohibited, to prevent discrimination of the other Service providers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of SI than the person stated in the first sentence of this paragraph h. The documents provided by or on behalf of SI will be handled confidentially. The Service provider will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Service provider or the engaged third parties will give SI grounds for exclusion of the Service provider, without requiring any prior written or verbal warning. All information, documents and other requested or provided data submitted by the Service providers will be handled with due care and confidentiality by SI. The information provided will after evaluation by SI be filed as confidential. The provided information will not be returned to the Service provider.

12. COST OF ACTIVITIES

12.1 PROCEDURES AND LOGISTICS

All associated costs for planning, conducting (field work) and reporting of the proposed survey will be borne by the consultant. No data can be used by the consultant concerning this study without the written permission of SI for a duration of 5 years. The consultant acting as service provider will make sure to present himself as such for all discussions held within the framework of the consultancy. The consultant immediately agrees to respect all specific security instructions at SI and based on SI's security analysis and knowledge of the zone and those involved there. In case of an incident encountered during the consultancy, the consultant agrees to contact SI as quickly as possible

12.2 OTHER COSTS

Budget for the proposed study is dependent on the quality of technical and financial proposal and relevant experience of the consultants applying for this assignment with SI. Consultant(s) is expected to provide a detailed financial offer. This offer details the number of days worked in relation to the specific assignments and includes all relevant costs so that SI can evaluate and compare the various offers.

Activities	Day(s)	Person(s)		Unit 2 cost (EUR)	Total Cost (EUR)
Inception, field work, enumerators					
Analysis and reporting team/tasks					
Quality assurance, project management team					
Tools/Equipment/materials/stationeries					
	Total (USD)				

13. DISCLAIMER

SI reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, or any decision regarding the selection or contract award. SI is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant. Participants in the tender procedure cannot claim compensation from SI, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur. By handing in a proposal, participants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure.