

Terms of Reference (ToR)

Consultancy to Design and Facilitate a Governance, Leadership, and Institutional Capacity Development Programme for Local Implementing Partners in Liberia

Workshop theme: Strengthening Governance, Leadership and Institutional Capacity for Sustainable Localisation

1. Background

Welthungerhilfe (WHH) Liberia and Concern Worldwide (CWW) are increasingly working through national and local civil society organisations to deliver development programmes across Liberia. As part of their localization commitments, both organizations seek to strengthen the institutional capacity of their implementing partners to enable them to meet international standards of governance, integrity, accountability, transparency, and compliance with standard operating practice.

Recent institutional assessments, project monitoring and audit reports, and due diligence exercises have highlighted recurring challenges among local partners. These include weaknesses in governance oversight, inadequate board engagement, limited understanding of board's fiduciary responsibilities, poor internal controls, conflicts of interest, procurement irregularities, weak financial management and accountability, inadequate support documentation, safeguarding gaps, exposure to financial risks, and inconsistent compliance with donor and contractual obligations.

2. Overall Objective

To strengthen governance, institutional leadership, ethical conduct, accountability, risk management, and compliance among Boards of Directors and Senior Management Teams of local implementing partners in Liberia.

3. Specific Objectives

The consultant shall:

1. Conduct a rapid capacity needs assessment to tailor the training.
2. Design and facilitate an interactive institutional capacity development workshop that will:
 - a) Strengthen understanding of the distinct governance roles of Boards and Management.
 - b) Build participants' knowledge of good governance principles and fiduciary oversight.
 - c) Improve organisational compliance with donor, legal, and regulatory requirements.
 - d) Strengthen anti-corruption, fraud prevention, ethics, and accountability systems within their organisations.
 - e) Promote effective internal controls and organizational risk management.
 - f) Enhance safeguarding and whistleblowing systems.
 - g) Support organizations to develop practical institutional improvement plans.

4. Scope of Work

The consultant will facilitate a 3 days training focussing on

1. Governance Principles and Board Effectiveness
2. Leadership and Organizational Culture
3. Fraud, Corruption and Conflict of Interest
4. Financial Oversight and Fiduciary Responsibilities

5. Compliance Requirements
6. Risk Management
7. Safeguarding, PSEA and Whistleblowing
8. Institutional Improvement Planning

5. Expected Deliverables

The consultant will provide:

1. Inception report and work plan.
2. Detailed workshop programme.
3. PowerPoint presentations and training materials.
4. Practical governance tools and templates.
5. Pre- and post-training evaluation report.
6. Workshop report including recommendations.
7. Institutional action plan template for each participating organization.

6. Duration

The consultancy is expected to last approximately **7 working days**, including:

1. Preparation: 2 days
2. Workshop facilitation: 3 days
3. Reporting: 2 days

7. Consultant Qualifications

The consultant or consulting firm should demonstrate:

1. An advanced degree in Governance, Public Administration, Law, Business Administration, Finance, Organizational Development, or a related field.
2. At least **10 years** of experience in organizational governance, institutional strengthening, and capacity development.
3. Proven experience working with NGOs, CSOs, and donor-funded programmes.
4. Strong knowledge of governance standards, anti-corruption frameworks, safeguarding, compliance, and fiduciary management.
5. Excellent facilitation and adult learning skills.
6. Experience in Liberia or West Africa is highly desirable.

8. Reporting

The consultant will report jointly to the **WHH Head of Programmes** and the **Concern Worldwide Programmes Director**. WHH will act as the lead contracting agency.

9. Evaluation Criteria

Proposals will be evaluated on:

1. Understanding of the assignment (20%)
2. Proposed methodology and work plan (30%)
3. Relevant experience and qualifications (30%)
4. Financial proposal (20%)

10. Submission Protocol: All proposals (both technical & financial) must be submitted electronically on or before Saturday, 22nd August 2026 @5:00pm local time to ALL of the below email addresses – Augustine.Wreh@welthungerhilfe.de , CHANTAL.GRAY@welthungerhilfe.de , Tandiwe.Mugombi@welthungerhilfe.de , and Hubert.Charles@welthungerhilfe.de . For more details please call +231 777 472 678.