

TERMS OF REFERENCE (ToR)

Consultancy to Develop a Comprehensive Operational Manual (OM) for the Women in Timber Ghana Association (WiTG) and Build Staff Capacity for Effective Implementation

1. BACKGROUND

The Women in Timber Ghana Association (WiTG) is an association of women entrepreneurs who operate along the timber value chain. Established in 2022, the Association works to strengthen the capacities, leadership and welfare of women in Ghana's forest and timber sector, providing a platform for learning, collaboration, and informed participation in forest governance.

The Association actively promotes sustainable forestry through annual media campaigns on deforestation and climate change, and contributes to the national reforestation programme. WiTG also receives ongoing technical and capacity-building support from the Knowledge for World Conservation (KWC) and other donor agencies to build the capacity of its members in tree restoration, wood preservation and also participate in national policy dialogues such as the Domestic Timber Trade Network (DoTTNeT) platform, which aims to streamline timber trade on the domestic market of Ghana.

As WiTG continues to grow and expand its operations, there is a need to strengthen its organizational systems, governance structures, operational procedures, and accountability mechanisms. Effective governance and organizational management are critical to ensuring transparency, efficiency, consistency in decision-making, and long-term sustainability.

To support these structures strengthening agenda, Knowledge for World Conservation (KWC) under its Forest Governance Markets and Climate (FGMC) project seeks to engage the service of a Consultant to develop a comprehensive Operational Manual for WiTG. The manual will provide clear guidance on governance arrangements, National Executive Council (NEC) functions, human resource management, administrative procedures, and financial management systems. The consultant will also build the capacities of WiTG leadership and staff through training to facilitate effective implementation of the manual.

2. OBJECTIVE OF THE CONSULTANCY

The overall objective of the consultancy is to develop a Comprehensive Operational Manual that strengthens the governance, management, accountability, and operational effectiveness of WiTG and enhances the capacity of its leadership and staff to implement the manual effectively.

3. SCOPE OF WORK

The consultant shall undertake the following tasks:

- a) Review relevant literature including WiTG's Constitution, Strategic Plan, reports, and other organizational documents
- b) Conduct consultations with WiTG leadership, staff, and key stakeholders to assess existing governance, administrative, human resource, and financial management systems.
- c) Considering 3a. 3b. above, develop a comprehensive Operational Manual covering:
 - o National Executive Council functions and governance arrangements;
 - o Human resource management;
 - o Administrative management; and
 - o Financial management systems and controls.
- d) Present the draft manual (c) at a validation and incorporate feedback from KWC and WiTG.
- e) Develop practical implementation tools and orientation materials to support application of the manual.
- f) Conduct capacity-building sessions for WiTG leadership and staff on the effective use and implementation of the manual.
- g) Finalize and submit the approved Operational Manual to KWC.

4. DELIVERABLES

The consultant shall provide the following deliverables:

- a) Inception Report detailing methodology, work plan, and timelines.
- b) Institutional assessment report highlighting key findings, gaps and recommendations.
- c) Draft Operational Manual
- d) Validation Meeting Report documenting comments, recommendations, and agreed actions.
- e) Final Operational Manual in both editable Word and PDF formats.
- f) Training and Orientation Materials.
- g) Capacity Building Report.

h) Operational Manual Implementation Guide and Action Plan.

5. LEVEL OF EFFORT AND REMUNERATION

The consultant is allocated 21 working days within nine (9) calendar months.
The professional fees are attractive and negotiable.

Payment terms will follow KWC's standard contracting procedures.

6. DURATION AND LEVEL OF EFFORT

The assignment shall be undertaken over a period not exceeding three calendar months and shall require approximately thirty (30) working days from the effective date of contract signing.

7. QUALIFICATIONS AND EXPERIENCE

The consultant shall possess:

- A minimum of a Master's degree in Organizational Development, Business Administration, Public Administration, Human Resource Management, Governance, Development Studies, Natural Resource Management, or a related field.
- At least seven (5) years of demonstrated experience in organizational development, institutional strengthening, governance systems, policy development, or related assignments.
- Proven experience in developing operational manuals, governance frameworks, human resource manuals, administrative procedures manuals, or financial management systems.
- Experience working with civil society organizations, membership-based associations, producer organizations, or natural resource governance institutions.
- Strong facilitation, analytical, report writing, and communication skills.
- Demonstrated experience in conducting similar assignments with reputable organizations.

8. REPORTING AND MANAGEMENT ARRANGEMENTS

The consultant shall report directly to the Executive Director of Knowledge for World Conservation (KWC).

KWC shall facilitate access to relevant documents, coordinate consultations with WiTG leadership, and provide overall technical oversight of the assignment.

9. ETHICAL CONSIDERATIONS

The consultant shall conduct all activities professionally and in a manner that respects confidentiality, inclusiveness, integrity, and organizational values. All information obtained

during the assignment shall remain the property of WiTG and KWC and shall not be disclosed without prior authorization.

10. APPLICATION REQUIREMENTS

Interested consultants should submit:

1. A letter of interest explaining how you meet the qualifications and demonstrating your understanding of this ToR.
2. A comprehensive CV.
3. Evidence of similar assignments undertaken.
4. Two (2) professional referees with full contact details.

Applications should be sent to the Executive Director via email to gustavadu@gmail.com with a copy to admin@kwcgh.org

11. Deadline for submission

Interest should be submitted not later than 25th June, 2025. Enquiries should be directed to admin@kwcgh.org.

Only shortlisted applicants will be contacted.