

**TERMS OF REFERENCE
FOR
EXPRESSION OF INTEREST (EOI)**

**A COMPREHENSIVE REVIEW AND UPDATE OF FINANCE AND PROCUREMENT
POLICIES AND PROCEDURES MANUAL**

1. Introduction

The Partnership for African Social and Governance Research (PASGR) is an independent, non-partisan Pan-African not-for-profit organisation established in 2011 and located in Nairobi, Kenya. Currently engaged in more than 26 African countries, PASGR works to enhance research excellence in governance and public policy that contributes to the overall wellbeing of women and men. In partnership with individual academics and researchers, higher education institutions, research think tanks, civil society organisations, business and policy communities both in the region and internationally, PASGR supports the production and dissemination of policy relevant research; designs and delivers suites of short professional development courses for researchers and policy actors; and facilitates the development of collaborative higher education programmes.

PASGR's vision is '*a vibrant African social science community addressing the continent's public policy issues*' with a mission of *advancing research excellence for governance and public policy in Africa* is delivered through three core programmes: Higher Education, Research & Policy, and Professional Development and Training.

PASGR strives to adhere to the highest standards and best practices of financial probity and endeavours to adhere to best practices in the management of its financial resources including transparency, accountability, quality and integrity of its programmes.

To stay abreast of the changing needs of the organizational mandate, increased compliance and regulatory requirements, system and technological changes, diversified funding partners and increased wider partnership, PASGR seeks to undertake a comprehensive review and update of the existing finance and procurement policies and procedures manual. The review of the policy guidelines will further guide the systemic operation of PASGR's day-to-day functions, processes and procedures.

PASGR thus seeks a consultant to comprehensively review and update the existing Finance and Procurement policies and procedures manual to ensure financial probity, hence provide efficient financial management, risk mitigation, and the alignment of financial, and programmes operations within the overall mission of the organization.

2. Objective of the Consultancy

The main objective of this assignment is to comprehensively review and update the current financial management, internal controls and procurement manual to ensure smooth, effective and efficient operations that guarantee the highest returns and value for money across PASGR's operations. Since the development of the existing Finance and Procurement manual, PASGR has significantly grown necessitating the revisions of the manual to reflect the current structure, focus and strategic direction of the organisation. In addition, PASGR has diversified her funding models

and partners, these grants come with the requirements, terms and conditions and hence the need for their incorporation within the finance, internal controls, and procurement policies and procedures manual.

The consultant will work closely with the Finance team and the Senior Management Team to deliver on the objectives of the assignment. PASGR will facilitate access to information on its operating environment and on its current internal control systems.

3. Scope of Work

The consultant selected for this work will be responsible to deliver fully on the objective of this consultancy. Specifically, the consultant will be expected to:

- i. Update the Finance and procurement manual with the following critical items:
 - Robust substantive internal control, compliance, and audit policies and procedures;
 - Best practices on fraud detection, prevention and mitigation policies and procedures; and
 - Guidance on topics that include taxes regulations in both Kenya and the USA, and some donor requirements.
- ii. Review and update the current Finance and Procurement policies and procedures manual to incorporate the following but not limited to: -
 - Audit recommendations in the last five (5) years;
 - The structure of operations within the organization;
 - The strategic Plan 2019-2023;
 - Existing Government regulations (both Kenya and USA);
 - PASGR current donor requirements;
 - PASGR's revised operational manuals;
 - New developments and best practices in the field of Accounting, Finance and Auditing
 - Procurement and contracting policies and procedures including PASGR's procurement tool kit,
 - Grants Management procedures
 - Cost allocation policy for projects and donor proposals
- iii. Assess the current Finance and Procurement policies and procedures manual. The assessment shall cover specific finance policies (e.g. budgeting, payroll, travel and subsistence, asset management, grants management, fraud management), key minimum standards, and Specific Finance Procedures (e.g. Procurement, banking, and accounting routines), Chart of accounts among others.
- iv. Presentation of the draft report to PASGR's management and leadership team.
- v. Training PASGR staff and partners on the revised Finance and Procurement policies and procedure manual.

4. Core Deliverables

The Consultant will be expected to deliver the five (5) outputs specified below:

- i. An inception report with detailed scope of work and work breakdown schedule that outlines the work plan, timelines, milestones and deliverables;
- ii. An updated Finance policies and manual;
- iii. An updated Procurement policy and procedures manual;

- iv. A report to the management on improvements or upgrades that can be made to improve the financial management of the organization;
- v. Develop training materials for PASGR'S staff on the revised policies, procedures or guidelines;
- vi. Training PASGR employees and partners; and
- vii. A detailed report on awareness/training of PASGR's employees and partners.

5. Methodology

It is expected that the consultant will carry out a number of activities:

- i) Propose and design a mixed-method approach in responding to different deliverables of this assignment;
- ii) Conduct consultations with PASGR's staff members, donors and stakeholders.
- iii) Review current PASGR Finance and Procurement policies and procedures manual;
- iv) Use both SWOC and PESTEL models and other frontier models in developing PASGR's strategic direction and positioning;
- v) Apply relevant analytical to assess PASGR's financial and procurement processes, their risks and propose mitigation measures;
- vi) Apply and introduce contemporary Finance, Accounting, Auditing and Supply Chains/Procurement best practices in reviewing and updating the existing Finance and Procurement policies and procedures manual.

6. Minimum Requirements and Competencies

The consultant team must meet the following minimum requirements:

- i. Accredited consultant with a minimum of 10 years' progressive experience in financial management or institutional strengthening for the NGO sector with sound background in Finance, Accounting, Auditing and Procurement. Experience in working in Africa is desirable and an added advantage;
- ii. Minimum of a Master's Degree in Accounting, Finance, Auditing or a business related field and a Member of ICPAK, ACCA, CFA, CIA, CIPS and in good standing;
- iii. Knowledge and experience in managing multiple donor funds for program/project implementation and is familiar with various international donor expectations, audit and grant compliance;
- iv. Solid knowledge in financial management applicable to General Accepted Accounting Principles (GAAP), International Financial Reporting Standards (IFRS), International Standards on Auditing (ISA), Financial Statements Analysis and public financial management;
- v. Ability and experience in assessing financial management training needs and preparing related training materials for international NGOs, particularly in Africa;
- vi. At least 7 years' experience in supply chain and procurement procedures of an international research based and training NGO in Africa is desirable;
- vii. Excellent leadership, organisational and time management skills; and
- viii. Excellent communication skills including in editing, writing and presentations.

7. Supervision

The Consultant will be expected to be self-motivated and able to work independently. **PASGR's Head, Finance and Administration** will provide supervision and support including induction to the work, provision of the relevant background documents, and links to the relevant internal and external stakeholders. PASGR's Senior Management Team will provide a general guidance and advice.

8. Timeframes

It is anticipated that the assignment will be completed within a total of eight to twelve (8-12) weeks from the date of the signing of the contract between PASGR and the Service Provider. All work must be completed by the **December 15, 2021**.

9. Response to the EOI

Please respond to this EOI with **not more than 15 pages technical and financial proposal (including all attachments)** to bids@pasgr.org by **12:00pm EAT Wednesday, September 29, 2021**.

The EOI proposal should cover:

- Your understanding of the assignment;
- Evidence of past work experience;
- A proposed approach and methodology for carrying out the assignment;
- Core team, responsibilities and level of effort;
- A detailed work plan, timeframes and milestones.
- A financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs for each task or element in the ToR.

Any Inquiries can be sent to the same email and shall be collectively responded too **not later than Friday September 24, 2021**.