

# **Terms of Reference (ToR) for Consulting Services**

## **Review of Financial Management and Internal Control Policies, Procedures and Systems of UCEP**

### **Background**

Save the Children in Bangladesh has been awarded a grant to provide technical assistance to UCEP Bangladesh under DFID supported “UCEP Technical Assistance Project”. The project aims to ensure sustainable increase in UCEP's efficiency and effectiveness in programs, policies and systems; thereby improving young people's employability and income-generating capacity. The specific objective of the projects area: i) more aligned Integrated General & Vocational Education (IGVE), Technical Education (TE); ii) teacher Training system with changing needs; iii) requirements for Monitoring system supports accountability, learning and development; iv) management, Governance and Systems have more capacity towards delegation and responsiveness; v) increases Human Resource Management and Development capacity also enhances gender equity ; and vi) enhances Resource Mobilization capacity to reduce funding concentration risk and contributes to financial sustainability.

The need for a much stronger financial management system and internal control environment have been stressed in several assessment and review reports that were conducted earlier. It should be recognized that UCEP has demonstrated continuous improvement initiatives and examples of good tools and techniques in relation to financial management and internal control systems. In order to take the on-going good initiatives to the next level, a rounded review of UCEP's financial management and internal control policy, procedures and systems will be immensely helpful to adjust its policies, procedures and systems to the changed context and to turn up with a set of Standard Operating Procedures (SOPs) in ensuring better financial governance and management.

### **Aim and scope**

The aim of the consultancy is to recommend changes in the existing policy, procedures and systems in relation to financial management and internal control environment and to develop a set of Standard Operating Procedures (SOPs) comprising both management based at Head Office in Dhaka, regional and zone levels.

The Consultants shall be deemed responsible for undertaking following tasks:

1. Inventory and mapping of existing financial and internal control policies, procedures and systems.
2. Identify key priorities for gap analysis and change expectations of stakeholders
3. Walk through the prioritized policies, procedures and systems in order to obtain a holistic diagnosis
4. Design and validate changes
5. Develop Standard Operating Procedures for key financial management and internal control process, procedures and systems
6. Develop roadmap for implementation of changes and change management protocol

## Outputs

1. Inception report: It will include the proposed methodologies, data collection and reporting plans with draft data collection and analysis tools, such as interview guides, a timeframe with firm dates for deliverables, and scope of the consultancy.
2. Report or documentation: Including the results of the review and gap analysis.
3. Draft SOPs including flowchart of the processes
4. Finalize SOPs
5. Finalize implementation roadmap and changed management protocol, and
6. Conduct rollout workshop for orientation and implementation of the developed SOPs ( at UCEP headquarter and 10 regional offices)

## Methodology and process

The specific methodology will be detailed in the inception report mentioned above, but will draw upon the following primary methods:

1. **Desktop review** of existing policies, procedures, systems, SOPs, audit reports, assessment or any other relevant reports
2. **Walkthrough tests**
3. **Key informant interviews**
4. **Focus group discussions**, within the agenda of other planned meetings and/or at ad hoc workshop.

## Intellectual Property Rights

All products arising from this consultancy will be jointly owned by DFID, SCiBd and UCEP. The consultant will not be allowed, without prior authorization in writing, to present any of the analytical results as his or her own work or to make use of the consultancy results for private publication purposes.

## Timeframe

The consultancy work shall commence from 01 July 2015 and should end by 30 October 2015. Total consultancy days will be maximum 45.

## Management of the Consultancy

The consultant/s will report to Director-Finance & Support Services of Save the Children Bangladesh. In order to ensure smooth day to day coordination, the consultant will liaison with Manager-Financial Performance & Standards of SCiBd.