



Terms of Reference

Consultancy: Review and Update of the NANGO Finance Policy and Manual

I. Background and Rationale

Established in 1962, the National Association of Non-Governmental Organisations (NANGO) is the umbrella coordinating body of Non-Governmental Organisations (NGOs) operating in Zimbabwe. It is a non-political, non-profit making and non-denominational organisation mandated to coordinate the activities of NGOs and represent the NGO sector. Through its mission, NANGO commits itself to lead NGOs, to strengthen, represent and coordinate their work by creating space, promoting networking, dialogue and engagement to enable the fulfilment of members' visions and missions. NANGO seeks to achieve its mission by fulfilling its vision of having a pro-active community of NGOs responsive and committed to the sustainable development needs of all people in Zimbabwe and the full realisation of human rights, democracy, good governance, and poverty alleviation. NANGO operates nationally in five Regions in Zimbabwe with regional offices in Harare, Bulawayo, Gweru, Masvingo, and Mutare. The organisation has a membership base of 1273 NGOs and Community Based Organisations (CBOs). NANGO operates in a diversified environment comprising NGOs of different backgrounds and to that end, NANGO categorises the work of its members into sectors to ensure relevance and adequate representation for each thematic cluster.

NANGO has developed a new strategic plan which will guide the operations of the association for the next three years (2023 – 2025). One of the key result areas and strategic focus of the new strategic plan is Strengthening the NANGO Governance framework. The governance of NANGO as an association for NGOs operating in the country plays a critical role in safeguarding the vision of the organisation. Further, NANGO's governance structure should resemble good corporate governance and should be used as a true benchmark by its members. To that end, the implementation of key reforms and continued capacity strengthening of the organisation becomes pivotal to ensure these governance structures and policies consistently evolve, remain relevant, and continue to drive the association's priorities as well as increase agility and transparency in decision-making, risk management, and focus on key strategic issues. The organisation, therefore, seeks to implement a stronger governance model and Organisational Development framework (including strengthening of systems and procedures) to ensure the improvement of its performance and accountability.

NANGO has a Financial Management Policy and Manual that was last reviewed and updated in 2010. Due to the rapid changes in the monetary policy environment in Zimbabwe's economy, expansion of NANGO work and operations in a devolved structure where there are regional offices, the desire to continuously benchmark its work and operations to best practises; there is need to review the existing

Finance Policy and Manual. This includes re-alignment of the policy to national and international accounting standards. NANGO is also challenged by its members and partners to become the funding manager for CBOs that do not qualify to apply for funding and thus sub granting has lately become an issue that requires sound provisions in the NANGO Finance Policy. With advancements in accounting software packages, internet or virtual banking systems, and advanced payroll systems; it is imperative for NANGO to update its Financial Policy and Manual in light of the aforementioned developments in the sector and accounting standards. There is also a need to ensure that NANGO has adequate financial management systems in place both at the Head Office and Regional offices. The use of ICT in financial management has been increasing day by day. NANGO is therefore searching for a scope to find more suitable software for better finance management. In light of this background, NANGO seeks to engage a consultant to assist with the review and update of its Financial Policy and Manual to ensure better financial management at NANGO and for members to use the policy as a benchmark moving forward.

2. Purpose and Scope of the Consultancy

The overall objective of this assignment is to review and update the NANGO Finance Policy and Manual

Specific Objectives:

1. To review and update the Finance Policy and Manual, responding to the current needs and expectations regarding Financial Management and Accountability.
2. To facilitate orientation of the Board and Staff on the updated Finance Policy and Manual for effective implementation of the policy once approved.

3. Proposed Methodology and Deliverables

The consultant will provide strategic and technical support to NANGO in the review and update of the Finance Policy and Manual. It is suggested that the process follows the below phases, which will be finalized with the consultant once s/he has his/her own proposed methodology:

- a) **Inception Phase** (to refine the scope of work, methodology, process and timelines, as well as the expected deliverable)
- b) **Desk Review of the existing Policy and Consultations** (to gather and analyse key documents available and input from Board and Management)
- c) **Update of the Finance Policy and Manual.** Deliverables: Draft updated policy, oral presentation of the updated Policy to NANGO Management and Board; Final Updated Policy after incorporating feedback received.

4. Practical Details

The consultancy is likely to commence by the 10th of April 2023 and finalised by the end of April 2023.

5. Consultant Profile

The consultant should have the following qualifications and experience:

- Masters Degree in Accounting, Financial Management, Charter Accountant or other relevant subject preferred.
- Minimum of 10 years working experience in the NGO sector of Zimbabwe and/or international development in the area of Financial Management, Accounting or Auditing.
- Expert knowledge of NGOs financial management and accountability.
- Demonstrated experience in accounting standards, accounting software and payroll systems.

- Excellent research, analytical and writing skills.
- Ability to work independently and deliver on time.
- Written and spoken fluency in English is required.
- Excellent presentation, interpersonal and facilitation skills.

6. Summary of Key Expected Deliverables

1. It is expected for the consultant to prepare an updated Financial Policy and Manual for NANGO in English not exceeding 45 pages (recommended but not limit to) including all the revised formats and tools.
2. Recommendations for technical or software interventions,
3. Orientation meeting on how to implement the Policy and new changes proposed.

7. How to Apply

Interested consultant(s) should express their interest by submitting:

- A technical and financial proposal (4 pages maximum). This should outline your motivation, approach, the steps you will take to successfully complete the assignment, any proposed revisions to the proposed approach or timeline, details regarding your availability and a proposed budget/ financial proposal.
- A CV (max 3 pages) for each consultant involved in the work.
- At least 3 referees preferably from NGOs.

The deadline for submission of proposals is 6 April 2023. Proposals should be sent by email to ngorecruitmentzw@gmail.com cc finance.nangozim@gmail.com with “**EOI - Review of the Finance Policy**” in the subject line.