



Terms of reference

“Finance Management Review Policies & Procedures”

Consultancy for Mouvement Social
Beirut, Lebanon

Starting date: November 2018

Contact: Ms. Tamam Mroue
Email: t.moure@mouvementsocial.org

The service of an external consultancy company is required to conduct a review of the current finance management system of the association Mouvement Social - Lebanon. It will gather and collect relevant data, analyze current good practices, formulate relevant recommendation and develop a new management system emphasizing on updating policies and procedures. The results from this research will be used to adjust Mouvement Social finance management system in order to attest and improve its efficiency, transparency and good governance mechanisms.

The information contained in this TOR is strictly confidential and should not be disclosed to any third party without MS written agreement

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CONTEXT

Mouvement Social (MS) has been working since 1961 towards sustainable development over all the Lebanese soil in a secular and nondiscriminatory approach. It aims to build a fair and humane society, to improve the citizenship and autonomy of the underprivileged through socio-economic development projects and to implicate Lebanese youths in the development and improvement of their society. Mouvement Social works to build social support networks as well as empower individuals to engage in the wider community. MS does not simply intervene on behalf of its beneficiaries to improve their access to their rights; it mainly works to increase societal awareness of social issues and lobbies decision makers (lawmakers) to promote policies that take into consideration the basic rights and needs of the underprivileged.

MS current programs tackle alphabetization and education; youth socioeconomic empowerment; prevention and protection for children, youth and women; as well as support of local develop and citizenship with municipalities. MS action is implemented through 12 centers (Halba, Tripoli, Zahleh, Kfar Zabad, Bourj Hammoud, Sin El Fil, Jnah, Ghobeiry, Nabatiyeh, Saïda, Roumieh prison, Barbar El Khazen prison), working directly with the local communities and local authorities in coordination with the headquarters in Badaro.

For more than 50 years, MS has operated in the most marginalized areas of Lebanon and has constantly adapted to the needs of the population and the unstable country context without ever compromising on its secular and non-discriminatory principles. Evolving in a complex frame like Lebanon leads to many challenges programmatic, managerial and organizational.

At finance management system (FMS) level, MS aims to make a critic (re)thinking of its management system to valorize existing policies and procedures and explore new opportunities. The ecosystem of civil society radically changed and not only in Lebanon. Requesting an external and expert eye to enhance the FMS is part of a major process in order to improve the quality of interventions. This review work will enable to assess the effectiveness and efficiency of MS's current FMS in the context of rapid growth (staffing, budget, number of projects).

OBJECTIVES

The main objective of this consultancy is to assess and analyze the performance of the FMS of the association Mouvement Social, and developing finance manual, chart of account, and training of MS staff on the same

The expected outputs are the following:

- To review MS Finance Management system (relevance, efficiency, quality and coherence).
- To elaborate a road map that can define the current situation of the FMS and then, to plan for the transit period with its targets and indicators.
- To design solid FMS as well as to develop the related tools including finance manual

By setting up a framework for improvement of its management system, MS aims to be faithful to its principles and value and to improve its impact at programmatic level as well as strengthen its transparency and good governance practices.

SCOPE OF WORK

The required consultancy mission is expected to deliver the following: (not limited to):

- Review and document the existing finance processes & procedures.
- Benchmark the current practices with the best practices and identify any gaps
- Use information gathered to develop a comprehensive MS finance manual
- Develop a universal chart of accounts to be used by the entire MS offices
- Deliver presentation to the Board and Senior Management on the content of the manual to enable informed approval the Board of MS.
- Develop a training manual and train staff on the use of the finance manual and the chart of accounts
- Review the FMIS and provide recommendations for improvement

The consultancy company is free to suggest a methodology preferably based on mixed methods of information.

The assessment will include: preparatory work (documentation review, interview with key actors), fields interviews and data collection, analyze and drafting policies and tools, restitution and final report and deliver tools and policies. The consultancy company will be responsible for collecting data with minimum involvement of Mouvement Social staff. However, MS will facilitate the data collection and field work required for this exercise. The Mouvement Social will provide a list of key informants once the process starts as well as documentation. Therefore the consultancy company is invited to ask about interviews and/or

documentation that appear to them relevant but that haven't been suggested by the organization. Restitution and meetings are conceived as key moment between the consultancy team and MS's team to confront analyze and statements and create a positive and constructive change.

QUALIFICATION

Mouvement Social is looking for experienced consultants with relevant experience in designing and conducting review for FMS and designing Finance manual, procedures and tools. MS aims to contract with an expert consultancy company. Therefore, consultants should have the following qualifications:

- Proven experience in finance management (5-10 years), provision of sample of work will be appreciated,,
- Experience in designing FMS, policies, tools for NGOs,
- Familiarity with NGO ecosystem and donors in Lebanon,
- Excellent writing and communication skills in Arabic and English
- Significant professional experience working with Arabic speaking participants
- Qualities as communication skills, diplomatic skills, critical thinking, synthesis and good relational skills would be highly demanded for this work.

DELIVERABLE AND SCHEDULE

1. Inception meeting and report in one to two weeks after signing a contract

After first exploratory meetings with principal stakeholders, the consultants will elaborate a 5 pages document containing the assessment framework: methodology; field visit timing, data collection methods, timeline for activities and submission of deliverables. The inception report should also include initial data and findings based on the documentary review and final assessment design/plan. This report will be used as an initial point of agreement and understanding between the Consultancy Company and Mouvement Social after revision by the team.

2. Field visits

The review will include field visits which will look at the local community centers of Mouvement Social; the team will visit a limited number of centers.

3. Concluding the field work and sharing the first draft report (Electronic version to be submitted within one week after ending the data collection field visits)

After all field visits and data collections, a meeting with principal stakeholders will enable the consultancy company to present the firsts impression of the study and expose it to discussion.

4. Final restitution and final report in English (if possible executive summary in Arabic and English) Electronic and hard copy versions to be submitted within 15 days after receiving consolidated comments and feedback from Mouvement Social).

BUDGET AND PAYMENT

Interested consultancy companies should submit a budget following the form in annexes. Please note that the consultants would be required to use their own computers, printers, photocopier etc.

Payment is contingent on approval by the Assessment managers and will be made in three installments:

- a) 25% upon clearance of an operation plan report
- b) 25% upon submission of the first draft of the inception report
- c) 50% upon submission of report validated by MS

THE CONSULTANCY COMPANY MAY PROPOSE DIFFERENT PAYMENT SCHEDULES THAT WILL BE CONSIDERED DURING THE ASSESSMENT OF THE PROPOSAL.

SELECTION CRITERIA

Consultancy companies are invited to submit technical and financial proposal based on the TOR. Selection process will focus on:

- Understanding of the TOR; 10%
- Methodology approach suggested; 20%
- Profile of the company; 60%
 - 1. List of similar work; 5%
 - 2. CVs of the consultants; 10%

- 3. Years of experiences; 5%
- 4. Budget; 40%
- Schedule; 10%

Technical and financial proposal should be 5 pages maximum (in English), consultancy company profile (sample of work would be appreciated), CVs and budget excluded and sent before 27 November 2018 to:

Ms. Tamam MROUE – Executive director of Mouvement Social –
t.mroue@mouvementsocial.org

ANNEXES 1: SAMPLE FOR QUOTATION

Name:
Contact:

Quotation n°

Title of the research:

Title of expenses	Units	Cost per units	Total cost (TTC)
Internal transportation			
		\$	\$
Fees per working day			\$
		\$	\$
Other costs (to be specified)			\$
		\$	\$
		\$	\$
		\$	\$
Total TTC:			\$

Observations:

ANNEXES 2: PROPOSAL CANVAS

1. TOR Comprehension

- Understanding of TOR
- Understanding of the context

2. Methodology of work and expected results

- Suggested methodology;
- Schedule;
- Expected results;
- Complementary information upon consultancy company suggestion

3. Annexes

- Consultancy company profile (sample of work would be very appreciated)
- Consultants CV
- Quotation (cf. sample above)