



Terms of Reference (ToR) Consultancy for Comprehensive Financial Policy Review, Vetting, Strengthening, and Compliance Integration Aparajeyo-Bangladesh (AB)

1. Background

Aparajeyo-Bangladesh (AB) is a leading national non-governmental organization working to uphold the rights, protection, participation, and well-being of children, adolescents, youth, women, and vulnerable communities across Bangladesh. Through its diverse programmes and partnerships, AB promotes child protection, education, safeguarding, gender equality, youth empowerment, humanitarian response, and community development while maintaining strong commitments to accountability, transparency, ethical governance, and organizational sustainability.

As part of its continuous institutional strengthening efforts, Aparajeyo-Bangladesh seeks to review, vet, and strengthen its existing financial policies, systems, procedures, and internal control mechanisms to ensure that the organization remains fully compliant with national legal frameworks, donor requirements, international standards, and emerging accountability expectations. Given the increasing importance of safeguarding, Prevention of Sexual Exploitation and Abuse (PSEA), anti-fraud compliance, ethical resource management, accountability to affected populations, and gender-transformative programming, AB recognizes the need to ensure that these principles are fully integrated into financial management systems, operational procedures, procurement processes, partnership arrangements, and organizational governance structures.

Therefore, Aparajeyo-Bangladesh intends to engage a qualified consultant or consulting firm to conduct a comprehensive financial policy review and vetting process, identify gaps and risks, strengthen institutional accountability systems, and develop updated, practical, and context-responsive financial policy frameworks and implementation guidelines.

The consultancy is expected to contribute to stronger organizational governance, transparent financial management, risk mitigation, donor confidence, safeguarding compliance, and long-term institutional sustainability.





2. Purpose of the Consultancy

The purpose of this consultancy is to conduct a comprehensive review, assessment, vetting, and strengthening of Aparajeyo-Bangladesh's financial policies, procedures, systems, and internal controls to ensure:

- Full compliance with applicable laws, regulations, and donor requirements;
- Strengthened organizational governance and accountability;
- Enhanced financial transparency and internal control mechanisms;
- Integration of safeguarding, child protection, and PSEA principles into financial and operational systems;
- Strengthened anti-fraud, anti-corruption, and ethical financial management measures;
- Improved financial sustainability and institutional effectiveness;
- Promotion of gender-transformative, inclusive, and rights-based organizational practices;
- Alignment with international NGO/INGO financial management standards and best practices.

3. Objectives of the Assignment

The specific objectives of the consultancy are to:

1. Conduct a comprehensive review of existing financial policies, systems, SOPs, internal controls, and compliance mechanisms of Aparajeyo-Bangladesh;
2. Assess the effectiveness, practicality, and compliance status of existing financial management systems and operational procedures;
3. Identify gaps, risks, inconsistencies, and areas requiring strengthening, particularly in relation to:
 - Financial accountability;
 - Internal controls;
 - Procurement and asset management;
 - Fraud prevention;
 - Safeguarding and PSEA risk mitigation;
 - Donor compliance;
 - Ethical financial management;
 - Partner/sub-grantee management;
 - Financial sustainability.
4. Vet financial policies and procedures against:
 - Bangladesh laws and regulations;
 - NGO Affairs Bureau requirements;
 - Labour, taxation, and audit regulations;





- Donor compliance frameworks;
 - International NGO/INGO financial management standards;
 - Safeguarding and PSEA compliance standards;
 - Anti-money laundering and anti-corruption principles.
5. Integrate safeguarding, child protection, gender equality, disability inclusion, and PSEA considerations into financial and operational systems, including:
- Procurement;
 - Vendor management;
 - Partnership agreements;
 - Cash handling systems;
 - Complaint and reporting mechanisms;
 - Human resource-related financial procedures.
6. Strengthen institutional accountability, risk management, transparency, and ethical governance mechanisms;
7. Develop revised and user-friendly financial policy documents, SOPs, tools, and implementation guidelines;
8. Facilitate consultations, validation workshops, and training sessions for staff and management on revised financial policies and safeguarding-sensitive financial practices.

4. Scope of Work

The consultant/firm will undertake the following tasks, but not be limited to:

4.1 Organizational Financial Systems Review

Conduct a detailed review and assessment of existing:

- Financial policies and manuals;
- Accounting systems and practices;
- Budget planning and monitoring systems;
- Cash and bank management procedures;
- Procurement policies and practices;
- Asset and inventory management systems;
- Delegation of authority and approval mechanisms;
- Financial reporting systems;
- Audit compliance mechanisms;
- Internal control systems;
- Risk management procedures;
- Grant and donor compliance systems;
- Partner and sub-grantee financial oversight systems;





- Documentation and record management practices;
- Financial data confidentiality and access systems.

4.2 Safeguarding and PSEA Integration Review

Review the extent to which safeguarding and PSEA considerations are integrated into financial and operational systems, including:

- Procurement and vendor selection processes;
- Partner due diligence systems;
- Financial approval and authorization procedures;
- Cash transfer and beneficiary payment systems;
- Recruitment-related financial procedures;
- Travel and accommodation policies;
- Complaint response and whistleblowing systems;
- Fraud reporting mechanisms;
- Emergency and humanitarian response financial systems.

The consultant/firm will identify safeguarding and PSEA-related financial risks, vulnerabilities, and compliance gaps and provide recommendations to ensure that financial systems do not unintentionally create opportunities for exploitation, abuse, discrimination, harassment, or misuse of power.

4.3 Compliance and Risk Assessment

Conduct compliance and risk analysis related to:

- NGO Affairs Bureau regulations;
- Bangladesh taxation and labour laws;
- Donor financial compliance requirements;
- Audit standards;
- Anti-fraud and anti-corruption requirements;
- Safeguarding and PSEA compliance standards;
- Conflict of interest management;
- Data protection and confidentiality;
- Financial sustainability risks;
- Operational and reputational risks.

The consultant/firm will also assess the organization's preparedness and responsiveness mechanisms in addressing financial misconduct, fraud, safeguarding violations, and ethical breaches.

4.4 Financial Policy Vetting and Revision

Based on findings and consultations, the consultant/firm will:

- Revise and strengthen existing financial policies and procedures;





- Develop or update SOPs and workflow systems;
- Strengthen internal control and accountability mechanisms;
- Develop practical approval and authorization matrices;
- Recommend stronger fraud prevention and financial risk mitigation measures;
- Integrate safeguarding and PSEA-sensitive financial compliance measures;
- Ensure financial policies are:
 - Practical;
 - User-friendly;
 - Context-responsive;
 - Gender-sensitive;
 - Safeguarding-compliant;
 - Aligned with organizational operational realities.

4.5 Institutional Sustainability and Governance Strengthening

The consultant/firm will provide recommendations for strengthening:

- Financial sustainability practices;
- Resource mobilization accountability systems;
- Cost-efficiency mechanisms;
- Financial governance and oversight;
- Audit preparedness;
- Ethical partnership management;
- Organizational accountability and transparency systems.

4.6 Capacity Building and Validation

The consultant/firm will:

- Conduct consultation meetings with:
 - Senior management;
 - Finance and accounts staff;
 - Programme teams;
 - HR and administration personnel;
 - Procurement personnel;
 - Relevant stakeholders and partners.
- Facilitate validation workshops for review and endorsement of revised policies;
- Conduct orientation and training sessions on:
 - Revised financial policies;
 - Internal controls;
 - Safeguarding and PSEA-sensitive financial management;





- Ethical financial practices;
- Fraud prevention and accountability systems.

5. Methodology

The consultant/firm is expected to apply a participatory, inclusive, and systematic methodology, including:

- Desk review of organizational documents and policies;
- Key informant interviews and stakeholder consultations;
- Financial systems analysis;
- Compliance and gap assessment;
- Risk and vulnerability analysis;
- Comparative benchmarking against NGO/INGO best practices;
- Validation workshops and feedback incorporation;
- Capacity-building and orientation sessions.

The methodology must ensure:

- Confidentiality;
- Ethical conduct;
- Safeguarding compliance;
- Gender sensitivity;
- Respect for organizational values;
- Survivor-centered and protection-sensitive approaches where relevant.

6. Deliverables

The consultant/firm will deliver the following:

1. Inception Report

Including:

- Detailed methodology;
- Work plan and timeline;
- Consultation approach;
- Assessment tools.

2. Organizational Financial Systems Assessment and Gap Analysis Report

Including:

- Key findings;
- Compliance analysis;
- Risk assessment;
- Safeguarding and PSEA-related financial vulnerabilities;
- Recommendations.

3. Draft Revised Financial Policy and Procedures Manual

Including:





- Updated policies;
- SOPs;
- Internal control systems;
- Approval and delegation mechanisms;
- Safeguarding and PSEA compliance integration.

4. Risk Management and Compliance Framework

Including:

- Fraud prevention mechanisms;
- Risk mitigation measures;
- Ethical compliance recommendations;
- Accountability strengthening measures.

5. Validation Workshop and Presentation

Facilitation of stakeholder consultations and validation sessions.

6. Final Revised Financial Policy Package

Incorporating all approved revisions and feedback.

7. Capacity Building and Training Sessions

For management and relevant staff.

8. Final Consultancy Report

Summarizing:

- Process;
- Findings;
- Recommendations;
- Key lessons;
- Suggested implementation roadmap.

7. Duration of the Assignment

The consultancy is expected to be completed within **30 working days** from the date of contract signing. A detailed timeline will be finalized jointly with Aparajeyo-Bangladesh.

8. Reporting and Supervision

The consultant/firm will work under the direct supervision of the designated representative of Aparajeyo-Bangladesh and maintain regular coordination with Finance, HR, Administration, Programme, Safeguarding, and Senior Management teams.





9. Required Qualifications and Experience For Individual Consultant

- Advanced degree in Finance, Accounting, Business Administration, Management, or related discipline;
- Professional certification (CA, ACCA, CPA, CMA, or equivalent) preferred;
- Minimum 7–10 years of relevant experience in:
 - Financial management;
 - Policy reviews and development;
 - Organizational governance;
 - Audit and compliance systems;
 - NGO/INGO financial management.
- Demonstrated understanding of:
 - Bangladesh NGO compliance frameworks;
 - Donor financial regulations;
 - Safeguarding and PSEA compliance standards;
 - Fraud prevention and risk management systems.
- Experience conducting organizational assessments and capacity building;
- Strong analytical, facilitation, and report-writing skills.

For Consulting Firm

- Legally registered consulting/audit/advisory firm;
- Proven experience in financial policy review and institutional strengthening for NGOs/INGOs;
- Availability of qualified multidisciplinary experts;
- Experience integrating safeguarding and PSEA considerations into organizational systems is highly preferred;
- Strong portfolio of similar assignments.

10. Ethical Standards, Safeguarding, and Confidentiality

The consultant/firm must maintain strict confidentiality regarding all information, documentation, and discussions accessed during the assignment.

The consultant/firm must comply with Aparajeyo-Bangladesh's:

- Safeguarding Policy;
- Child Protection Policy;
- PSEA Policy;
- Anti-Fraud and Anti-Corruption Policy;
- Code of Conduct;





- Gender Equality and Inclusion commitments.

The consultant/firm must ensure that all interactions and processes are conducted in a professional, respectful, survivor-centered, and protection-sensitive manner. All deliverables, materials, and outputs produced under this consultancy shall remain the property of Aparajeyo-Bangladesh.

11. Proposal Submission Requirements

Interested consultants/firms are requested to submit:

Technical Proposal

Including:

- Understanding of the assignment;
- Proposed methodology;
- Work plan and timeline;
- Team composition (if applicable);
- Relevant experience;
- Similar assignment references.

Financial Proposal

Including detailed budget breakdown.

Supporting Documents

- Updated CV(s);
- Organizational profile (for firms);
- Trade license/registration documents;
- Examples of relevant previous work.

12. Selection Criteria

Selection will be based on:

Criteria	Weight
Understanding of the assignment	20%
Technical methodology and approach	25%
Relevant experience and past performance	25%
Qualifications of proposed personnel	15%
Financial competitiveness	15%

13. Payment Schedule

Payments will be made based on satisfactory completion of agreed deliverables and submission of invoices, according to the mutually agreed payment schedule.





Aparajeyo-Bangladesh

Working with disadvantaged Children, Youth & Women



14. Application Deadline

Interested consultants/firms are requested to submit their proposals by: **15th of May, 2026**

Applications should be sent to:

Contact persons:

Humayun Kabir
Program Director
Phone-01718170510
E-Mail- kabir@aparajeyo.org
Aparajeyo-Bangladesh.

Md. Shariful Islam
Finance Manager
Phone- 01738218772
E-Mail- sharif@aparajeyo.org
Aparajeyo-Bangladesh

15. Disclaimer

Aparajeyo-Bangladesh reserves the right to accept or reject any application without assigning any reason and may cancel the recruitment process at any stage.

Applications should be addressed to:

Executive Director

Aparajeyo-Bangladesh
41-45, Silver Garden, Baishteki, Mirpur-13, Dhaka-1216

Applications should be submitted electronically within the specified deadline.

Applications should be submitted electronically to the designated email addresses or via hard copy of Aparajeyo-Bangladesh within the specified deadline.



Silver Garden, 41-45, Rupnagar Extension,
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