

Request for Proposal

Develop Financial Management Manual for Community Based Organizations (CBOs)

Section -1: Background

Bandhu Social Welfare Society (Bandhu) is a national-level welfare-oriented non-governmental organization that respects indigenous values and traditions and has been working to improve the quality of life of transgender and marginalized communities since July 1997 through registration with the Ministry of Social Services and the NGO Affairs Bureau of the Government of the People's Republic of Bangladesh. Currently, 'Bandhu' is working to improve the quality of life of the mentioned communities through 36 field offices in 22 districts, providing them with healthcare, sexual and reproductive health, especially HIV prevention, and human rights protection activities, as well as good governance, cultural preservation, humanitarian assistance, and sustainable economic development. Bandhu's various activities play a special role in achieving the Sustainable Development Goals (SDGs) of the Government of Bangladesh, especially Goals 1, 3, 4, 5, 8, 10, 16, and 17.

Bandhu works to promote the health, human rights and wellbeing of gender-diverse and marginalized communities across Bangladesh. In its mission to ensure dignity and protection for all Bandhu recognizes the critical importance of establishing and maintaining a safe, respectful and inclusive working environment for staff, volunteers, partners' organizations (CBOs).

To reinforce this commitment, Bandhu aims to strengthen its partners organizational (CBOs) capacity building & culture through the development of a comprehensive Financial Management Manual (Aligned with administrative issues).

This policy will serve as a practical tool for building awareness, improving knowledge, guiding behavior change and overall smooth implementation of the organization as well as all staffs and associates of the CBOs. To achieve this, Bandhu seeks to hire an experienced consultant or consultancy firm with expertise in Human Resource, Administration, equal opportunity and adult learning methodologies.

Rational

Bandhu Social Welfare Society has been supporting and working towards the development of the people from Hijra & Marginalized population in Bangladesh especially CBOs for the longest, uninterrupted without difficulties. However, Bandhu would like to establish a Financial Management Manual ambience not only within the organization but also within its CBOs and collaborating people as well. As a part of Nagorikata-CEF funded project plan, Bandhu has taken some necessary steps and also be yearning to way forward regarding Financial Management Manual development. Bandhu is also committed to implementing best practices and continuously improving its efforts to promote a smooth operation of the CBOs. As part of this, Bandhu has planned to hire a **Consultant/Consultancy firm** for develop the Financial Management Manual for Community-Based Organizations (CBOs) to enhance capacity of the CBOs as well as the staff members for smooth functioning of the CBOs.

Section -2: Proposed Consultancy:

The consultant/resource person/firm will be responsible for the following tasks:

A. Financial Governance

- Roles and responsibilities of:
 - Executive Committee
 - Treasurer
 - Finance Sub-committee
 - Financial authority and approval limits
 - Segregation of duties

B. Budget Management

- Annual budget preparation process
- Budget approval procedures
- Budget monitoring
- Budget revision process
- Variance analysis

C. Cash Management

- Cash handling procedures
- Cashbook maintenance
- Petty cash management
- Cash verification procedures
- Cash limits and controls

D. Bank Management

- Bank account opening procedures
- Authorized signatories
- Bank reconciliation procedures
- Online banking controls
- Bank Interest
- Handling bank charges

E. Accounting System

- Chart of Accounts
- Recording transactions
- Voucher preparation
- Ledger maintenance
- Monthly financial closing
- Supporting documentation requirements

F. Procurement & Payment Procedures

- Procurement thresholds
- Vendor selection procedures
- Quotation requirements

- Purchase approval process
- Payment authorization
- Supporting documents checklist

G. Financial Documentation

- Voucher formats
- Receipt formats
- Payment records
- Journal Voucher
- Contra Voucher
- Filing system
- Document retention policy

H. Financial Reporting

- Monthly financial report
- Quarterly financial report
- Annual financial report
- Donor financial reporting
- Management financial reporting

I. Asset Management

- Asset register maintenance
- Asset tagging procedures
- Asset verification
- Disposal procedures

J. Internal Control Mechanisms

- Segregation of duties
- Approval levels
- Internal checks
- Fraud prevention measures
- Risk mitigation measures
- **K. Audit Requirements**
- Internal audit procedures
- External audit preparation
- Audit response management
- Compliance follow-up

L. Compliance Requirements

- Donor compliance
- Government regulations
- Tax and VAT compliance (where applicable)
- Revenue Stamp
- Legal compliance

M. Financial Risk Management

- Risk identification
- Risk mitigation strategies
- Fraud prevention
- Conflict of interest policy

N. Grants & Fund Management

- Fund disbursement and Refund procedures
- Utilization tracking
- Reporting requirements
- Fund accountability

O. Financial Ethics & Accountability

- Code of financial conduct
- Anti-corruption measures
- Whistleblowing procedures

Section -3: Reporting:

The Consultant (Individuals/Firm) will report directly to Executive Director of Bandhu and will submit any others required reports. Moreover, he/she will also communicate with the Asst. Manager Finance. After the completion of the task, the Consultant (Individuals/Firm) will submit the final version of report to Bandhu for reviewing from Bandhu's end. After reviewing, the final deliverables will be submitted in accordance with the clause mentioned in "Deliverables section".

Section - 4: Requirement of the Individual Consultant:

The consultant/resource person/firm should meet the following criteria:

- Degree in Accounting, Finance, or related field
- Professional qualification (CA/ACCA/CPA preferred)
- Minimum **5-7 years'** experience in NGO financial management
- Experience developing financial manuals
- Knowledge of donor compliance systems
- Experience working with CBOs or NGOs

4.1 In case of Individual/freelance Consultant:

- Degree in Accounting, Finance, or related field
- Professional qualification (CA/ACCA/CPA preferred)
- Minimum **5-7 years'** experience in NGO financial management
- Experience developing financial manuals
- Knowledge of donor compliance systems
- Experience working with CBOs or NGOs

Section -5: Basis of Payment

Consultancy fee has to be based on qualifications and experience as well as the length and complexity of the assignment. The progress of payment is associate to each output and based on acceptance of the deliverables. The payment is based on 3 installments of signing of the contract.

- After submitting the inception report, 1st installment (30% of total payment) will be paid
- After submitting the 1st draft of the Financial Management Manual, 2nd installment (40%) will be paid
- After incorporation of the final feedback and submitting the final Financial Management Manual, 3rd Installment (30% of the total payment) will be paid
- Payment will be made through A/C pay cheque and after deduction of VAT & TAX as per the applicable rate under the law being in force at that time

Section -6: Guideline for Proposal Writing

The proposal (duly signed) should comprise with only the following sections and given page limit. Proposal will be accepted both hard and soft copy. In case of hard copy offer should be dropped in following address: **Bandhu Social Welfare Society, 99 Kakrail, Dhaka 1000, Bangladesh** (please mention 'Consultancy Proposal for **Develop Financial Management Manual for Community Based Organizations (CBO)**' on top of the envelop) and soft copy only through email to procurement-3@bandhu-bd.org in soft copy form (signed scanned copy mentioning 'Consultancy Proposal **Develop Financial Management Manual for Community Based Organizations (CBO)**' in subject line).

Topic	Maximum Page Limit
Technical Proposal	
Cover Page	1 Page
Table of Content	1 Page
Understanding of the Assignment	2 pages
Technical Approach and Methodology	3 Pages (Maximum)
Proposed Work Schedule including dissemination and validation workshop	1 page
Team composition along with its rationale / role and CVs of persons involved	As required (but not more than 3 pages)
Any other relevant information (if required only)	2 pages
Financial Proposal & Budget detailing	
<ul style="list-style-type: none"> • Consultancy days and fees (in case of more than one-person team, days should be mentioned for every member of the team) • Cost must be included for participants of survey interview, FGD, KII and IDI (Specially for Hijra and marginalized communities) • Travel (where need) • Any other expenditure (please mention nature of expenditure) • VAT and taxes • Total amount including VAT and Tax (it should be BDT) 	
Required annexure	
<ul style="list-style-type: none"> • Organizational profile (in case of firm/org) (submission of interest in org letter head pad) • Curriculum vitae for main persons involvement (in case of individual consultant/team) • Legal Status: Registration, TIN, VAT certificate (if applicable), • Please submit proof copy of last return submission. 	

Evaluation Criteria: Technical Proposal and Financial proposal will be evaluated in the following criteria:

Technical Proposal- 80% (Education 10% of Consultant or Focal Person, Related Experience-30%, Idea & Brief Writing-30%, Sample of previous report 10%)

Financial Proposal-20%

Section -7: Data Sheet

Request for Proposal	Develop Financial Management Manual for Community-Based Organizations (CBOs)
Submissions required	Proposal including Technical Submissions and Financial Submission
Contact details for all conceptual /contextual queries including any clarifications	If the consultant needs to know anything related to this consultancy please mail at procurement-3@bandhu-bd.org
Language	English for proposal
Currency for Financial Submission	Bangladeshi Taka (BDT)
Eligibility to apply	As Instructed in Section 4
Address for proposal	The Procurement Team Bandhu Social Welfare Society 99 Kakrail, 2 nd Floor, Dhaka-1000, Bangladesh Phone: +88 02 9339898, 9356868, Email: procurement-3@bandhu-bd.org
Last date of proposal submission	30 April 2026

Section -8: Withdrawal/Termination of Agreement

The agreement shall be effective between the dates mentioned in the agreement, unless otherwise terminated earlier. Bandhu may terminate the agreement with immediate effect upon the occurrence of any irregularities, anomalies in the implementation of the activity, or non-compliance with any terms and conditions agreed upon in the agreement. In the event of a major natural disaster, war, or major civil or political unrest, the agreement may be renegotiated and jointly revised between the two parties, recognizing any consequent change in the environment for implementation.

Section -8: Miscellaneous:

- All the terms & conditions of this agreement are binding upon the parties and once this agreement, no provision of this agreement can be questioned.
- Any modification and amendment to the present agreement shall be made in writing with the consent of both parties.
- Both parties assume that this assignment does not go against the rules and regulations of the Government of Bangladesh.
- This agreement shall be subject to Bangladeshi Law. Before undertaking legal steps, the parties shall enter into discussion in order to find an acceptable settlement of such dispute by direct negotiation.
- Anti-Bribery & Corruption: Bandhu's suppliers/consultant must immediately report any suspicious of fraud or dishonesty in confidence to the Director-F&A (shahid@bandhu-bd.org)/Executive Director (shale@bandhu-bd.org) through email.
- Bandhu reserve the right to accept or reject in part or full/one or all quotations /offer/proposals without assigning any reason whatsoever.



- The consultant must sign Bandhu's PSEA policy, child safeguarding policy & Code of Conduct and will be willing adhere to its principles and expected practices. If a breach of the policy or code of conduct takes place the consultancy will be terminated immediately without any financial burden on Bandhu.
- All information about this assignment will belong to Bandhu which the consultant (Individuals/firm) may come into a contact with the performance of his/her duties under this assignment. These will remain with the property of Bandhu and Bandhu shall have exclusive rights over their use. Except for purpose of this assignment the information shall not be disclose to the public nor used in whatever without written permission of Bandhu. The national & International Copyright Laws are sustained wherever applicable.

Interested consultants or Firms can submit their application by e-mail to procurement-3@bandhu-bd.org, indicating the title of this assignment. The closing date for receipt of proposals is **April 30, 2026**. **If any clarification is needed or anything to know related this consultancy, please feel free to email: dulal@bandhu-bd.org.**

