



The Southern Alliance for Indigenous Resources

Terms of Reference (TOR)

Organisational Expert for the Review of Finance, Administration and Procurement Manuals

Job assignment:	Organisational consultancy to review and provide substantive input in developing drafts for the Finance, Admin and Procurement Manual
Duration:	Up to 30 working days (9 March 2026 – 20 April 2026)
Starting date:	9 March 2026 (approximately).
Application deadline:	20 February 2026.

1. Background

The Southern Alliance for Indigenous Resources (SAFIRE) implements a diverse portfolio of donor-funded and internally supported programmes that require strong financial management and procurement systems to ensure efficiency, transparency, accountability, and compliance with applicable laws and donor requirements. Effective finance and procurement manuals are therefore critical instruments for guiding organisational operations, safeguarding resources, and promoting good governance.

SAFIRE currently has Finance and Procurement Policies and Procedures Manuals in place; however, changes in the regulatory environment, donor compliance frameworks, organisational growth, and emerging best practices in financial and procurement management necessitate a comprehensive review and update of these manuals. The review will ensure alignment with current Zimbabwean legislation, donor standards, internal control requirements, and SAFIRE's evolving operational needs.

The updated manuals are expected to strengthen internal controls, clarify roles and responsibilities, improve efficiency in financial and procurement processes, and enhance compliance and risk management across the organisation. It is within this context that SAFIRE seeks to undertake a structured review and updating of its Finance and Procurement Manuals.

2. Purpose of the Consultancy

The purpose of this consultancy is to undertake a comprehensive, in-depth review and revision of SAFIRE's Finance, Procurement, and Administration Manuals, with the objective of producing updated, standardised, and fully professional manuals. The consultancy will ensure that these manuals are aligned with current best practices in financial management, procurement, and administrative operations, comply with applicable national laws, regulations, and donor requirements, and are tailored to SAFIRE's specific operational context.

This assignment will not only focus on updating policies and procedures but also on enhancing clarity, usability, and practical applicability for staff across all levels of the organisation. It will ensure that the manuals provide clear guidance on internal controls, accountability frameworks, financial reporting, risk management, procurement standards, and administrative workflows.

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Ultimately, the consultancy seeks to deliver manuals that serve as authoritative reference documents, supporting sound governance, operational efficiency, compliance, and organisational resilience, while enabling SAFIRE to maintain transparency, consistency, and alignment with strategic objectives and donor expectations.

3. Scope of Work and Expected Deliverables

The consultant will map and benchmark SAFIRE's existing financial, procurement, and administrative processes against recognised industry best practices and international standards, identifying gaps, inefficiencies, and opportunities for improvement. This will include an analysis of internal control structures, approval hierarchies, risk mitigation mechanisms, and accountability frameworks to ensure robust compliance and operational effectiveness. Based on this assessment, the consultant will revise and restructure the manuals to enhance clarity, logical flow, and user-friendliness, updating content to reflect current legal frameworks, donor requirements, and SAFIRE's operational context while incorporating modern best practices in financial management, procurement ethics, administrative efficiency, and organisational governance. Throughout the process, the consultant will engage key SAFIRE staff, management, and relevant stakeholders to gather input, validate recommendations, and ensure that the updated manuals are aligned with organisational priorities, practical, and operationally feasible.

4. Objectives/ Deliverables of the Assignment

The consultancy will aim to:

- i. **Assess Existing Manuals:** Conduct a thorough review of the current Finance, Administration, and Procurement Manuals to evaluate completeness, relevance, clarity, consistency, and compliance with national legislation, International Financial Reporting Standards (IFRS for SMEs), donor guidelines, and organisational policies.
- ii. **Identify Gaps and Weaknesses:** Identify gaps, overlaps, outdated procedures, ambiguities, and areas requiring strengthening. This includes reviewing financial management, administrative operations, procurement processes, internal controls, risk management, record-keeping, and reporting structures.
- iii. **Update and Restructure Content:** Revise and restructure manuals to enhance clarity, logical flow, and usability. Ensure procedures are clearly documented, practical, and aligned with operational realities and sector best practices, enabling staff at all levels to understand and implement them effectively.
- iv. **Strengthen Compliance and Internal Controls:** Ensure the manuals provide robust guidance on internal controls, financial reporting, accountability mechanisms, procurement standards, and risk mitigation strategies. Include guidance to ensure adherence to donor requirements, grant management protocols, and organisational policies.
- v. **Enhance Governance and Accountability:** Align procedures with Safire's governance framework to support transparency, decision-making, and accountability in all financial, administrative, and procurement activities. Include escalation protocols, approval hierarchies, and reporting requirements.

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- vi. **Standardise Policies and Procedures:** Harmonise finance, administration, and procurement procedures across all operational units to ensure consistent application and minimise operational inefficiencies or compliance risks.
- vii. **Develop Practical Tools and Templates:** Incorporate user-friendly tools, checklists, templates, and workflow diagrams to facilitate staff adherence to policies, simplify processes, and support onboarding, training, and continuous capacity development.
- viii. **Incorporate Emerging Best Practices:** Integrate internationally recognised best practices in financial management, administrative processes, and procurement, including sustainability considerations, ethical procurement, and digital recordkeeping.
- ix. **Ensure Alignment with Organisational Strategy:** Ensure that the updated manuals reflect Safire's strategic objectives, operational requirements, and risk management priorities, thereby strengthening overall organisational performance.
- x. **Deliver Final, Adoption-Ready Manuals:** Produce comprehensive, user-friendly manuals ready for formal approval and staff orientation, ensuring they are accessible, practical, and capable of supporting Safire's operational and compliance needs in the medium to long term.
- xi. **Support Continuous Improvement:** Recommend mechanisms for periodic review, monitoring, and continuous improvement of the manuals to ensure ongoing relevance and compliance with evolving legal, regulatory, and donor requirements.

5. Duration of the Assignment

The consultancy is expected to be completed within 4 weeks from the contract signing date. Exact timelines will be agreed at inception.

6. Consultant Qualifications

The ideal consultant should possess:

- Demonstrated expertise in financial management, internal controls, and policy development.
- At least 5 years' experience in developing or reviewing financial manuals for NGOs or consultancy firms.
- Knowledge of Zimbabwean statutory and tax compliance frameworks.
- Strong analytical, writing, and systems design skills.
- Experience working with donor-funded organisations is an added advantage.

7. Submission Requirements

Interested consultants should submit:

- A brief technical proposal outlining their approach and understanding of the assignment.
- Company Profile
- CV(s) of key personnel.
- Examples of similar work previously completed.
- Financial proposal (quoted in USD).
- Two Reference letters

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8. Evaluation Criteria

- Proposals will be evaluated on the basis of:
 - Technical approach and understanding of the assignment (35%).
 - Relevant experience and qualifications (30%).
 - Quality of previous work (20%).
 - Competitive financial proposal (15%).
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9. Reporting and Management of the Contract

- The consultant will report to the SAFIRE Executive Director and Finance and Administration Manager.
 - Progress will be monitored through regular check-ins and review of draft deliverables.
 - Final sign-off will be by SAFIRE Executive Director and Board Chair.
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10. Confidentiality and Intellectual Property

- All documents, draft and final outputs produced under this consultancy will be the property of SAFIRE. The consultant must treat all SAFIRE data and staff information as confidential and comply with any data protection requirements.
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11. Annexes (to be provided by SAFIRE)

- Current Finance and Admin Manual
- Organisational chart.
- Any relevant audit reports or donor compliance notes.
- List of key staff for interviews.

Submission Deadline:

20 February 2026

Submission Method:

Proposals should be submitted electronically to:

procurement@safire.co.zw

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