



ONE ASEAN ONE RESPONSE

## TERMS OF REFERENCE

Consultancy: Review and Updating of the AHA Centre Corporate Manuals  
(Finance and Procurement manual)

Reporting to: Director of Corporate Affairs of the AHA Centre

Duration: 3 months after contract signing

## BACKGROUND

The AHA Centre – ASEAN Coordinating Centre for Humanitarian Assistance on disaster management is an inter-governmental organisation established by 10 ASEAN Member States: Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam, to facilitate cooperation and coordination among ASEAN Member States (AMS) and with the United Nations and international organisations for disaster management and emergency response in the region.

The AHA Centre was established on 17 November 2011 during the 19th ASEAN Summit in Bali, Indonesia, through the signing of “the Agreement on the Establishment of the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre)” by ASEAN Foreign Ministers, witnessed by all ASEAN Heads of State/Government. The AHA Centre’s office also houses the Emergency Operations Centre (EOC), which serves as the central location in monitoring disasters and coordinating ASEAN’s collective response to disasters.

The AHA Centre’s vision is to become a highly professional and trusted organisation that serves as the coordinating agency in the ASEAN region for disaster management and emergency response to make ASEAN a global leader on disaster management by 2025.

In line with the above as well as to further strengthen the corporate management of the AHA Centre, the AHA Centre is looking to engage a reputable consulting firm to review and update the Centre’s corporate manuals that include Finance and Accounting, and Procurement.

## OBJECTIVES

To help the AHA Centre in stock-taking, reviewing and updating the existing corporate policies, rules and procedures, systems and manuals of AHA Centre, and developing improved processes in line with international best practices.

The consulting firm is also expecting to help the AHA Centre to consolidate and streamlining the above documents so that they are compatible with each other and meet the needs of the AHA Centre.

At the end of the consultancy, it is expected that the integrated and streamlined manuals will lead to improved efficiency and effectiveness of the AHA Centre and contribute towards better internal controls, transparency and accountability of the AHA Centre to the ASEAN Member States, donors and stakeholders.

## **SCOPE OF DUTY**

The selected consulting firm will help the AHA Centre to stock take and consolidate all existing documents that have been developed previously, including available policies, rules and procedures, manuals, systems, guidelines and other relevant documents.

The selected consulting team will then provide expert inputs on the documents. Consolidate and streamline the documents to avoid duplication, ensure that they are compatible or complementary to each other, and propose credible external resources and reference materials based on good practices and comparisons with the world's best or similar regional or institutional institutions.

Currently, the AHA Centre has the following documents, among others:

- AHA Centre Staff Rules and Procedures,
- AHA Centre Financial Rules and Procedures,
- Rule of Procedures for Meetings of the Governing Board of the AHA Centre,
- Finance and Accounting SOPs,
- Code of Conduct (draft),
- IT Internal Policy documents,
- Occupational Safety, Security and Health Policy and Plan (draft),
- Any other documents to be compiled and reviewed as part of the consultancy.

In addition to the above, we envisage that this consultancy will facilitate the development of the following manuals:

### **1. Finance and Accounting Manual**

The overall objective is to develop a Finance and Accounting Manual to streamline the financial management functions of the AHA Centre. The selected consulting firm will analyse the accounting and financial management requirements of the AHA Centre. Update and recommend an appropriate finance and accounting manual based on existing documents, to ensure proper processing, accounting, management and reporting of core funds, project funds and transactions with improved internal controls to ensure accountability to the ASEAN Member States, stakeholders and donors.

The Finance and Accounting Manual must include consistent and uniform accounting policies in line with accounting standard (IPSAS), such as policy on the followings:

- accounting transactions with adequate controls, receipts and payments,
- guidance on the authority of delegation, approval metric and segregation of duties,
- payment, cash and bank management, documentation requirements for payment and expenses,
- asset management procedure,

- payroll process,
- security for cash management,
- cash advance and advance clearance procedure, DSA and monitoring process,
- internal and external auditing,
- reporting,
- budget preparation and budget monitoring, budget committee, and
- policy on expenditure during the emergency response,
- Electronic documents and electronic approval policy.
- Other relevant policies
- In addition, the manual shall provide user-friendly templates/forms/formats stationaries relevant to financial management activities.

## **2. Procurement Manual**

The overall objective is to provide a consistent, fair and transparent interpretation of procurement policies with improved internal controls and accountability, compatible with relevant laws and procurement and logistics-related needs of the AHA Centre to facilitate the work during the normal and emergency operations.

The Procurement Manual must include policies and procedures for the overall procurement cycle, procurement thresholds, procurement methods, acquisition of goods/services, storage or warehouse management, transport management, essential assets management, record keeping with due consideration to humanitarian imperative in case of an emergency situation. In addition, the Procurement Manual must provide policy and guidance on the following topics:

- Overview of the AHA Centre procurement process,
- Supplier registration and management,
- Procurement strategies and planning,
- Sourcing,
- Solicitation (Types of competition, Solicitation methods such as Shopping, Request for quotation, Invitation to bid, Request for proposal, Selection of solicitation method for works),
- Management of submission and evaluation,
- Award and contract finalisation,
- Contract management, and monitoring,
- Emergency procurement procedures and forms,
- Procurement related template for overall procurement cycle,
- Electronic documents and E approval procedures,
- Other relevant topics and forms.

## EXPECTED PROCESS AND DELIVERABLES

Following are the intended process and deliverables for which the consulting firm is engaged:

### Process:

- Develop a basic understanding of the concept, scope of work and required deliverables. This can be achieved by conducting a desk review of existing documents (policies/SOPs/guidelines available within the AHA Centre),
- Based on the desk review and discussions with relevant staff members as mentioned in the above section scope of duty, the selected consulting firm shall develop an outline of all manuals and share it with the AHA Centre for review. After incorporating the received feedback (if any), share the draft version of the outline, specifying the contents and brief note/guidelines for each section within the manual,
- Based on the approved outline, the selected consulting firm shall combine all the information and produces of the manuals related to Finance and Accounting, and Procurement,
- Each of the manuals must include standard template/forms/tools/stationaries for each function, i.e. Finance and Accounting and Procurement manuals, separately attached to each manual as an appendix with easy to use and editable forms. Also, provide brief guidelines on how and when to fill each section of the standard templates.
- The AHA Centre will then review the draft and share them with the Governing Board for review. The consulting firm will then incorporate feedbacks from the AHA Centre and Governing Board and share the final version of each manual and templates.

### Deliverables:

- Outline of all manuals, specifying the contents and brief explanation for each section within the manuals,
- The first draft of each manual (Finance and Accounting, and Procurement) and their relevant templates and forms,
- Briefing note summarising the changes, improvements and newly made or inserted info into each manual, and a short PowerPoint presentation of each manual for the approval of the AHA Centre management,
- The final version of each manual and their relevant templates and forms,
- Training materials and suggested mechanisms and formats for the review process and regular familiarisation such as through induction courses, refresher courses either online or through other means
- Training on the manuals to introduce and familiarise the manuals to all AHA Centre staff members.

## **QUALIFICATIONS**

### **Essential**

#### **Consultancy Firm or Organisation**

- Reputable consulting firm legally established in ASEAN member states with demonstrated institutional operational experience of consultancy services of at least for ten (10) years,
- Previous proven work experience with intergovernmental organisations / INGOs / UN / regional organisations, performing a similar assignment,
- Demonstrated experience performing similar assignment for humanitarian and development agencies will be an advantage,
- Knowledge of ASEAN and AHA Centre will be an advantage,
- Consistent team members' capacity of the consulting firm with available and compatible qualified solid team members to perform the proposed assignments (see below)

#### **Qualification required for team members of the consulting firm**

- Team members show the required credentials, strong knowledge and skills for each required assignment, i.e. Finance and Accounting and procurement. The proposed staff of the consulting firm must also include a team with strong interpersonal relations, communications and reporting, as well as exceptional writing, editing/proof-reading skills in English with the highest English proficiency at the level of a native speaker,
- The proposed team members must have requisite academic qualifications, preferably postgraduate in the related field,
- The team member proposed for each manual must have relevant academic qualification and experience related to each subject,
- The proposed lead staff must have experience in similar assignments with intergovernmental organisations and/or UN. This will be given a high preference.

Note: The AHA Centre reserves the right to verify the proposed staff credentials, experience, and availability to the consulting firm.

### **Desirable**

- The proposed team members with practical experience related to the above-mentioned potential assignments i.e. the team members proposed for the procurement manual possess previous work experience with IGOs/INGOs/UN in procurement and supply chain management with roles and responsibility related to development, implementation and monitoring of organisational policies/internal controls – similarly for other proposed assignments such as Financial Management,
- Institutional and staff experience of working in disaster management and humanitarian sector, understanding of humanitarian standards and principles, specifically working experience in an emergency context (this will be highly preference)

- Understanding labour laws, safeguarding requirements (organisational code of conduct), procurement rules, and internationally accepted best practices and standards.

The interested consulting firm/organisation must provide sufficient information in the proposal to demonstrate compliance with the above requirements. The proposal shall include, as a minimum:

1. Letter of Interest,
2. Company profile outlining relevant qualifications, accreditation, years and depth of experience in line with the requirements as mentioned earlier,
3. CVs of lead consultant/s as well as team members,
4. Proposed timeline and budget,
5. A summarised description and brief examples of work on the previous specific and similar projects.

### **Working Arrangement**

The consultancy will be conducted remotely, with an initial meeting to be conducted either face-to-face or through an online platform (where possible) as per the requirement of the AHA Centre.

### **PAYMENT SCHEDULE**

The payment will be made on three (3) terms:

1. Signing of the contract as advance payment.
2. Approval of the proposed outline of all manuals, specifying the contents and brief explanation for each section within the manual, and the first draft of each manual.
3. Upon completion and acceptance of the final report by the AHA Centre and completed training to the AHA Centre staff members.

More details in the payment term can be discussed at the final stage of the selection process.

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