

SEDO		REQUEST FOR QUOTATION	
PR no(s): رقم طلب الشراء: الشركة	 PR/TIK/2026/00674	Date RFQ sent out: تاريخ إرسال طلبات العروض	05/07/2026
		Date quotation due back: تاريخ تسلم العروض	12/07/2026
		Procurement person responsible: الشخص المسؤول عن المشتريات	Asraa Mohammed
SUPPLIER NAME: اسم الشركة		RETURN QUOTATION TO: يودع العرض الى	Logistic Department in SEDO
Contact name اسم ممثل الشركة		Contact name اسم الشخص للتواصل	Asraa Mohammed Qasim
E-mail البريد الالكتروني		E-mail البريد الالكتروني	procurement@sedoiraq.org
Phone رقم الهاتف		Phone رقم الهاتف	N/A
Fax الفاكس		Fax الفاكس	N/A
Mobile رقم الموبايل		Mobile رقم الموبايل	N/A
Address العنوان		Address العنوان	Iraq, Tikrit city, Al Jawhara Neighbourhood, House# 496
Date items required by: تاريخ المطلوب لتجهيز المواد		1-Sep-26	
Delivery address: مكان التجهيز		Tikrit city - SEDO HQ	
Delivery method (if applicable): طريقة التسليم		N/A	
Payment terms: طريقة الدفع		☐ Cash or Hawala ☐ Cheque ☐ Bank transfer	

For supplier to fill in:							
Line item no.	Description of Goods / Services (add attachment for technical specification if very detailed) مواصفات السلعة أو الخدمة	Unit / Form الوحدة	Quantity required الكمية	Currency العملة / دينار	Unit Price سعر المفرد	Total Price السعر الكلي	Availability date تاريخ توفير السلعة أو الخدمة
1	Capacity building and system updating for HR/Admin department as the attached ToR بناء القدرات وتحديث نظام قسم الموارد البشرية وحسب الشروط المرجعة المرفقة	L.S.	1	IQD دينار عراقي			

Subtotal	
Sales tax (if applicable)	
Delivery charge (if applicable)	
Other charges (if applicable)	
TOTAL المجموع	

Additional information required from supplier: المعلومات الإضافية المطلوبة للمجهز	
[1] Quote validity period مدة صلاحية العرض	
After sales services (if applicable) (إن وجدت) خدمات ما بعد البيع	
[3] Lead time to finish all work is needed to be specified المدة اللازمة لانتهاء العمل	
Supplier confirmation of offer	
Name اسم ممثل الشركة	Supplier stamp ختم الشركة
Title المنصب	
Signature التوقيع	

TERMS OF REFERENCE (ToR)

PR#: PR/TIK/2026/0674

Item Procurement: Capacity Building and System Updating – Finance Department

Department: Program – 2601 Project

Duty Station: Tikrit city – Salahaddin governorate - Iraq

Service Duration: Three Months

SEDO BACKGROUND

Sahara Economic Development Organization (SEDO) is an Iraqi nonprofit NGO with a legal personality and registered in the federal government in Baghdad and in the Kurdistan region of Iraq. SEDO aims to empower the civil society and private sector to participate effectively in the local and national economic development through different tools and techniques and take their responsibilities in aiding the marginalized and vulnerable groups in Iraq. SEDO until now (end of 2025) implemented more than seventy projects funded by international organizations and nine projects with self-fund and local companies to achieve its goals.

SUMMARY:

Our organization, Sahara Economic Development Organization (SEDO), is currently working in eleven governorate overall Iraq with more than (50) employees in those areas. SEDO has many work policies in place across all departments, including the finance department, these policies and their tools were last reviewed and updated in 2021. SEDO looks forward to reviewing and updating the policies during this year, training staff on these updated policies, and helping them prepare the necessary tools.

OBJECTIVE:

The overall objective of this assignment is to strengthen the financial management capacity of Sahara Economic Development Organization (SEDO) by reviewing and updating its Finance Policies and Procedures Manual, developing standardized financial management tools and

templates, building the capacity of finance and relevant operational staff, and ensuring that the financial management system aligns with international NGO best practices, donor compliance requirements, and Iraqi legal and regulatory requirements.

KEY RESPONSIBILITIES AND DELIVERABLES:

The selected consulting firm or individual shall work closely with SEDO management and the Finance Department to complete the following activities:

A. Assessment of Current Financial Management System:

The consultant shall:

- Review all existing finance policies and procedures.
- Review accounting workflows and internal controls.
- Review financial forms and templates.
- Assess segregation of duties.
- Review approval authorities.
- Assess financial documentation and filing systems.
- Review cash management procedures.
- Review banking procedures.
- Review budgeting procedures.
- Review procurement-finance integration.
- Review grants financial management processes.
- Identify strengths, weaknesses, gaps and risks.
- Conduct interviews with key management and finance staff.

Deliverable:

- Financial Management Assessment Report

B. Review and Update Finance Manuals

Review and revise the Finance Policies and Procedures Manuals including:

- Financial policy
- Chart of accounts
- Allocation Policy
- AML Policy

- MPCA Distribution Policy
- Exchange rate Instructions
- Conflict of Interest

The manual should comply with:

- International NGO best practices
- Major donor requirements
- Iraqi legal requirements
- International accounting principles applicable to NGOs

Deliverable:

- The reviewed and updated policies

C. Suggestion and Create new Finance Manuals

The contractor can suggest creating new financial policies, for example:

- Budget management
- Separate the Cash management from main financial policy
- Bank management
- Petty cash
- Travel advances
- Asset management
- Financial reporting
- Grant management
- Documentation requirements
- Procurement-finance workflow
- Internal controls
- Delegation of authority
- Financial risk management
- Record retention
- Audit preparation
- Any other suggested policies to enhancement of SEDO's finance department capacity

Deliverable:

- The new policies

D. Develop Standard Operating Procedures (SOPs)

Develop practical SOPs for major financial processes including:

- Payments
- Procurement payments
- Cash advances
- Expense liquidation
- Budget revisions
- Financial reporting
- Asset acquisition
- Bank reconciliation
- Month-end closing
- Year-end closing
- Grant financial reporting

Deliverable:

- Finance SOP Manual.

E. Develop Financial Tools and Templates

Prepare or update standardized templates including:

- Payment Voucher
- Receipt Voucher
- Journal Voucher
- Cash Count Sheet
- Bank Reconciliation
- Petty Cash Register
- Cash Forecast
- Budget Monitoring Tool
- Budget vs Actual Report

- Asset Register
- Inventory Register
- Advance Tracking
- Travel Settlement Form
- Procurement Financial Checklist
- Financial Reporting Templates
- Delegation Matrix
- Financial Risk Register
- Internal Control Checklist
- Finance Compliance Checklist

Deliverable:

- Complete Finance Toolkit (editable formats).

F. Capacity Building

Design and deliver practical training sessions covering:

- Updated Finance Manual
- Internal controls
- Donor compliance
- Budget management
- Financial reporting
- Documentation standards
- Procurement-finance coordination
- Risk management
- Fraud prevention
- Asset management
- Grant financial management

Training should include:

- Practical exercises
- Case studies
- Group work
- Templates practice

Deliverable:

- Training agenda
- Training materials
- Presentations
- Attendance sheets
- Pre/Post assessments
- Training report

G. Post-Training Technical Support

Provide technical support for implementation by:

- Answering technical questions
- Reviewing first implementation
- Supporting application of updated procedures
- Providing recommendations for improvement

EXPECTED DELIVERABLES:

Deliverable

Timeline

Inception Report	Week 1
Financial Assessment Report	Week 3
Draft Finance Manual	Week 5
Draft SOPs	Week 6
Finance Toolkit	Week 7
Staff Training	Week 8–10
Final Finance Manual	Week 11
Final Report	Week 12

ELIGIBILITY APPLICANTS

Applications are open to:

- Individual consultants;
- Consulting firms;
- Consulting bureaus;
- Specialized NGOs;
- Training and capacity development institutes.

Applicants should be legally registered (where applicable) and authorized to provide consultancy services in Iraq. Individual consultants must be legally eligible to work and provide professional consultancy services in Iraq.

QUALIFICATIONS

The applicant should meet the following minimum qualifications:

- A bachelor's degree or higher in Accounting, Finance, Business Administration, Economics, or another relevant discipline.
- At least 7 years of professional experience in financial management, accounting, auditing, financial systems development, or institutional capacity strengthening for NGOs, INGOs, UN agencies, government institutions, or the private sector.
- Demonstrated experience in reviewing and developing finance policies, procedures, internal control systems, and financial management manuals.
- Proven experience designing and facilitating capacity-building and training programs for finance and non-finance staff.
- Strong knowledge of NGO financial management systems and donor compliance requirements, including experience with international donor regulations (such as UN agencies, EU, USAID, GIZ, DANIDA, FCDO, SDC, or similar donors).
- Good understanding of Iraqi financial regulations, taxation requirements, and NGO operational context.
- Excellent analytical, report writing, communication, and facilitation skills.
- Strong proficiency in Microsoft Office applications, particularly Excel and Word.
- Fluency in Arabic is required. Good command of English is highly desirable.

EVALUATION PROCESS

The application will be evaluated from (100) points; 70 points for technical side as follows:

<u>Criteria</u>	<u>Points</u>
Experience in developing finance manuals and financial management systems	20
Experience working with NGOs/INGOs and international donor-funded projects	20
Quality of proposed methodology and work plan	15
Qualifications and relevant experience of the consultant or proposed team	15
Total Technical Score	70

And (30) points for financial, the lowest price will take all (30) points and other offers will be calculated on following of this question:

$(\text{Minimum offer price} \div \text{the current offer price}) * 30$

PAYMENT TERMS AND SCHEDULE:

There will be four payments with required deliverables as the below table:

Payment #	Deliverables	Payment amount %
1	- Signed and Stamped SCN - Deliverables of step (A) as mentioned above - Original Invoice	20%
2	- Signed and Stamped SCN - Deliverables of steps (B+C) as mentioned above - Original Invoice	30%
3	- Signed and Stamped SCN - Deliverables of steps (D+E) as mentioned above - Original Invoice	30%
4	- Signed and Stamped SCN - Deliverables of steps (F+G) as mentioned above - Original Invoice	20%

DURATION:

This service is required for three months, and starting date expected by st September 2026 and ending by 30th November 2026.

ACCEPTANCE OF PROPOSALS:

All rights to accept or reject proposal without giving any reasons, shall be reserved by SEDO. If deemed necessary, the vendor shall be asked for modifications.

HOW TO APPLY:

The applying ways and required documents mentioned in the advertisement documents in both languages, Arabic and English.