Terms of Reference

Design and implementation of a consolidated budget and financial management tools
Graines de Paix – Consultancy assignment

1. Background and objectives of the assignment

Background

The Graines de Paix Foundation aims to strengthen its financial governance as its activities grow and to manage a diverse funding portfolio. Its main donor, the Swiss Agency for Development and Cooperation (SDC), funds a major project implemented through a decentralised approach in northern Benin.

The Foundation also receives numerous philanthropic contributions of varying amounts, earmarked for specific projects or purposes. In the medium term, it aims to diversify its sources of funding and pursue larger, more complex institutional funding opportunities.

The Foundation works with its Graines de Paix partners in Benin and Côte d'Ivoire to implement projects. External audit reports are available for these partners. This decentralised structure and the range of donors require the Foundation to distinguish funds by their designated purpose, comply with the restrictions attached to each contribution and prevent double funding of expenditure.

Financial data are currently held in several tools and consolidated manually. The Foundation aims to bring these data together in an integrated solution to strengthen financial oversight by the Executive Management and improve reporting to the Foundation Board.

Objectives of the assignment

The assignment is to design and implement a consolidated budget (master budget) and financial management tools that enable the Executive Management and the Foundation Board to monitor budgets monthly.

The solution must meet the following objectives.

- **Consolidate budgets in a single model.** Bring together the budgets for projects in Switzerland, France, Benin and Côte d'Ivoire, philanthropic contributions, local partner budget allocations and head office operating costs. Retain details by project, donor and earmarked funding allocation. Link funding, budgets, actual expenditure, commitments and cash flow forecasts, and track expenditure and budget projections throughout the life of each project.

- **Anticipate AFD and European Union requirements.** Build the reporting frameworks and compliance requirements of the French Development Agency (AFD) and the European Union (EU) into the solution from the outset, so the Foundation is prepared to meet the requirements of future calls for institutional funding.
- **Track each earmarked philanthropic contribution.** Identify how each contribution, including small donations, is allocated and used, and comply with the restrictions that apply to it. The model may use allocation keys or rules that establish which allocations take priority.
- **Draw on existing audits.** Incorporate the findings and recommendations of the audit reports available from local partners in Benin and Côte d'Ivoire into the design of the solution.
- **Manage financial risks.** Monitor exchange rate variances between amounts in EUR or CHF and actual expenditure in XOF, the rate at which partners spend their budgets, and the eligibility of local supporting documents.
- **Automate financial reporting.** Enable on-demand generation of financial reports in the formats required by the SDC and philanthropic donors, and preconfigure the official AFD and EU templates.
- **Verify the robustness of the audit trail.** Stress-test the tool using a simulated crisis scenario as part of a mock audit.

2. Scope of work and expected deliverables

2.1 Assessment and data architecture

- Analyse head office accounting and the flows of funds and data between the head office and partners in Benin and Côte d'Ivoire.
- Review Salesforce data on donations, funding commitments and funding applications.
- Analyse the current donor reporting process, particularly how expenditure is allocated to activities and donors.
- Review the audit reports available from local partners to identify areas for improvement.
- *Conduct a gap analysis comparing current procedures with SDC, AFD and EU requirements.*

Deliverable 1 – Assessment report, data architecture and SDC, AFD and EU compliance matrix.

2.2 Design of the consolidated budget and risk monitoring tools

- Design a model covering projects, philanthropic contributions, partner budgets and head office operating costs. Include configurable reporting dimensions for future AFD- or EU-funded projects.
- Develop tables that show how expenditure is covered by funding, along with risk management tools that address the following areas.
  - **Exchange rate risk.** A multi-currency module to convert amounts and track variances between contractual or forecast amounts in EUR or CHF and actual expenditure in XOF.

- **Traceability of philanthropic contributions.** A table tracking the allocation and use of small donations, with alerts for restrictions on use.
- **Financial risks of Graines de Paix partners in Benin and Côte d'Ivoire.** Financial performance indicators, including indicators that track the rate of expenditure.

Deliverable 2 – Conceptual model of the consolidated budget and functional mock-ups of the financial management tools.

2.3 Technical integration and reporting automation

- Connect the solution to the head office accounting system (Crésus) and to the data submitted by partners.
- Automate the production of financial reports in the formats required by the SDC and philanthropic donors.
- Preconfigure the AFD and EU reporting templates relevant to the funding opportunities under consideration.

Deliverable 3 – Operational solution connected to source systems, with automated data flows.

2.4 Stress test

- Design a simulated crisis scenario.
- *Stress-test the tool to verify the robustness of the audit trail.*

Deliverable 4 – Stress test report and validation of the tool's robustness following adjustments.

2.5 Roll-out and knowledge transfer

- Prepare user guides and budget procedures for the head office and partners in Benin and Côte d'Ivoire.
- Train the finance teams and local partners so that the Foundation can use, modify and maintain the solution independently after the assignment.

Deliverable 5 – Manual of standardised budgeting procedures, user guides and certificates of training.

3. Required qualifications and experience

- Expertise in NGO financial management in a multi-donor environment, a strong command of SDC eligibility and audit rules, and in-depth knowledge of AFD and EU requirements.
- *Experience developing consolidated budgets (master budgets), tables tracking expenditure coverage by donor, and financial management tools for senior management or a foundation board.*

- Demonstrated ability to analyse third-party audit reports and translate their recommendations into operational controls.
- *Advanced skills in enterprise performance management (EPM) or business intelligence tools such as Power BI or Tableau, and the ability to produce clear dashboards for decision-making.*

4. Solution acceptance criteria

- **Auditability.** The solution allows users to drill down immediately from the consolidated budget to the supporting document held at the head office or by a partner, including for small donations.
- **Contractual safeguards and adaptability.** The solution automatically blocks allocations that would result in double funding. It can accommodate a future AFD or EU contract without changes to its core architecture.
- **Clear and reliable monthly reporting.** The dashboard gives the Executive Management and the Foundation Board an overview of the Foundation's financial position and cash position. It highlights fixed costs, underfunded projects and budget lines, and funding needs.
- **Monitoring of local partners' financial risks.** The solution provides a financial risk profile for each partner in Benin and Côte d'Ivoire.
- **Autonomy.** The Foundation can use, modify and maintain the solution independently after the assignment.

5. Proposal submission

Proposals must be sent to candidatures@grainesdepaix.org by 23 November 2026 with the subject line "Postulation – consultance en pilotage financier – NOM Prénom".

The submission must include a CV highlighting experience in developing financial management tools for NGOs that manage multi-year projects funded by multiple donors, together with a detailed proposal covering the methodology and costs.

Consulting firms may also submit a proposal. In this case, the CV must be that of the person who will carry out the assignment.