



RWANDA
ORGANIZATION OF PERSONS WITH
DEAFBLINDNESS

Address: KG 572Po Box6296,Kigali
Contact:+250 788520081
Email:info@ropdb.org
website:www.ropdb.org
Tin number:119545355

**TERMS OF REFERENCE (ToR)
FOR CONDUCTING A SYSTEM BASED AUDIT
On Rwanda Organization of Persons with Deaf-Blindness**

Job Title: National Consultant/Firm
Type of Contract: Individual /Firm Contract
Expected starting date: 15 September 2022
expected ending date: 15/October/2022

1. Background

Rwanda Organization of Persons with Deaf blindness in Rwanda (ROPDB) is a Local Organization of People with Disabilities (OPD) which is fully registered with the Rwanda Governance Board (RGB) with registration number N° 809/RGB/NGO/LP/01/2022. It is an organization aiming to promote and protect the rights of persons with Deaf-Blindness, this disability category has been excluded among other categories because it has not been recognized as a distinct disability type. ROPDB comes up with the main objective of improving the living conditions of persons with deaf blindness.

The concern for the people with disability globally is seeking appreciation, recognition as a marginalized group and in this case, specifically speaking, we focus on the Deaf-Blindness. We draw our attention on their situation as one key global agenda. The numbers of persons with Deaf-Blindness are still growing as their identification continues, championed through various avenues of advocacy by key stakeholders through institutions like Rwanda Union of the Blind (RUB), Rwanda National Union of the Deaf (RNUD) and Rwanda National Association of Deaf Women (RNADW) plus various support organizations like **My Right** and to other support bodies including government bodies. There is hope that with this joint efforts and initiatives the People with Disability and specifically Deaf-Blind persons will have better lives in Rwanda.

The Government of Rwanda has continued to play a big role in supporting the People with disabilities including the Deaf-Blind. Also, the government of Rwanda is increasingly supporting inclusion of persons with disabilities in all government programs through government legislation and policies. Representation of persons with disabilities in the national parliament, the establishment of the national council of persons with disabilities and the signing and ratification of the UNCRPD are some key milestones in the government's desire for full inclusion of persons with disabilities in all government programs.

Our mission: Empowering persons with deaf blindness to become agent of change, demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.

Regulatory initiatives have equally continued to be enforced by various government ministries aimed at fostering better synergies that support the better living of People with Disability where the Deaf-Blind are not exceptional. However, this is not enough as the Deaf-Blind in Rwanda still have patent challenges to be addressed emerging from the situational analysis ranging from Psycho –social and economic challenges they face as they struggle to find means of making ends meet.

ROPDB was established in November 2018 with funding from MyRight, ROPDB needs to conduct “**System Based Audit**” as partner organization of MyRight.

Mission: empowering persons with deaf blindness to become agent of change demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.

Vision: A situation where person with Deaf Blindness accesses all rights, enjoy equally, equitable opportunities and actively participate in country development like other citizen.

2. Objectives of the Systems Based Audit of Partner Organisation

2.1 The main purpose of the Systems Based Audit is to assess the current level of the institutional capacity of the organization, which means; to identify the level of the organizations development, its weaknesses and to recommend measures that should be taken to further institutional development of the organization. It is expected that the System Based Audit recommendations will give the organization a clear picture of their strengths and weaknesses in order to develop their organization even more.

Specific objectives:

The specific objectives of this exercise are as follows:

- 1) To assess the current situation of the partner organization’s governance, management, operation and administration.
- 2) To identify important weaknesses that can help the partner organization to develop.

2.2 The Scope of Work for carrying out the systems based audit:

Unless otherwise stated, the time frame is one (1) year back in time for the reviews below.

(A) Review the capacity of organizational governance:

1. Review the organization’s governance capacity:
 - 1.1. Is the organization’s Vision clear and understandable?
 - 1.2. Is the organization’s Mission clear and understandable?
 - 1.3. Is the strategy for how to reach their vision and mission clear and understandable?
 - 1.4. Is the institutional operational plan clear and include expected goals/results?
2. Review the organization’s institutional budget and if it is possible to read out different financial incomes (donors etc.) and different costs?

Our mission: Empowering persons with deaf blindness to become agent of change, demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.

3. Assess the organizational governing documents and structure together with the transparency towards the organization's members (annual meeting etc.) and identify important weaknesses in the organizational governance

(B) Review the system for delegation and segregation of duties:

4. Review the organization's document ferrules of procedure/delegation system
5. Review if the organization has a procedure/system for appointment of board
6. Review the organization document for segregation of duties and if it is linked to the organization's financial management
7. Review the how the organization complies with their internal document for rules of procedure/delegation and segregation of duties
8. Review the Boards documentation and following ups of their own decisions (board meeting protocol etc.)
9. Review the organization document for "the right to sign in the organization's name"(bank accounts/cheques, agreements etc.)
10. Assess the organization work regarding delegation and segregation of duties and identify important weaknesses

(C) Review Organizational policies and guidelines:

11. Review if current policies and guidelines are signed or approved by board and/or Executive Director in line with internal system for decision making
12. Review if the organization has following policies/guidelines/steering documents (or similar):
 - 12.1. Financial manual
 - 12.2. Anti-corruption policy
 - 12.3. Procurement policy
 - 12.4. Human Recourse policy
13. Assess the organizational work with develop, approve, and update policies and guidelines and identify important weaknesses.

(D) Review internal control and compliance environment:

14. Review the organization's compliance with applicable laws/legislation/agreement terms/regulations that are set by authorities/agencies (such as donors, NGOs, Banks, National tax authority, Labor Ministry, etc.)
15. Review the organization system for ensuring compliance with above laws/legislation/agreement.
16. Review the routines for follow-up and the management of findings/comments in audit reports
17. Review if the organization has the required insurance in place
18. Assess the organization's work with internal control and compliance and identify important weaknesses.

(E) Review the anti-corruption system and risk management

19. Review the organization's whistle blowing system
20. Review the organization's documentation of detecting and preventing corruption and minimizing risks of corruption
21. Review the organization's documentation of risk and risk management

Our mission: Empowering persons with deaf blindness to become agent of change, demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.

22. Assess the organization's policies, work and management with corruption and risk and identify important weaknesses

(F) Review Internal system for planning, monitoring and reporting

23. Review if the organization's strategic and operational plans are linked to their vision and mission
24. Review if institutional budget is linked to the organization's operational plan or strategy
25. Review the organization's system for overall PME (planning, monitoring and evaluation)
26. Review if the institutional annual report describing the development within the organization in a way that is comparable to the different goals/areas etc. that is set in the organization's strategic and/or annual operational plan
27. Assess the organization's system for planning, monitoring and reporting and identify important weaknesses

(G) Review Financial system

28. Review the organization's financial management (accounting, reporting etc.)
29. Review the organization's following up of comments/shortcomings noted in institutional audits/project audit management letter
30. Review the organization's system of applying of funds and control regarding use of funds when it comes to different donors
31. Review the organization's system of budgeting, monitoring and reporting at an institutional level (consolidated budget and financial statement)
32. Review the system for making changes in approved budgets
33. Review the system/routines when staff's time are apportioned in different projects
34. Review the system of management of payment and refund of advances to staff
35. Review the organization strategy for sustainable and long-term budget planning
36. Assess the organization's financial system/document, management and internal work within the financial area and identify important weaknesses
37. Assess the quality of the financial manual

(H) Review Archiving system

38. Review the organization's system for back-up, archive and safeguarding of accounting records and other important documents (agreements, reports, staff contracts etc.) according to donor's conditions and national laws.
39. Assess the organizational system and work with back-up, archive and safeguarding of documents etc. and identify important weaknesses

(I) Review the Human Resource Management (HRM):

40. Review if the HR-policy (or similar document) include;
 - 40.1. procedure for reviewing of salaries and benefits
 - 40.2. procedures for capacity building of staff
 - 40.3. Recruitment of new staff
 - 40.4. Working environment (ensuring a healthy work environment)
41. Review routines/system for staff attendance/Leave Record/Time Reporting
42. Review if the organization has a code of conduct and if it prohibits members and employees to use organizational funds for personal gain, be involved in irregularities and corruption with funds from the organization or in its name as well as sexual harassment, threats or violence when representing the organization in any circumstance
43. Assess the Human Recourse Management and identify important weaknesses

Our mission: Empowering persons with deaf blindness to become agent of change, demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.

2.3 Reporting Guideline for Deliverables

- The draft report, included attached assessment sheet, along with an Executive Summary will be e-mailed by the Consultant to ROPDB, to get their feedback before finalization of the report on this Systems Based Audit.
- The organization's management response shall respond to all findings and recommendations made by the Consultant. The response shall be merged in the respective parts of the final Systems Based Audit report.
- The Final Report shall be sent by the Consultant both as digital and hard copies. Language of the reports shall be English.
- The organization's shall present management response and action plan based on the findings and recommendations made by the Consultant
- Digital copy of the final report will be sent to MyRights, markus.malm@myright.se and to info@ropdb.org. Two sets of hard copy of the report will be submitted to the partner organization.

2.4 Proposed timeline for carrying out the Systems Based Audit:

The final report should be sent not later than 15th of October 2022.

3. Expertise

3.1) Academic qualifications

- At least Master's degree in Accounting, Economic, Business Administration, Auditing, Finance other related field
- Strong Organizational and management skills
- Strong project management skills
- Strong leadership skills and able to coordinate multiple stakeholders
- Strong track-record of achievements organizing multi-stakeholders' processes
- An effective English communicator, both oral and written, Kinyarwanda is an added advantage
- Experience with reporting, monitoring and evaluation skills.

3.2) Experience

- Extensive experience in Organizational capacity assessment and Capacity Development plan
- A background in disability rights for more than 10 years
- Extensive experience in carrying out Organizational capacity assessment of OPDs using variety of sources and techniques evidence based.
- Extensive experience in using Octagon toolkits and ACA
- Ability to communicate technical information to a non-technical audience
- Ability to work as a team member and collaborate with others
- Valid certificate of registration of the consultant/firm provided by RDB

3.3) Skills and competencies

Our mission: Empowering persons with deaf blindness to become agent of change, demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.

- Ability to work with minimal supervision
- High level written and oral communications skills in English, Kinyarwanda and French
- Must be results oriented, a team player, exhibiting high levels of enthusiasm, tact and integrity
- Demonstrate excellent interpersonal and professional skills in interacting with development partners and persons with disability
- Skills in facilitation of stakeholder engagements/workshops
- Evidence of having undertaken similar assignments
- Experience in research, policy development, management and programming related work

4. Application Process

Interested and qualified Consultant/Firm should submit their applications which should include the following:

- Detailed Curriculum Vitae
- Academic qualification certificates
- Past experience certificates if any
- Technical proposal for implementing including time schedule for the assignment
- Financial proposal for the assignment

Please quote “**System Based Audit**” for Rwanda Organization of Persons with Deaf blindness (ROPDB)” on the subject line, Sealed envelope (hard copies) should reach ROPDB office

Sealed envelope (hard copies) should reach ROPDB office located at 1st road down Kacyiru Police Hospital near of AMIZERO Dispensary with Address KG 572 ST/P.O.Box 6296 Kigali and electronic copies on info@ropdb.org not later than 10th August 2022 at 12:00 AM.

Done at Kigali on 1st August 2022
MUSABYIMANA Joseph
Executive Secretary, ROPDB



Our mission: Empowering persons with deaf blindness to become agent of change, demand their rights and affirm their dignity as human being through Advocacy and empowerment to them towards stronger community activism.