



Terms of References (Ref.-No.: DBTA-GP-CD-FM-2020)

Engaging a facilitator for the assignment of
**“TRAINING OF SALESIAN CENTRE MANAGERS IN AFRICAN TVET CENTRES ON FINANCIAL
MANAGEMENT”**
for English-speaking Sub-Saharan African Countries

Project name: Capacity Building Trainings Initiative on Financial Management
Type of contract: Consulting Contract

1. Background and Rationale

Don Bosco Tech Africa (DBTA) is a Non-Governmental Organization under the Salesians of Don Bosco. It coordinates the network of the Don Bosco TVET Institutions in the Africa-Madagascar Region. DBTA's Mission is to focus on enhancing quality TVET for better livelihood especially for the marginalized youth in Africa and Madagascar. Their holistic approach is delivered through capacity development, modernization of training environment and equipment as well as linkages, networking and professional grants management.

With 102 training centers in 34 countries in Sub Sahara Africa, the Salesians of Don Bosco are one of the few trans-regional stakeholders of significance in Vocational Training on the continent, reaching out to 30,000 youths annually. The presence of the congregation in Africa is divided into 13 canonical administrative units (so-called Order Provinces), which have founded the joint network Don Bosco Tech Africa (DBTA) for the improvement of their TVET offer in the respective countries for a better qualification and employability of their target groups.

The network DBTA is registered as an International NGO in Kenya and has its head-office in Nairobi, which acts as a consultancy and service point for the Provinces with regard to TVET interventions in the Region. The implementation of annual action plans of the network is co-funded by the German Ministry for Economic Cooperation and Development (BMZ) through the Social Structure Fund (SSF). Implementing partner is the German NGO Don Bosco Mondo.



Resources are quickly becoming scarce and require strict discipline in planning as well as employing them in identified areas of an organization according to the budget established. Due to various global and local factors, there has been a call that financial procedures should be done with a high level of transparency and professionalism. This call has necessitated training in Financial Management for DBTA's Centre Management. This is so as to enable the Centre Management perform – among other tasks – professional Financial Management and ensure that the (scarce) resources at their disposal are providing maximum benefit to the young people in general but especially those from disadvantaged backgrounds.

Don Bosco Tech Africa understands Financial Management as planning, organizing, controlling and monitoring of financial resources of an organization in order to achieve the financial objectives defined. Financial Management entails Management of resources which plays a critical role in the growth and development of an organization. It goes far beyond the mere recording of transactions and preparation of reports. There is much more emphasis on effective and efficient utilization of financial resources and exploring the possibility of generating funds from various sources. That is the reason why top executives of an organization have to be concerned about the effectiveness of the control system in helping achieve the objectives and directing the organization towards fulfilling its mission.

Due to the impacts on the world of work and youth employability, and in order for Management and Teaching Staff at Don Bosco Vocational Schools to provide firm foundation towards a sustainable development for marginalised young people as well as for them to become competent partners in the field of employment, a training module on Financial Management is needed and will be designed (among others, like Organizational Management, Entrepreneurship and Green TVET & Sustainable Approaches which are advertised in separate tenders). It will ensure that the congregation has proper trained staff who will promote adequate Financial Management Procedures as well as the Salesian Holistic Education for Youth which in turn will enable them to find sustainable insertion into the world of work and be able to fully apply skills gained. It will also ensure that individuals in the Management of the Salesian TVET Institutions are well aware of their roles and responsibilities for ongoing development of employee capacity and quality standards in Vocational Training at Don Bosco Institutions.

The action is taken amidst the following observations which have been summarized from various reports, evaluations and meetings:

- Almost in all the Provinces, the shortage of qualified and experienced Salesians in Financial management of the TVET center is evident. This shortage reduces the quality of training delivered and the efficient use of resources, both material and human.



- There is a lack of vision for the future. Strategic plans are only partly in place and not shared with the Salesian community and even less with the staff.
- In general, most of the decisional power is in the hands of the director or the Salesian Community.
- Participation and involvement of Non-Salesian Staff Members in decisions making processes is low and the Institutions are often felt by these staff members as something “private” for the Salesians rather than as an Organization.
- Networking with other partners in the TVET Network is low (partly due to inability to engage).

2. Purpose and objectives:

The main purpose of the required consultancy is to contribute towards Don Bosco Tech Africa’s (DBTA) Mission Statement “*enhancing youth development in Africa through efficient resource management and Skill Training*”. The capacity building measure in Financial Management, among the other planned topics (Organizational Management, Entrepreneurship and Green TVET & Sustainable Approaches) shall empower the Center Management and hence enable them to use the knowledge gained in their daily routine in order to manage the TVET Centre in an effective and efficient way so as to achieve set objectives.

Another objective is to build and increase the Financial Managerial Capacities of the Center Management by harnessing their skills in planning, monitoring, asset control and figure based decision making in the field of Financial Management. This will also be achieved by professional guidance by Financial Management Experts following International Standards and Procedures. In turn The Centre Management will be able to operate Salesian Institutions in a sustainable manner.

3. Scope of work:

- Development of training module/content (with selected DBTA members) for Financial Management. This module shall address the needs of the TVET Centre Management of the Salesian “Africa-Madagascar Region”.
- Conduct training in Financial Management in the respective language zone through a 2 ½ days intervention which captures all essentials (and leads to the understanding and knowledge mentioned under point 2).
- Establish training report(s)

NB: This module is part of a bigger initiative with 4 modules. These are Organizational Management, Entrepreneurship and Green TVET & Sustainable Approaches; whereby same approaches as this module will be used.



4. Processes and methods

It is expected that service providers use a highly interactive state-of-the-art teaching and learning approaches, well-documented presentations, brainstorming, case studies, question labs, and breakout sessions. The training should be practical as well as responding to the evaluated needs at Salesian TVET Institutions. The training should underscore the practical elements or “action-learning modules” in order to reflect the situations of the English speaking countries in the Africa-Madagascar Region.

Methods in all interventions must be

- Executed with the facilitator and agreed on by DBTA Management Team.
- Executed by the same facilitator(s) (named/listed in the application). Alterations of personnel are generally not accepted.

5. Outputs and deliverables

- 40 trained Centre Management Staff
- A trainings module for Financial Management covering the below areas:
 - Overview of Financial Management Process (including operational and strategic approaches)
 - Basic book keeping, ledger posting, bank reconciliation and petty cash management
 - Overview of types of financial statements and their interpretation
 - Budget as a control tool in Financial Management
 - Legal aspects and frameworks in Financial Accounting and Reporting as well as establishment of Policies and Procedures
- Progress report to be submitted and reports from workshops are presented to DBTA after training intervention.

6. Timetable

- By latest 10th April 2020 – 23.59: submission of tender
- By latest 17th April 2020: information towards shortlisted applicants
- By latest 30st April 2020: signing of contract agreement and start of process
- By latest 20th May 2020: submission draft trainings program/content

7. Duration of Assignment

Following the road map for the workshops (it indicates all trainings in general). Kindly note that only the dates for the training in the respective language will apply to the tender call:

- **English: 2 trainings with around 20 persons/trainings in July 2020 and April 2021**



Additional information not related to this tender call: further interventions planned in other languages:

- Portuguese: 2 trainings with around 12 persons/training in October 2020 and April 2021
- French: 5 trainings with around 17 persons/training in October 2020, April 2021, February 2022, April 2022 and November 2022

8. Profile of consultants/Required Qualifications

- Knowledge about TVET and TVET Management
- Experience in Financial Management (national as well as international) and ability to facilitate Leadership and Development Programs with an experience of multinational stakeholders (Adult Education).
- 5 to 10 years' experience in consulting work, especially in the development sector.
- Ability to effectively use training methods to ensure participants have a good understanding of competencies and can demonstrate proper knowledge, skills and abilities.
- Proven ability to manage and administer trainings and evaluate the Training Program Effectiveness.
- Ability to develop, design and deliver tailor made trainings modules to build effective management and leadership skills.
- Ability to incorporate brand and institutions values into the training activities.
- Excellent proven communication and relationship management skills.
- Proven experience in using participatory approaches.
- Ability to respond to comments and questions in a timely and appropriate manner with strong intercultural sensitivity
- Fluent in spoken and written English (additional languages are of benefit)

9. Ethics

The consultant or consulting team shall not disclose any information related to the work to others without prior information and approval of DB Tech Africa. All products and deliverables generated, whether in soft or hard form shall be submitted to DBTA on completion of the assignment.

10. Management of activities

The general and overall management is overseen by the Program Manager. The management of specific activities is the responsibility of the contracted company but must be communicated to DBTA. DBTA has to agree to the procedures in general and in written.



11. Terms of Payment

Payment will proceed as following:

- 1st installment after completion of development of training module.
- Upon completion of each training (according to schedule agreed on).

12. Applications and Closing Dates for Submission

All application must be received by the office of DBTA (Pepo Lane off Dagoretti Road – Karen, Nairobi/Kenya) by latest 10th April 2020 – 04.30 p.m. For hardcopies and postal submission or 10th April 2020 – 11.59 p.m. for email submissions with the reference stated: **DBTA-GP-CD-FM-2020**. Respective email-account for applications: application@dbtechafrica.org

A full application shall include:

- Cover letter describing relevant professional experiences and detailed description of qualifications
- A technical and financial proposal for the task described above
- Proposed consultant/facilitator or project team with CV of all suggested team members
- Proposed approach indicated details in regards to the interventions planned inclusive time schedule of interventions

Incomplete applications will not be considered.

Requested documentation will be reviewed and only shortlisted candidates will be contacted for the second phase. The final decision will be made after the interview considering candidate's relevant experiences and qualifications as well as in regards to the cost efficiency of the offer.

In case of any clarifications needed, please email: programmanager@dbtechafrica.org