



**Terms of reference (ToR)**  
Financial and Management Systems Consultancy  
Cameroon YMCA  
**JUNE 2024**

**1. Background Information**

The Young Men's Christian Association (YMCA) was created in June 1844, and arrived in Cameroon around 1924. On the 27<sup>th</sup> April 1955, the YMCA/UCJG (*Union Chrétienne de Jeunes Gens, in French*) was recognized by the public authorities as a Public Association by decree N° 724/APA. This was due to the great work and demonstrated impact to youth Nationally as recognized by the French authorities. However, following troubles that led to the ban of activities of various associations countrywide in the end 1950s, the YMCA continued operating under the church which had now received its autonomy to operate much later after the YMCA. Later, there was a tension between the church in its relationship with the YMCA. This was due to the YMCA desire to operate under its globally shared mission, yet relegated to a youth department in church. Fortunately in 1991 the YMCA/UCJG obtained its legal declaration of existence as an independent entity from the church.

YMCA/UCJG Cameroon is now affiliated to the African Alliance of YMCAs (AAYMCAs) which brings together 23 African member countries internally referred to as National Movements (NMs). The NMs' have a shared mission of Empowering Young People for the African Renaissance. Cameroun YMCA desires to achieve the outcomes of this shared mission, initially by building a viable, strong, sustainable, and relevant institution for young people within the communities that it serves.

The Cameroun YMCA also ascribes to the area and global strategic frames, the Vision 2030 and the Y3.0 Gameplan. The latter serves as the strategic development framework (strategic plan) for the African YMCAs and combines both the institutional and programmatic vision of the African YMCAs to the year 2026. This enables each National Movement (NM) to have a long- term view of its growth and development to fulfil the mission.

Since 2015, the UCJG/YMCA has exclusively relied majorly on membership fees and individual contributions until 2017 when it started receiving external project funding. The UCJG/YMCA continues to essentially be a project funded association, however, members' contribution and user fees from various activities including holiday camps and training continue supporting operation costs. Other means of fundraising is through selling branded materials for the YMCA's visibility as well as a revenue earner.

Unfortunately, the YMCA has been operating with quite basic management and operations structures. Traction to larger amounts of project funding as well as strategic partnerships for positive outcomes cannot be achieved if the organization does not have management systems both operations and financial. It is therefore necessary to mainstream a collaborative process for designing and adopting new systems and processes that conform to international standards and those aligned to the African Alliance of YMCAs.

**2. Consultancy Opportunity**

The UCJG/YMCA as a non-profit organization, requires effective management systems and procedures (both financial and operations) to ensure that resources are allocated efficiently; goals are met on time and within budget; stakeholder expectations are satisfied; and that the UCJG/YMCA can achieve its mission positively impacting its participants and beneficiaries. The ensuing consultancy is therefore an opportunity through a

participatory and collaborative approach with teams at the Cameroun YMCA and the AAYMCA based in Nairobi, Kenya to identify management system gaps and achieve their development.

### **3. Objectives**

In collaboration with the African Alliance of YMCAs ( AAYMCAs) and UCJG/YMCA Cameroon, the objectives of the consultancy are:

- Undertake review of UCJG/YMCA Cameroon’s existing financial and management control systems and processes.
- Advise the Management of AAYMCA and UCJG/YMCA Cameroon of any identified capacity gaps and make recommendations on how these can be addressed with clear timelines for action.
- Institute and implement a capacity enhancing system designed to improve and strengthen both financial and management control systems.
- Carry out capacity building programmes with addition to job training ( to specific UCJG/YMCA Cameroon staff teams to enhance their skills), in order to ensure that staff have the capacity to implement the improved financial and management policies, systems and procedures.

### **4. Scope of Work**

The financial Management consultant will provide support to UCJG/YMCA Cameroon, to ensure that there are adequate financial management systems in place at the headquarters and possibly in existing branches.

Specifically, the consultant is expected to undertake the following tasks:

#### **A. Review of Current systems and processes**

##### Financial Management Systems

- i.* Review existing financial policies, systems and procedures including performing walk-through tests to ascertain areas of improvement.
- ii.* Carry out critical review of the internal control systems, focusing on the control environment, risk assessment and control procedures.
- iii.* Review financial management processes for UCJG/YMCA and identify weaknesses in tracking and reporting both receipts and expenditures.
- iv.* Review compliance with statutory obligations, funding agreements and reporting.
- v.* Review asset management practices both at head-office and branch level.

##### Procurement Systems

- i.* Review the existing procurement policy, processes, systems, the controls therein and assess whether they facilitate efficient use of resources.
- ii.* Identify weaknesses in the procurement system/processes and recommend changes that would ensure items are optimally stocked and distributed accountably.

#### **B. Design and Develop appropriate systems**

##### Financial Management Systems

- i.* Develop financial management policies and procedures that strengthen UCJG/YMCA’s internal control environment and address the weaknesses identified in the assessment phase.

##### Procurement Systems

- ii.* Develop appropriate procurement management manuals and policies to strengthen procurement processes as well as gaps identified in the assessment phase.

### **C. Training and Capacity Building**

- i.* Undertake staff training and needs assessment of finance and procurement staff at HQ and Branch Level.
- ii.* Develop training and capacity building plans.
- iii.* Implement training and capacity building plans.
- iv.* Support UCJG/YMCA with dissemination of financial policies, systems and procedures to staff at all levels (HQ/Branch).
- v.* Provide support to identify, install and use the financial software package.
- vi.* Provide training on reporting to partners.

### **D. Fiduciary management support**

- i.* Provide financial management support following sound budgeting, accounting and financial control procedures in compliance and alignment with Africa Alliance of YMCAs, donor requirements and best practice.
- ii.* Provide procurement management support to ensure compliance with policies, donor requirements and local laws and regulations.
- iii.* Project Management: Support operations both at the HQ and Branches to ensure compliance with obligations set out in funding and sub-grantee agreements, MOUs etc.. with both internal and external stakeholders.

## **5. Financial Management Reporting Lines**

The Financial Management Consultant reports jointly to:

- The General Secretary - Africa Alliance of YMCAs,
- The Board Treasurer - Africa Alliance of YMCAs,
- The Finance Manager - Africa Alliance of YMCAs,
- The NGS - Cameroun YMCA.

## **6. Key Milestones/Deliverables and Timelines**

- a) Inception report within 2 weeks of contracting,
- b) Assessment report indicating the current gaps and roadmap to strengthening current Cameroon, UCJG/YMCA operations within 1.5 months of contracting,
- c) Staff capacity needs assessment and capacity building plan,
- d) Updated financial management policies and procedures manual,
- e) Periodic progress reports,
- f) Final report with update on status of desired outcome of the consultancy.

## **7. Terms of Payments**

Payment shall be done as described and agreed upon in the consultancy agreement upon phased submission of relevant deliverables.

## **8. Experience and Qualifications**

The consultant should possess the following minimum qualifications.

- a) Education
  - Advanced University Degree in accounting, audit, business administration, commerce, or related field; or
  - A first level degree combined with a professional accounting, auditing, or related designation (Chartered Accountant, CPA, CIA, CISA (Certified Information Systems Auditor), CFE, ACCA (Association of Chartered Certified Accountants)).
- b) Experience

- Minimum 5 years of post qualification experience in accounting, financial management, audit, technical assistance, or other directly relevant experience;
- At Least (3) years of demonstrated experience as a technical advisor/Technical Assistant or trainer in financial management;
- Good Knowledge of donor financial management practices/requirements including policies and procedures;
- Experience with general management practices and techniques including management principles, governance and accountability, risk management, use of technology, project management, research and analysis, quality assurance, and human resources management, is required;
- Proven track record in working effectively with multi-disciplinary teams;
- Experience with not-for-profit organisations/ International Non - Governmental Organisations (NGOs), is highly desirable;
- Experience of internal audit at the international level would be an advantage.

c) Language

- Fluency in French (written and oral) and
- Strong working knowledge of English (written and oral).

d) Other Desired requirements

- In-country consultant who is conversant with the french accounting system is preferred.

**9. How to Apply?**

Interested parties should send a soft copy of their application (**Application should be received in English**) by email to [consultancy@africaymca.org](mailto:consultancy@africaymca.org) . In case the English version of the Application has been translated from French, please do also send the original French copy to this email address at the same time, for further check wherever necessary.

**The Deadline for submission is 15th of July 2024 by 23:59 EAT**