

Request for Proposal (RFP) for updating and developing Finance Policy

Mutahid Microfinance Institution (Mutahid) is seeking services of consultants/consulting firms for the development and implementation of Finance Policy. This assignment encompasses a comprehensive review and update of the Mutahid's Finance Policy to ensure it aligns with current operational needs, regulatory requirements, internal controls and best practices.

1. Introduction / Purpose:

Mutahid, established in April 2011, emerged from the consolidation of six microfinance institutions (MFIs) in Afghanistan. Initially a department of the Microfinance Investment Support Facility for Afghanistan (MISFA), it later became a separate entity in June 2017 while remaining a wholly-owned subsidiary of MISFA.

Mutahid offers financial services to and creates opportunities for Afghan entrepreneurs through an innovative development finance institution, and is considered not only an economic tool to alleviate poverty but also an approach to a social mission. It is dedicated to providing financial services to underserved and to marginalized communities, and is intent on fortifying its operational efficiency and ensuring long-term sustainability.

With a countrywide license to offer microfinance services to its customers, Mutahid is providing demand-driven Murabaha services to low-income individual/businesses from 17 branches in 10 provinces.

2. Scope of Work:

Following are the objectives of this assignment:

- i. Ensure compliance with the latest financial regulations and standards.
- ii. Introduce clear guidelines on [e.g., expense reimbursements, budget planning, procurement].
- iii. Improve internal controls and reduce risk of financial mismanagement.
- iv. Streamline processes for faster and more transparent financial decision-making.
- v. Incorporate digital tools and platforms in financial workflows.

This assignment encompasses a comprehensive review and update of Mutahid's Finance Policy to ensure it aligns with current operational needs, regulatory requirements, and best practices.

1. Review and assess the current Finance Policy.
2. Identify gaps, outdated provisions, and compliance risks.
3. Establish, monitor and review framework for future updates.
4. Review policies, procedures, and documentation related to financial management.
5. Expense Management – Including reimbursement procedures, allowable expenses, and limits.
6. Budgeting & Forecasting – Guidelines for budget planning, approval, and monitoring.

Terms of Reference for Consulting Services: Development of Finance Policy and Training of Staff

7. Internal Controls & Compliance – Segregation of duties, audit trails, and risk mitigation measures.
8. Financial Reporting – Frequency, format, and responsibilities for internal and external reporting.

3. Deliverables:

The assignment will result in the following key deliverables:

- i. A fully revised and formatted version of the existing Finance Policy.
- ii. Updated sections on expense management, cash management, procurement, budgeting, and compliance.
- iii. Meeting with CEO, COO and Head of Finance on draft report.
- iv. Final draft of the report to COO/CEO & Head Finance.
- v. Training plan.
- vi. On-ground training.
- vii. Training materials and documentation.

4. Timeline:

The consultant/consulting firm is expected to complete the assignment within **4 - 6 weeks** beginning [timeline will be mutually agreed].

5. Qualifications:

The ideal consultant/consulting firm should have:

- i. Minimum of 10 years of relevant experience in financial policy development, internal controls, or financial operations.
- ii. Demonstrated experience in reviewing and updating finance policies for medium to large organizations.
- iii. In-depth knowledge of financial regulations, accounting standards, and compliance frameworks e.g, GAAP and IFRS.
- iv. Strong understanding of budgeting, procurement, expense management, and financial reporting processes.
- v. Familiarity with the microfinance sector and corporate finance environments.
- vi. Relevant academic qualifications such as Chartered Accountant, Banking Expert, Financial Management Expert, with an experience of overall 10 years.

6. Reporting:

The consultant/consulting firm will work in coordination with Head of Finance at Mutahid.

7. Budget:

Interested consultants/consulting firms are invited to submit a detailed budget proposal, including fees and expenses.

8. Evaluation Criteria:

(i) demonstrated knowledge of finance policy development and implementation; (ii) understanding of regulations and compliance framework; (iii) familiarity with industry best practices and internal controls; and (iv) proven track record in similar assignments preferably within microfinance sector.

9. Proposal Submission:

Please submit your proposal electronically no later than the close of business on **June 30, 2025**, to:

Mr. Atullah Aman

Senior HR Officer

Mobile: +93 799 811 888/ +93 729 999 198

Email: sr.hrofficer@mutahid.aor.af / vacancies@mutahid.org.af

We reserve the right to disqualify any proposal for lack of responsiveness or specificity.

All expenses associated with proposal preparation and presentation, including travel, shall be borne by the respondents.

Following the evaluation of all proposals, we may invite oral presentations, the dates and times to be scheduled as mutually convenient. We expect to select our consultant by **July 10, 2025**.

The consultants/consulting firms must be located in Kabul.