RAOUL
WALLENBERG
INSTITUTE
OF HUMAN RIGHTS AND HUMANITARIAN LAW

TERMS OF REFERENCE (TOR)

FINANCIAL MANAGEMENT DIAGOSTIC, MODERNISATION AND IMPLEMENTATION SUPPORT ASSIGNMENT

1. BACKGROUND

The Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI) is an independent academic institution, contributing to a wider understanding of, and respect for, human rights and international humanitarian law. RWI is an independent, non-profit foundation established in 1984, and in addition to its head office in Lund, Sweden, has offices in Armenia, Cambodia, Indonesia, Kenya, Ukraine and Zimbabwe. Approximately half of RWI's 70 employees are based at the Lund head office. The annual turnover is around 100 million SEK.

As RWI continues to manage increasingly complex programmes, partnerships, funding streams, and donor requirements, the organisation recognises the need to modernise and strengthen its financial management systems, processes, policies, and organisational arrangements. The appointment of a new Head of Finance at RWI presents a timely opportunity to establish a comprehensive baseline of RWI's current financial management arrangements and practises, and to initiate a modernisation and improvement of its systems and processes.

RWI currently utilizes Maconomy as its primary financial management system. Following experience with the system and an assessment of organisational needs, RWI has concluded that the current platform is no longer fit for purpose and does not adequately support the organisation's operational, management, reporting, forecasting, and strategic requirements.

RWI therefore seeks to engage an independent consultant or consulting team to undertake a comprehensive financial management diagnostic and modernisation review. The assignment should assess the effectiveness and efficiency of the current financial management framework and provide practical recommendations for strengthening financial governance, systems, controls, workflows, and organisational capacity.

In addition to conducting the diagnostic review and developing recommendations, RWI seeks a consultant who can support the practical implementation of agreed priority reforms. The assignment is therefore intended to combine assessment, planning, implementation support, change management, and capacity strengthening to ensure that recommendations are translated into tangible improvements in financial management practices, systems, controls, and organisational performance, including between RWI's offices.

A central component of the assignment will be to support RWI in defining the requirements for, and identifying suitable options to replace, the current financial management system. The review should provide a clear roadmap for modernisation, digitisation, automation, and continuous improvement across the finance function, and support its implementation.

Key drivers for this assignment include strengthening financial management capabilities, improving management reporting and forecasting, reducing manual processes, responding to audit and donor review findings, and assessing options for replacing the current financial management system.

2. OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment is to strengthen and modernise RWI's financial management systems, processes, governance, and organisational capacity through a comprehensive assessment, implementation of priority improvements, and procurement of a future-fit financial management system that supports effective programme delivery, accountability, compliance, forecasting, and strategic decision-making.

Specific objectives are to:

- Assess the adequacy, effectiveness, efficiency, and future readiness of RWI's financial management systems, policies, procedures, controls, and governance arrangements.
- Establish a baseline understanding of the current state of financial management across the organisation.
- Identify strengths, weaknesses, risks, inefficiencies, bottlenecks, and opportunities for improvement.
- Assess the extent to which current financial management practices support organisational strategy, programme delivery, decision-making, accountability, compliance, and growth.
- Identify opportunities for increased automation, digitisation, integration, standardisation, and operational efficiency.
- Review the effectiveness of financial governance structures, internal controls, risk management arrangements, and accountability mechanisms.
- Assess the capacity, structure, roles, and competencies supporting financial management.
- Identify the functional, technical, operational, and reporting requirements for a future financial management system.
- Identify and provide a preliminary assessment of suitable financial management system solutions capable of replacing Maconomy and supporting RWI's future needs, including modern cloud-based platforms that incorporate automation, artificial intelligence, predictive analytics, and advanced reporting capabilities to strengthen financial management, forecasting, compliance, risk management, and organisational decision-making.
- Develop a prioritised modernisation roadmap with recommendations for short-, medium-, and long-term implementation.

In addition, the assignment will seek to:

- Support RWI in planning and implementing agreed priority recommendations arising from the review.
- Strengthen the capacity of finance and operational staff to sustain improvements and modernisation efforts.
- Facilitate organisational ownership and adoption of revised processes, controls, systems, and ways of working.
- Support change management associated with finance transformation and modernisation initiatives.
- Assist RWI in developing practical implementation tools, procedures, templates, and action plans.
- Build organisational readiness for future financial management system replacement and broader finance transformation initiatives.

The assignment shall result in the implementation of an agreed set of high-priority reforms and deliver demonstrable improvements in financial management processes, reporting, controls and organisational capability.

3. SCOPE OF WORK AND RESPONSIBILITIES

The consultant shall undertake a comprehensive review of RWI's financial management environment through document review, consultations with a cross section of RWI staff (including staff from operations and staff based at country offices), process analysis, systems assessment, and benchmarking against good international practice.

The review shall include, but not be limited to, the following areas:

A. Financial Governance and Organisational Arrangements

- Financial governance structures and decision-making processes.
- Delegation of authority and approval frameworks.
- Financial management roles, responsibilities, and accountability mechanisms.
- Organisational structure and allocation of financial management responsibilities.
- Capacity, competencies, and staffing arrangements supporting financial management.
- Alignment between finance functions and organisational strategy and operational needs.

B. Financial Policies, Procedures, and Internal Controls

- Review of financial regulations, policies, manuals, guidelines, and procedures, incl:
  - Internal control systems and quality assurance mechanisms.
  - Segregation of duties and authorisation controls.
  - Financial risk management arrangements.
- Review anti-fraud, anti-corruption, ethics, and whistleblowing mechanisms as they relate to financial management and accountability.
- Assess the adequacy of controls for preventing, detecting, reporting, and responding to financial irregularities
- Review procurement policies, procedures, approval workflows, and segregation of duties, with a view to automate and integrate these processes within the future financial management system.
- Assess the effectiveness and efficiency of vendor management and payment processes.
- Identify opportunities for digitisation and integration of procurement and financial management processes

C. Budgeting, Planning, Forecasting, and Financial Reporting

- Review, assess and provide recommendations to improve:
  - Strategic financial planning processes
  - Budget development, review, and approval processes
  - Forecasting methodologies and practices
  - Budget monitoring and variance analysis
  - Financial reporting systems and procedures
  - Availability, quality, and usefulness of financial management information
  - Timeliness and effectiveness of reporting for management decision-making

D. Accounting Operations and Financial Administration

- Review, assess and provide recommendations to improve:
  - Accounting processes and workflows
  - Accounts payable and accounts receivable processes
  - Cash and treasury management
  - Expense management, incl. staff costs management, and reimbursement processes
  - Financial documentation and record management
  - Month-end and year-end closing procedures
  - Efficiency of routine financial operations

E. Systems, Technology, and Digital Transformation

The consultant shall review the current financial systems environment and support RWI in defining the future-state requirements for a modern financial management platform.

This shall include:

- Assessment of the RWI business model/coding structure.
- Identification of business, financial, operational, reporting, compliance, and management information requirements for a replacement system.
- Review of opportunities for automation, digitisation, workflow optimisation, and system integration.
- Assessment of existing manual processes and opportunities to reduce administrative burden through technology.
- Development of a requirements framework for a future financial management system.
- Identification and comparative assessment of suitable software solutions and platforms.
- Recommendations regarding system architecture (set-up and coding structure), cloud-based solutions, security, scalability, integration requirements, and implementation considerations.
- Development of an implementation plan for data migration, user adoption, and change management.

F. Value for Money and Operational Efficiency

- Identification of inefficiencies, duplication, bottlenecks, and unnecessary administrative burdens.
- Assessment of resource utilisation and administrative costs.
- Opportunities to improve economy, efficiency, effectiveness, transparency, and accountability.
- Opportunities for process simplification and standardisation.
- Opportunities to improve service delivery and support to programme operations.

G. Partner and Grant Financial Management

- Review systems and procedures for financial oversight of partners, consultants, and implementing organisations.
- Assess due diligence, financial monitoring, reporting, and follow-up mechanisms.
- Assess whether current systems adequately support partner financial management and risk-based monitoring.
- Identify opportunities to strengthen financial oversight and accountability across partnership arrangements

H. Implementation Support and Change Management

The consultant shall support RWI in translating review findings and recommendations into practical improvements through a structured implementation support phase.

Activities may include:

- Facilitation of validation and prioritisation workshops
- Support development of implementation plans
- Design and refinement of financial procedures and workflows
- Support strengthening of internal controls
- Development of practical tools, templates, and guidance materials
- Coaching and mentoring of finance staff
- Support organisational change management and stakeholder engagement

- Support implementation of selected quick-win reforms
- Advise on sequencing and management of longer-term reforms
- Support preparation for procurement and implementation of a future financial management system
- Monitor implementation progress and recommend corrective actions where necessary

4. DELIVERABLES

The consultant shall provide the following deliverables:

Deliverable 1: Inception Note

Within one week of contract commencement, the consultant shall submit an inception note outlining:

- Understanding of the assignment
- Proposed methodology
- Workplan and timeline
- Information and documentation requirements

Deliverable 2: Draft Diagnostic Assessment Report

A draft report presenting:

- Overview of the current financial management environment
- Findings and analysis by thematic area
- Key strengths and areas of good practice
- Key weaknesses, risks, gaps, and constraints
- Assessment of organisational readiness for modernisation
- Assessment of the current systems environment and future requirements

Deliverable 3: Validation Workshop

The consultant shall facilitate a validation and prioritisation workshop with relevant RWI stakeholders.

The workshop shall:

- Present and discuss key findings
- Validate recommendations
- Prioritise reform actions

Outputs shall include:

- A workshop report
- An agreed set of implementation priorities

Deliverable 4: Final Financial Management Diagnostic, Modernisation Roadmap and Implementation Plan

The consultant shall submit a final report incorporating feedback received during the validation process. The report shall include:

- Executive summary.
- Baseline assessment of the current financial management environment.
- Summary of key findings, strengths, weaknesses, risks, and opportunities for improvement.
- Prioritised recommendations ranked according to impact, urgency, feasibility, and resource requirements.

- Financial management modernisation roadmap, including short-, medium-, and long-term actions.
- Detailed implementation plan for agreed priority reforms
- Clearly defined responsibilities and accountabilities for implementation.
- Implementation timelines and key milestones.
- Resource requirements and capacity considerations.
- Risks, assumptions, dependencies, and mitigation measures.
- Change management and capacity-building recommendations.
- Monitoring and reporting framework for tracking implementation progress.

Deliverable 5: Support to procurement and implementation of new financial system

The consultant shall provide support to the selection of a new financial system through:

- Provide input to requirements, priorities and evaluation criteria for inclusion in the tender documentation.
- Participate in the evaluation of proposals, together with relevant RWI staff, and provide advice regarding the selection of a new financial system.

Deliverable 6: Implementation Support[1]

The consultant shall provide ongoing advisory and implementation support during the implementation phase, including coaching, review of draft procedures and tools, participation in implementation review meetings, advice on change management, and support to the implementation of agreed priority actions.

Expected outputs:

- Training and capacity building sessions
- Progress reports, including remaining recommendations
- Lessons learned
- Revised procedures
- Tools/templates
- Advice notes
- Meeting facilitation

RWI reserves the right to agree on the precise scope of implementation support following completion of the diagnostic phase. Consultants should therefore propose a flexible implementation support approach, including indicative levels of effort and daily rates for additional advisory support if required.

5. COORDINATION AND REPORTING

The consultant will report to the Executive Director or designated RWI focal point. A Steering Group consisting of the Executive Director, Head of Finance and designated senior managers may be established to oversee both the diagnostic and implementation phases.

The consultant will work closely with:

- Head of Finance
- Senior Management Team
- Finance staff
- Relevant operational staff

[1] It is recognised that the extent of implementation support may depend on the consultant's familiarity with the financial system selected by RWI.

RWI will provide access to relevant documentation, policies, procedures, audit reports, systems, and personnel necessary for completion of the assignment.

The consultant shall provide regular progress updates throughout the assignment and participate, as necessary, in implementation review meetings during the implementation support phase.

6. BUDGET

The consultant shall submit a detailed financial proposal covering all phases of the assignment, including the diagnostic review, validation, procurement of new financial management system and planning phase, implementation support phase, and training and capacity-building activities.

The financial proposal should include:

- Professional fees
- Estimated number of working days by assignment phase
- Travel and accommodation costs, where applicable (for on-site work in Lund)
- Workshop facilitation costs, where applicable
- Training and capacity-building costs, where applicable
- Any other anticipated reimbursable expenses

The proposal should provide a clear breakdown of costs, assumptions, and level of effort, including separate estimates for:

- Phase 1: Assessment and Planning (Deliverables 1-4)
- Phase 2: Procurement Support (Deliverable 5)
- Phase 3: Implementation Support (Deliverable 6)

Consultants are encouraged to propose an appropriate balance between on-site and remote support during the implementation phase.

Payments will be linked to the satisfactory completion of agreed deliverables and milestones as set out in the contract.

The maximum budget for the assignment is SEK 300,000 including VAT. Please make sure to specify the VAT in the proposal.

7. DURATION AND TIMEFRAME

The assignment is expected to be completed over approximately 14 weeks with starting date in mid-September and final report to be submitted by end of December 2026.

Phase 1 – Assessment and Planning (Weeks 1–10)

- Inception
- Interviews
- Assessment
- Draft report
- Validation workshop
- Prioritization
- Final report
- Implementation planning

Phase 2 – Procurement Support (Week 7-10 as required)

- Tender advice
- Selection committee

Phase 3 – Implementation Support (Weeks 11–14)

- Advisory support
- Procedure development
- Coaching
- Training
- Quick-win implementation
- Progress reports
- Final review
- Completion and Handover

The consultant is expected to spend sufficient time at RWI headquarters in Lund to conduct interviews, review systems and processes, and engage with relevant stakeholders.

8. QUALIFICATIONS AND COMPETENCIES

The consultant/team should demonstrate:

- At least 10 years' experience in financial management reviews, finance transformation, or organisational modernisation.
- Demonstrated knowledge of Swedish laws, regulations, governance requirements, and financial reporting obligations applicable to foundations and charitable organisations, and the ability to assess financial management systems and practices within the Swedish regulatory context.
- Experience in supporting organisations with offices in various countries, with efficient procedures and systems for financial management across offices.
- Demonstrated experience designing, selecting, and implementing ERP or financial management systems.
- Experience with international NGOs, foundations, research institutions, universities, or development organisations.
- Expertise in internal controls, financial governance, risk management, and donor-funded environments.
- Experience leading organisational change and digital transformation initiatives.
- Excellent analytical, facilitation, and report-writing skills.
- Fluency in English.
- Demonstrated experience supporting implementation of finance transformation initiatives.
- Experience facilitating organisational change and reform processes.
- Experience delivering finance training and coaching programmes.
- Proven track record supporting ERP implementation or finance system transitions.
- Strong workshop facilitation and stakeholder engagement skills.