THE MENA REGION INITIATIVE AS A MODEL OF THE NEXUS APPROACH AND RENEWABLE ENERGY TECHNOLOGIES

Standard Operating Procedures for the Project Activities

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Definitions:

- **MINARET: The MENA Region Initiative As a Model of NEXUS Approach and Renewable Energy Technologies**
- **PMU: Project Management Unit**
- **SOPs: Standard Operating Procedures**
- **Sida: Swedish International Development and Cooperation Agency**
- **Task:** assignment that should be completed
- **Description:** explanation of the task
- **Purpose:** why we are doing this task / objective of the task
- **Input:** reference documents, communication or a previous task that needs to be completed as a condition to do this task (input of a task is the output for the next task)
- **Requirements:** necessary conditions that should be fulfilled to consider that the task is completed
- **Required time:** the time needed to complete the task
- **Responsibility:** the person with appropriate expertise to outline activity
- **Revised and signed by:** authorized person to approve the task
- **Output:** the result of the task
- **Required documents:** documents that are required for this activity

Introduction

Standard Operating Procedures (SOPs) are the written procedures that describe sequence, process and standards that are put in place for repetitive actions in order to define acceptable specifications. SOPs must be in accordance with MINARET project's regulations, partners' policies and procedures and donor policies with reference to the agreements between partners, and between partners and donor.

SOPs are the standards for running MINARET's activities that all stakeholders have to adhere to while running any activity. It is a step-by-step guideline that makes it easy for anyone to follow.

Developing an SOP is about systemizing all of our processes and documenting them.

Benefits of SOPs:

It is important to have SOPs for all project activities, to achieve continuous improvement through applying clear methods and procedures, to ensure:

- Efficiency in performance,
- Consistency and reliability in all activities,
- Less errors,
- Resolving emerging conflicts between partners,
- A healthy and safe environment,
- Protection of employers in areas of potential liability and personnel matters,
- A roadmap for how to resolve issues – and the removal of emotion from troubleshooting – allowing needed focus on solving the problem,
- A first line of defense in any inspection, whether it be by a regulatory body, a partner or potential partner, a client, or a firm conducting due diligence for a possible purchase, donor
- Value added for the continuity of the project https://www.brampton.ca/EN/Business/BEC/resources/Documents/What%20is%20a%20Standard%20Operating%20Procedure(SOP).pdf

Criteria for the development of SOPs:

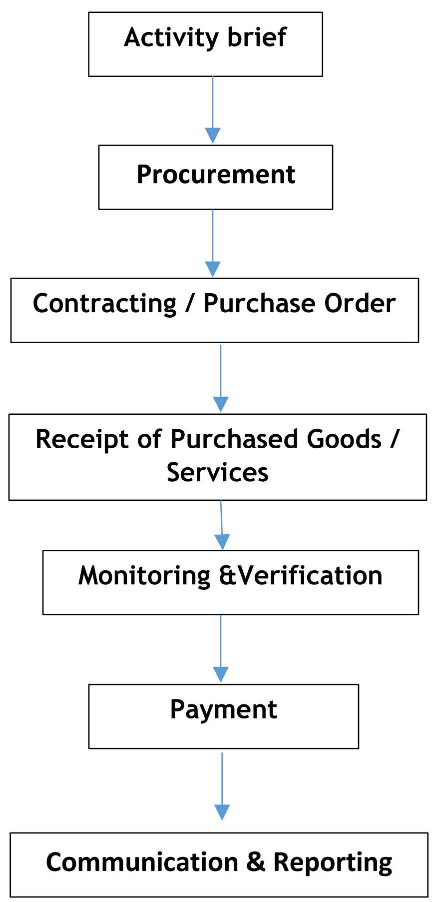
1- Comprehensive
2- Complete
3- Logical
4- Meet goals and objectives
5- Meet the design
6- Within budget
7- Within timeline
8- Meet KPIs
9- Meet Project Model
10- Developed as per template description for each step

Standard Operating Procedures (SOPs)

In this document, we will present the SOPs for Project Management Guidelines & Procedures.

Steps for Project Management Guidelines & Procedures:

1. Activity Briefs;
2. Procurement;
3. Contracting / Purchase Order;
4. Receipt of Purchased Goods / Services;
5. Monitoring & Verification;
6. Payment;
7. Communication & Reporting



1. SOPs for the Activity Brief

MINARET Project designed this Standard Operating Procedures manual to be an informative guide that will assist in running project activities through clear steps.

The manual outlines the process to follow in planning and implementing all project activities, and also highlights cross-cutting issues that need to be considered throughout the whole process like gender mainstreaming, community participation and communication.

The activity brief is developed for each and every activity, by the activity owner. The activity owner should ensure that the description of the activity brief outlined will fulfill MINARET project objectives, goals, model outlined in the inception report, work plan, within allocated budget and resources and logical framework. It aims for fulfilling project vision, goals and KPI's while ensuring satisfaction of beneficiaries and approval of donor while staying inline with the project timeline. It is the responsibility of the activity owner to coordinate effectively with other components' leaders to ensure consistency in achieving objectives.

Main points to consider when developing Activity Brief:

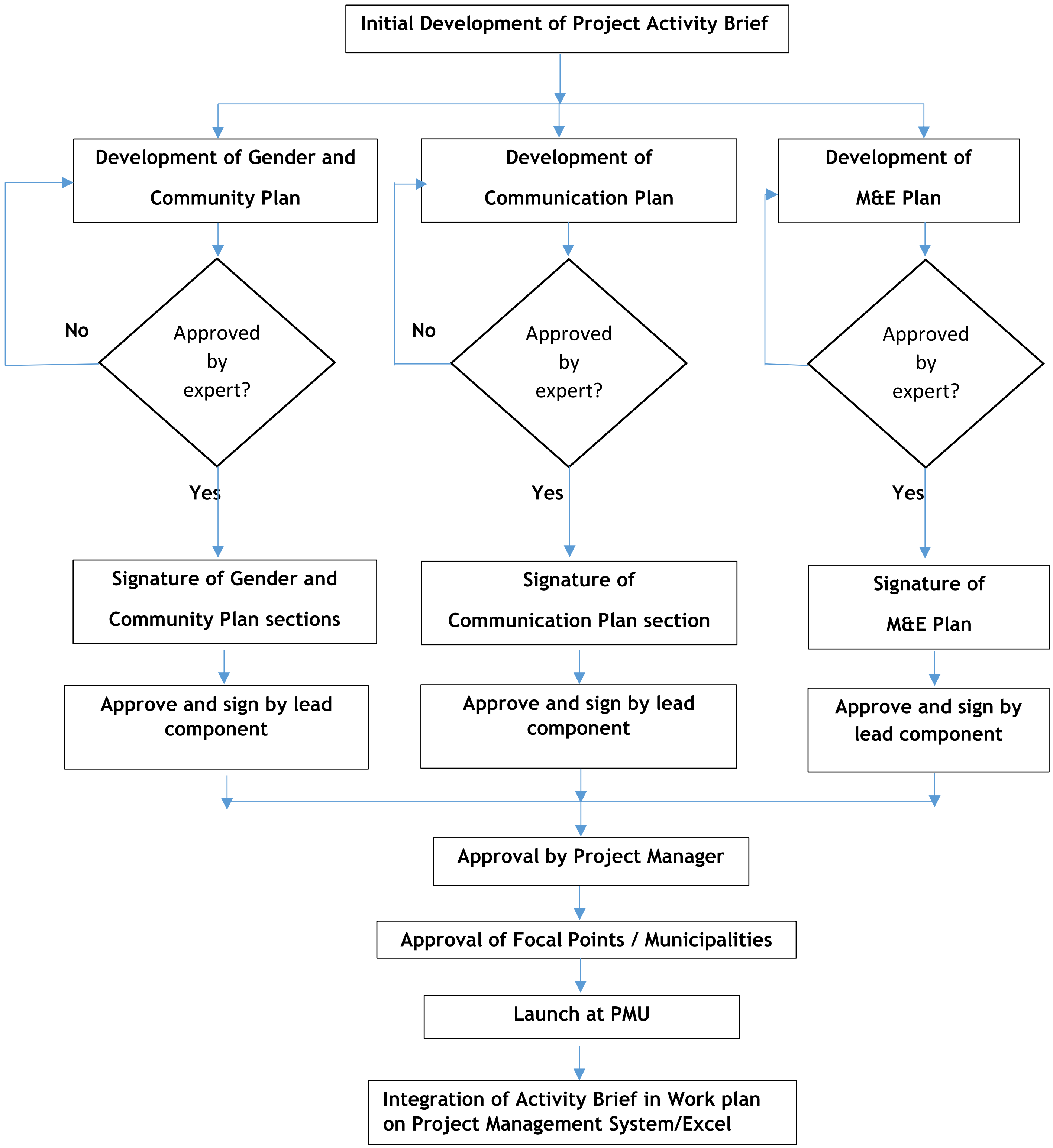
- Complete Activity Brief by filling the Activity Brief template
- Ensure that the relevant people are engaged within timeline
- Coordinate and follow up
- Ensure activity brief is developed within appropriate timeframe allowing all relevant people to be engaged with no delay in activities

Main steps for developing an Activity Brief:

Activity Brief

1. Initial Development of Project Activity Brief
2. Development of Gender & Community with Gender & Community Experts
3. Development of Communication Plan with Communication Expert
4. Development of M&E Plan with M&E Expert
5. Revision and Approval of Activity Brief by Project Manager
6. Revision and Approval of Activity Brief by PMU – Launch
7. Integration of Activity Brief in Work plan on Project Management System/Excel

Flow Diagram



Task	1. **Initial Development of Project Activity Brief**
Description	Project Activity Brief is the first document developed to provide information about a certain activity, complying to technical and financial constraints. An Activity Brief must include a full description about the activity including planning and design, development and implementation, performance monitoring, reporting and decision-making at all levels.: Activity summary, Activity objectives, expected results, implementation plan & time-frame including gender mainstreaming & community participation, gender mainstreaming plan, community participation plan, communication plan and activity budget for that activity.
Purpose	Tool to support the effective design for effective implementation of an activity that ensures fulfilling the objectives of the project
Input	References from: • Project document • Inception report • Work plan • Budget • Logical Framework • Documented input from stakeholders including partners, municipalities, focal points (either by email, MoMs or reports) In cases where activities are tied to another; • Data analysis • Deliverables, analysis of preceding assignments
Requirements	• Meet project objectives • Meet KPI's • Ensure activity is designed within Timeframe (work plan) • Ensure activity is designed within budget
Required time	3-5 working days
Responsibility	Owner of activity (technical person)
Revised and signed by	Component Lead of responsible party in PMU

Output	Draft Activity Brief document filled that includes: • Activity summary • Activity objectives and expected results • Implementation Plan & Time-frame including gender mainstreaming & community participation • Gender mainstreaming plan – points for discussion and consideration with team experts • Community participation plan - points for discussion and consideration with team experts • Communication plan - points for discussion and consideration with team experts • Activity budget
Required Document/s	• Activity Brief template

Task	**2. Development of Gender & Community with Gender & Community Experts**
Description	All of MINARET's work will systematically consider and address women's as well as men's needs, priorities and experiences as part of the development of policies, programmes, projects and knowledge-building activities. The activity owner will share "Draft 1" of activity brief with gender and community experts currently housed at Horizons Gender and community expert(s) will revise the draft Activity Brief and ensure that the approach is matching the gender inclusion and community participation approach and plan
Purpose	• Ensure that gender integration becomes standard practice in all activities and services. • Provide a clear mandate for effectively mainstreaming gender into policy formulation, strategic planning, project and program development and implementation, performance monitoring, reporting and decision-making at all levels. • Ensure experts are involved in design of gender and community • Ensure gender balance in all project activities including but not limited to: decision-making process, gender analysis, data collection and focus groups. • Integrate and enforce a gender perspective in processes and activity planning including strategic and budget planning.
Input	Documents: • Completed Draft 1 of Activity brief filled • Draft Gender and Community sections filled References: • Gender strategy • Gender action plan

	• Log frame • Community participation action plan
Requirements	• Is in line with gender strategy • Is in line with gender action plan • Meet project objectives • Meet Project KPI's • Ensure activity is designed within Timeframe (work plan) • Ensure activity is designed within budget
Required time	3-5 working days
Responsibility	The gender expert and community expert: These are the persons engaged in the design and implementation of gender and community components since these are cross-cutting issues and we are looking for mainstreaming
Revised and signed by	Lead component of responsible party in PMU
Output	Activity Brief completed and is consistent with MINARET gender strategy and action plan and community strategy and action plan, as well as with project work plan, budget and KPIs.
Required Document/s	Gender strategy, Gender Equality and Mainstreaming Guidelines, gender action plan

Task	**3. Development of Communication Plan**
Description	The activity owner will share "Draft 1" of activity brief with communication plan for this activity with the communication officer currently located at NERC. The communication officer will revise and ensure that the approach is inline with the communication plan and the messages are communicated correctly, in a timely manner to the right people through official channels by the right persons
Purpose	• Ensure that the goal and objectives of MINARET are communicated in the right way through official channels by project partners • Ensure that key messages are promoted through project activities and processes: ✓ Promoting NEXUS model at municipalities' level in the MENA Region ✓ Promoting gender mainstreaming to enhance women's role in socio-economic and sustainable development relevant issues ✓ Promoting the role of youth and other marginalized groups in sustainable development

	✓ Increase awareness to climate change and GHG emissions impacts on the environment through education, on-the-job training and implementation support for identified sustainability projects, ✓ Promote the role of community based organizations, women's NGOs and entrepreneurial enterprises ✓ Encourage changed behaviors in sustainable practices that aims for conservation of resources • Enforce and Integrate a communication in processes and activity planning including strategic and budget planning.
Input	• Activity brief filled • communication section filled • Communication strategy • Communication action plan
Requirements	• In line with communication strategy • In line with communication action plan • Meet project objectives • Meet Project KPI's • Ensure activity is designed within Timeframe (work plan) • Ensure activity is designed within budget
Required time	3-5 working days
Responsibility	Communication officer
Revised and signed by	Lead component of responsible party in PMU
Output	• Activity Brief is completed and is in line with communication strategy and communication action plan. • Activity Brief is in line with project work plan, budget and KPIs. • Communication officer signs as approval of communication plan section.
Required Document/s	Communication strategy, communication action plan

Task	4. Development of M&E Plan
Description	The activity owner will share “Draft 1” of Activity Brief with M&E officer M&E expert will make sure the activity is in line with project objectives, timeline, budget, KPI’s
Purpose	The Monitoring and Evaluation (M&E) Officer is responsible for ensuring that the execution of MINARET’s various activities is in accordance to schedules, allocated resources, and budgets in coordination with the project manager and project partners. Doable, measurable
Input	• Activity Brief filled • M&E section filled: M&E strategy, M&E plan
Requirements	• In line with M&E strategy and plan • Meet project objectives • Meet Project KPI’s • Ensure activity is designed within Timeframe (work plan) • Ensure activity is designed within budget
Required time	3-5 working days
Responsibility	The M&E expert, with inputs from staff members who are involved in designing and implementing the task.
Revised and signed by	Component Lead of responsible party in PMU
Output	• Activity brief is completed and is in line with M&E strategy and plan. • M&E officer signs as approval of M&E plan section.
Required Document/s	• M&E Plan

Task	5. Revision and Approval of Activity Brief by Project Manager
Description	The project manager receives the integrated and completed activity brief including gender, community and communication sections. The Activity Brief is revised, approved and signed from the activity owner, gender expert, community expert, communication expert and by M&E expert as well as the component lead in the PMU. The project manager will revise the process, and make sure the document is completed according to the project's policies and procedures.
Purpose	The project manager makes sure the activity brief is completed and meets project's requirements and Sida's requirements, and in compliance with the process, workplan, budget and meets KPIs.
Input	• Final draft of activity brief signed by activity owner, gender, community and communication experts, as well as component lead in PMU • Technical and financial clearance is completed for the activity.
Requirements	• Meets project's requirements • Meets Sida requirements • Meets budget • Meets timeline • Meets KPIs • Meets objectives • In accordance with set procedures
Required time	3-5 working days
Responsibility	Project manager
Revised and signed by	Project manager
Output	• Email approval from project manager
Required Document/s	• Final draft activity brief

Task	6. Launch of activity at PMU
Description	The project manager will circulate the final draft of activity brief to the PMU by email, requesting their comments and feedback within 2-3 days before calling to a PMU meeting. PMU meeting will be held to discuss the comments sent previously by PMU members. Feedback on the activity shall be documented in the minutes of meeting.
Purpose	• It aims to ensure that everyone in the team understands and is engaged in the activity. • All PMU members agree on the launching of the activity, with everyone signing the minutes of meeting.
Input	• Signed final draft of Activity Brief
Requirements	• PMU Meeting • Presentation of Activity Brief to the PMU
Required time	3-5 working days
Responsibility	PMU members / Project owner in coordination with PM
Revised and signed by	N/A
Output	• Minutes of meeting signed and approved by PMU members approving activity for launch
Required Document/s	• Minutes of meeting including decision of launching by PMU members

Task	7. Feedback and approval from focal points and municipalities
Description	The project manager will circulate the final draft of activity brief to the focal points and municipalities by email, requesting their comments and feedback within 2-3 days before calling to a Skype meeting (if necessary). Feedback on the activity shall be documented in the minutes of meeting.
Purpose	• It aims to ensure that the focal points and municipalities understand and are engaged in the activity. • Ensure they agree on the launching of the activity, with written email of approval.
Input	Final Draft of Activity Brief

Requirements	Presentation of Activity Brief to be sent by email
Required time	3-5 working days
Responsibility	PM, communication officer
Revised and signed by	Focal points and municipalities by email
Output	• Updated work plan • Updated budget • An email launching activity attaching updated work plan and budget
Required Document/s	• Final activity brief • Work plan • Budget

Task	**8. Integration of Activity Brief in Work plan on Project Management System/Excel**
Description	Once the activity is approved and launched, it should be reflected on the master work plan and budget. The activity owner will update the work plan and budget according to final activity brief.
Purpose	• Updating the work plan and budget according to approved activity brief. • Circulate updated work plan and budget to partners.
Input	• Final activity brief
Requirements	• Final activity brief • Work plan • Budget
Required time	2 working days
Responsibility	Activity Owner
Revised and signed by	Project manager by email

Output	• Updated work plan • Updated budget • An email launching activity attaching updated work plan and budget
Required Document/s	• Final activity brief • Work plan • Budget

2. SOPs for the Procurement

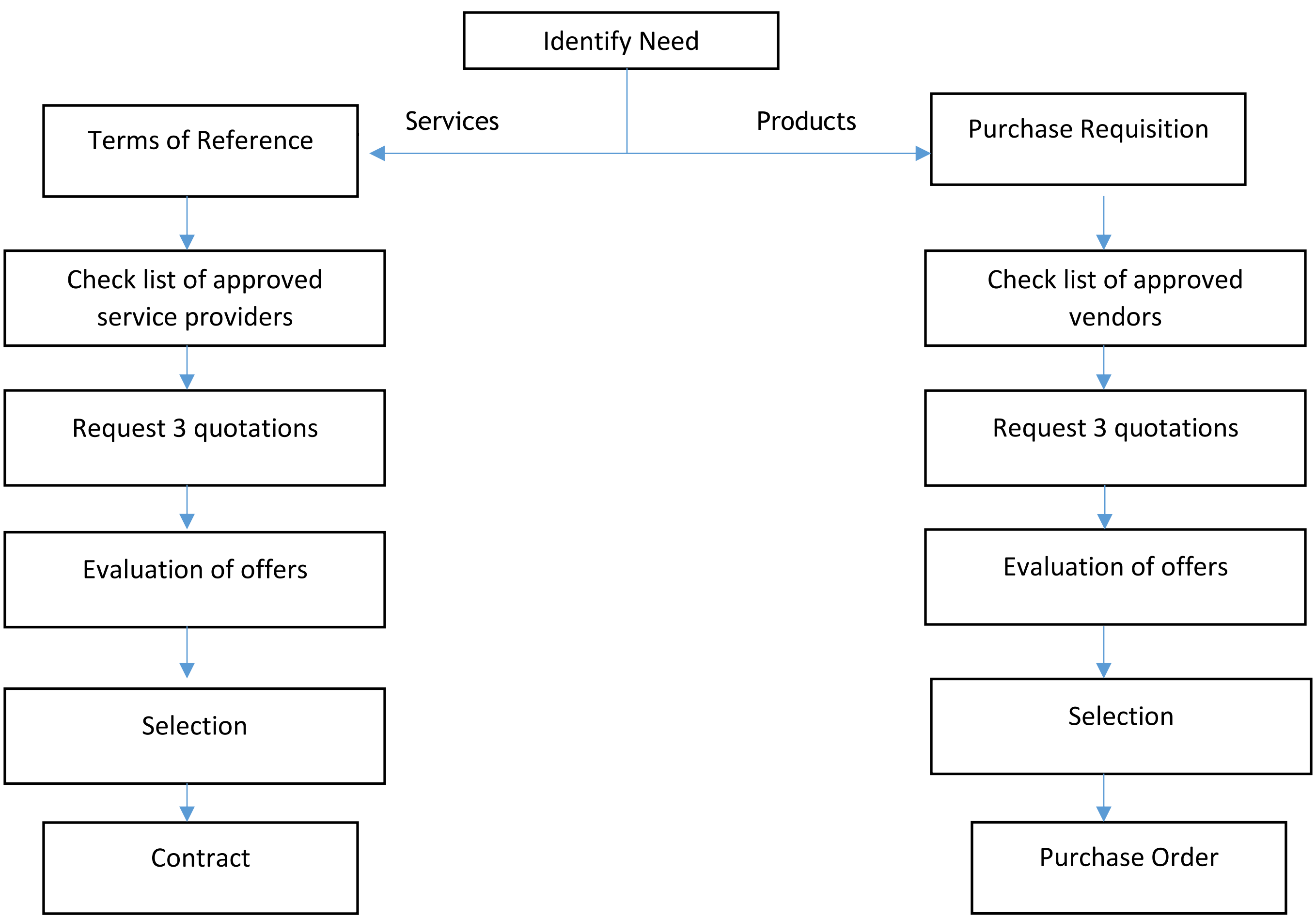
<u>Definition</u>

Procurement is a purchasing process that controls quantity, quality, sourcing and timing.

Procurement is the set of activities related to the identification of needs, search and selection of suppliers, negotiation of contractual terms and follow-up to monitor the performance of the supplier.

The procurement cycle follows **<u>specific steps</u>** for identifying a requirement or need of the organization through the final step of the award of the product/service or contract.

Flow Diagram



Purpose

The main objective of procurement is to buy the right goods or services of the right quality in the proper quantity at the right time from the proper source at the right price. Procurement is important for:

- Providing the needs of the project by referring to a list of suppliers / vendors services
- Achieving the optimum use of the project's financial resources (fund)
- Ensuring that procurement is conducted in an efficient and cost effective manner
- Avoiding repetition in purchasing, and/or avoid aging or damage of purchased items
- Obtaining the necessary items at the appropriate level of quality at the required quality and time

Responsibility

Requester, concerned partner, finance.

General Principles and Conditions

Transparency, **integrity**, **economy**, **openness**, **fairness**, **competition** and **accountability** are some of the fundamental principles of procurement.

- Only necessary procurement shall be undertaken
- Goods and Services shall be procured in an economically rational manner
- MINARET shall obtain best value for money, taking into consideration quality, quantity, timing and source
- MINARET purchasing practices shall consider the effective conservation of natural resources and protection of the environment
- Suppliers world-wide shall be eligible to participate in procurement transactions in an open, fair and transparent process
- Procurement activities shall be undertaken in a manner that ensures that all potential suppliers have been fairly treated and given an equal opportunity to make a bid
- Procurement activities shall be conducted with integrity and transparency to protect MINARET project and its staff from claims of maladministration, and reduce the risk of fraud, corruption, waste or other irregularities
- There should be no conflict of interest with the supplier or service provider
- Participation in tender procedures shall be open on equal terms to all natural and legal persons
- All procurements must adhere to the partner's financial procedures in case of value is less than 60,000 Euro
- All procurements must adhere to Sida's financial procedures when the value is above 60,000 Euro

Purchase Requisitions

The purchase requisition is a formal document that is used to make a request for materials or services needed. When a need arises for services or equipment or when certain materials are running low, the requester fills out the requisition form, indicating the quantity required, as well as some details about the order as well as the vendor. Once approved and/or signed by the project manager, it is considered as an act of authorization to conduct the procurement.

When the purchasing department receives the requisition form, they are supposed to go through it and take action. The action can be approval, alteration or rejection, but in the case of rejection, they must give reasons. Approval of the requisition gives the department the authority to create a purchase order, which to be sent to the vendor notifying them of the intention to make a purchase.

Purchase requisition is raised by the person seeking to buy goods or services. It should include the following information:

- The requester; the person who asked for the purchase
- A detailed technical specification of the goods or services being ordered,
- The quantity of the goods,
- The budget line item from where the payment will be settled,
- The estimated value or financial limit (cost),
- The time of delivery of goods/services / completion of assignment,
- Recommended vendors/suppliers/service providers,
- A contact person designated to answer questions concerning the requisition,
- General comments or note on the requisitions necessary and relevant to the conduct of a conclusive and successful procurement exercise.

A Purchase Requisition is required for all procurements.

Purchase Orders / Contracts

Purchase Orders (PO): The PO is a formal document, raised in response to an offer. Once properly authorized, the PO is sent to the supplier and results in a contractual obligation on the part of both parties.

A Purchase Order is required for all procurements.

Procurement method for MINARET at RSS

Threshold Ceiling	Procurement Method
1-1000	Direct Contract
1001-5000	3 Quotes
>5000	Tender Committee

Compared to the requirements stipulated in Sida's Procurement Guidelines18which relates to the 60,000 EUR threshold. The RSS procedures require three quotations at a lower threshold. Identical with lower thresholds applies for both FPEC and Horizons. Below we have compared the policies regarding the thresholds.

Key conditions	Sida	RSS
Threshold and documentation requirement for different types of procurement	Four different levels of documentation requirements are defined (summary): 1. < 60,000 EUR - the procedures established by the Cooperation Partner (RSS) may be used 2. (60,000 - 100,000 EUR) - competitive negotiated procedure without publication. Three supplier quotations are required 3. Between 100 000 - 300 000 EUR - open tender and published locally 4. > 300,000 EUR - tender procedure and publication of a procurement notice in appropriate international media. Requirement of between 4-8 candidates	Three different levels of documentation requirements are defined (summary): 1. (1 - 1,000 JOD) - can be done directly through a list of approved suppliers 2. (1,001 - 5,000 JOD) - three bids are required from the approved suppliers list 3. > 5,000 JOD - shall be handled by the department of biddings (Procurement and Supplies Department) and three quotations are at least required 60,000 EUR corresponds approximately to 48,700 JOD as of the exchange rate of this report date.
Key Conditions	FPEC/Horizons	IUCN
Threshold and documentation requirement for different types of procurement	Below levels of documentation requirements are defined (summary): 1. (1 - 10,000 JOD) - may be purchased directly. 2. (10 001 - 49 999 JOD) - three quotations are at least required. 3. > 50,000 JOD - shall be announces though different media mean such as local newspaper. Three quotations are at least required.	Below levels of documentation requirements are defined (summary): 1. (1 - 10,000 JOD) - may be purchased directly. 2. (10,001 - 49,999 JOD) - three quotations are at least required. 3. > 50,000 JOD - shall be announces though different media mean such as local newspaper. Three quotations are at least required.

* Purchase requisition template

* Purchase order template

<u>**Procurement Methods**</u>

1- **Procure internally:** if the service required can be provided internally; that means if the required expertise is available within the team experts hosted at any of the partners' organizations, it is recommended that the need is fulfilled internally
2- **Request for Quotations (RFQ)** shall be used for the procurement of simple, uncomplicated goods of standard and firm specifications or very specifically defined and continuously used services. Based on analysis of quotations, the award is given to a supplier that meets specifications, delivery terms and lowest price.
3- **Tendering:**
4- **Request for Proposals (RFP)** should be used in order to obtain proposals to satisfy a requirement of goods and services where the scope of work, technical specifications or characteristics cannot

be precisely determined or described. Or are of a complex/specialized technical nature which requires significant input from the supplier. The acquisition of goods or services through RFPs procedure requires careful coordination with requisitioners. Clarity, completeness in preparing the RFP is critical to a successful competition.

Procedure:

1- Activity brief completed, approved and launched
2- Prepare terms of reference for the activity – by the owner of the activity
    - In the TOR, include the following: description and scope of the assignment, duration of the assignment, bidding information and requirements, other important notes or conditions and important deadlines
        - Date of Announcement
        - Final Date of Receiving Questions
        - Response to All Questions
        - Date of Proposal Submission
        - Announcement of Shortlisted Companies
        - Presentations by Shortlisted Bidders
        - Date of Final Submission of Revisions
        - Date of Awarding
        - Date of Final Approved Submission of Assignment
    - Prepare tender documents including ToR, project description documents, tender forms (narrative proposal template and budget template).
    - Narrative proposal template and budget template are developed by MINARET project to unify all technical and financial proposals.
    -
    - Selection and award criteria shall be published clearly in the tender documents.

3- Release tender
    - Call for Tenders:
        - Send ToR and/or tender documents to different suppliers; including local companies suggested by each partner organization as well as focal points in the countries where the assignment will be conducted.
        - Publish the ToR on the project website, as well as partners', municipalities' and focal points' websites and social media pages.

Tender documents are:

- Notice to Tenderers: This document contains a Project Summary, a listing of Tender Documents, key dates, validity period, contact details, number of copies required and details of tender submission location and timing.
- Conditions of Tendering: This document details the overall Tender Process including the Delivery Method, Probity issues, Communication issues, the Criteria for Selection and the Evaluation Process.
- Tender Form & Schedules: These documents request specific information from the Tenderers concerning the works. For example, Tenders are generally required to provide an overall cost, a breakdown of this cost, a program, details of manpower, plant and equipment, personnel, subcontractors and methodologies. The Tender Form is a formal statement of the Tenderer's offer to supply services in accordance with the Tender Documents.

- Conditions of Contract: This document contains the General Conditions of Contract which sets out the contractual basis for carrying out the works. In addition, the Special Conditions are sometimes included which are unique to the client and/or project.

4- Evaluation

An evaluation committee must be set up to evaluate tenders. Selection and award criteria shall be published clearly in the tender documents. Minimum three offers should be available for the committee to evaluate.

Evaluation should consider the following criteria:

Narrative Proposal	%35
Key Personnel	15%
Past Experience	20%
Cost	30%

However, the above rating may change depending on the type of procurement.

General guidelines and evaluation criteria for different procurement methods is listed below.

Evaluation guidelines:

Procurement Method	**Guidelines**	**Evaluation / Rating**
Procure internally	Procurement internally is based on the man hours of internal staff	NA
RFQ: Request for Quantities	Request of goods is based on clear specifications	The award is given to a supplier that meets specifications, delivery terms and lowest price.
Tendering	**Tender shall include:** • Project Definition and Scoping • Selection Process for Tenderers • Tender Documentation • Criteria for Selection • Instructions to tenderers	The award is given based on experience
RFP	**RFP shall include:** • A Statement of Work (SOW) describing carefully and in full detail what is required by the supplier to do or to provide, including technical specifications; • The evaluation criteria upon which to determine the bid best meets the requirements; • The mandatory terms and conditions which will be	The award is given to the supplier providing the best overall value in accordance with the evaluation criteria defined in the RFP.

	included in the agreement or purchase order; • Instructions to bidders.	

An evaluation report that documents the evaluation process, criteria and results should be completed, signed by the evaluation committee and approved by the project manager

5- Selection
   - Call for meeting with shortlisted vendors, and ask them to prepare a presentation
   - Ask shortlisted vendors to submit revised offers (make sure equal opportunity is given to all).
   - Internal memo should be prepared including supporting documents for the project manager

For documentation purposes, the following documents shall be saved:

- Emails sent to suggested vendors/service providers
- All offers received
- Evaluation committee report
- Revised offers
- Presentations
- Internal memo

3. Contracting

A contract is an agreement between two or more parties that creates enforceable rights and obligations and has commercial substance.

- Allocation of roles and responsibilities
- Signed by only those authorized

Purpose:

Purpose-specific contracts are required for the procurement of all consultancy services and all other services. Depending on the amounts or nature of the relationship, they may have to be reviewed and cleared by the Office of the Legal Adviser or by a local legal counsel as per the Legal Procedures. If a contract is required it replaces the requirement for the PO to be sent to the supplier.

Types of contracts:

- Purchase of goods
- Building and installation
- Consultation services

A contract shall be prepared (according to template) and signed by both parties.

The contract shall include:

- Introduction
- Brief about both parties
- Responsibilities

- Terms and Conditions
- Timeframe of the assignment
- Required output and deliverables
- Payment conditions

Contracts Types

The procedure to be adopted depends on the value of the contract.

Contracts	Goods / Services	Tender Announcement
From 300,000 Euro and above 300,000	Those must be awarded by means of international open tender procedure following publication of a procurement notice.	The procurement notice is to be published in appropriate **international** media in: • Project's website, • Implementing partners' websites, • National newspapers • International newspapers
Between 100,000 and 300,000 Goods	Such contracts are awarded by means of an open tender procedure published locally; in particular in the local media where the project is carried out. A local open tender must provide eligible suppliers with the same opportunities as local firms.	The procurement notice is to be published **locally**; in particular in the • Local media where the project is carried out • Project's website, • Implementing partners' websites,
Between 60,000 and 300,000 Services	Such contracts must be awarded by means of competitive negotiated procedure without publication where three companies are selected to negotiate the terms of reference / contract.	No publication required
Equal or less than 60,000	In this case, procedures of partners' can be followed.	No publication required

1- Receipt of Purchased Goods/Services

Purpose:

These SOPs provide guidelines for governing the receipt of goods and/or services by MINARET project.

Responsibility:

A receiving committee is formed from technical and financial staff.

The receiving committee must determine if the products or services received are acceptable and conform to the terms and conditions of the purchase order.

Goods or services should be checked against the (purchase order and/or the TOR) immediately after delivery. Any discrepancies or damage should be documented and recorded immediately to the vendor, and the goods/services must be rejected. In this case, payment should not be done before receiving the required goods and services according to quantity, quality and description requested.

When receiving the right goods/services, a delivery note should be checked to ensure that the delivery is in accordance with the quantities and descriptions of goods/services ordered mentioning the discrepancies (if occurred).

Technical clearance should include a table checklist, and should be signed by the receiving committee. The checklist must indicate the received goods and services are generally:

- Complete
- Accurate
- Valid / relevant
- Consistent

And more specific checklist should indicate that it meets:

- Scope of assignment
- Purpose of assignment
- Delivered on time
- Quality and quantity is correct
- Check the table of assessment criteria
- Deliverable was checked by the committee

Rejecting non-conforming goods / services and returning goods to suppliers

The person rejecting the goods must immediately communicate the problem(s) and rejection in writing to the supplier.

He is responsible for providing a notice of rejection letter to the supplier describing the defect(s) that renders the delivery as non-conforming to the purchase document, what the delivery and inspection criterion was, and how the delivered product does not conform.

Responsible departments are required to contact the supplier in a timely fashion or as specified in the purchase documents, when rejecting goods that are over-shipments, defective, or for any other non-conformance to the purchase document.

When returning goods to a supplier, it should be documented in a report (Returned Stock Report)

4. Monitoring & Verification

A record should be maintained that work has been done or that services have been provided.

Receiver shall acknowledge acceptance of goods by issuing a written notice of successful acceptance to the supplier by providing acceptance letter as well as internal memo of acceptance.

5. Payment

After accepting the received goods or services:

All invoices received should be checked with the relevant order to ensure that the goods/services as specified have been received. Once these checks have been made and certified, the invoice should be recorded by the accountant against the original order, and payment can then be authorized.

Accuracy of the invoice will be checked by the accountant. The original invoice must be stamped and should be presented as evidence to the authorizing signatories at the time of processing the payment.

6. Communication and Reporting

6.1 Reporting

Internal Reporting on activities (within project partners)

Each partner is responsible to submit reports on the activities they lead. Reporting have to be done in the following cases:

1- **Activity report:** each partner has to submit detailed activity report for every mission performed supported by pictures.
2- **Monthly progress report:** each partner has to submit quarterly report to the lead partner documenting all the activities conducted during three months time.
3- **Mission report:** mission reports are meant for travels that explains the objective of the mission, tasks, meetings, results and next steps. Each partner has to submit mission report after every assignment performed during travel. This shall include the submission of supporting documents like pictures, minutes of meetings, participants lists, surveys and questionnaires, etc,

Templates for mission reports, activity reports and progress reports are available.

4- **Focal points:** focal points should submit monthly report (time sheet) for their activities.
5- **Reporting to the donor (Sida):** Reporting requirements are specified in Sida's agreement.

Narrative Annual Report and Annual Audited Financial Report for the activities taking place from 1st January to 31 December) has to be submitted to Sida.

Final Narrative report should be submitted no later than 31 March 2021 and that should be signed by the Executive Director.

List of all reports:

Report per activity
Inception Report
Annual Progress Reports
Partners' Monthly Reports
Missions Reports
Others (Pre-travel, MoM, etc)
Final Report

6.2 Meetings

Types of meetings:

- PMU Meetings
- Annual Review Meeting with the donor

- Meetings with beneficiaries (municipalities)
- Meetings with stakeholders
- Meetings with technical staff
- Meetings with focus groups

Call for meeting

PMU Meetings should be conducted according to the following cases:

Cases	Frequency	Invitation to meeting
Normal cases	2 weeks	Before one week
Planned Events	Weekly	Set the date and time for the next meeting at PMU
Urgent matters	Whenever is needed	One day before

Whom to invite to the meeting?

- For management & planning meetings: only senior staff from the partners will be invited
- For projects' implementation: technical staff are invited
- For technical specifications: Experts and consultants
- For events in targeted countries: focal points and municipality staff at hosting country are invited to skype meeting

Meeting agenda:

- Purpose of the meeting should be circulated along with suggested topics
- An email is sent to all partners to ask about topics that need to be discussed
- Review the minutes of the previous meeting regarding the decisions and actions to follow up
- Any urgent topics that come up suddenly
- Other documents that need review by partners shall be sent before to the meeting, to make sure everyone has read it and prepared their notes and comments.

Location of the meeting: Rotation strategy between partners' offices is followed by the project team.

When to send the agenda? Agenda shall be sent as an attachment with the meeting request minimum 3 days before the meeting.

Minutes of meeting: Minutes of meeting are taken during the meeting by the secretary and/or the communication officer. MoM are then circulated maximum two days after the meeting for all attendees. Partners have 3 days to review the MoM and send their comments if any; otherwise the MoM are considered final are binding to all partners.

In case of **annual review meeting** with Sida – MoM are sent to Sida for comments. When approved, all attendees have to sign on the first page beside their names.

6.3 Travel

Request travel approval

a) For NERC / RSS Staff

- Fill RSS pre-travel form to be approved and signed by NERC Director (Eng. Walid Shahin), Vice President for Research & Development and HRH the President, with a copy to be sent to the HR and finance departments.
- Fill MINARET Pre-travel form to be approved and signed by the Project Manager and NERC Director.
- Request offers for flight tickets from the Public Relations Department at RSS
- Request offers for Hotels
- Provide scanned copy of passport
- Provide invitation letter from the hosting organization
- Provide all supporting documents and send it to the financial department

b) For Partners

- Communicate the date of travel with the communication officer
- Communication officer will communicate with municipalities and focal points to make sure of their availability
- Fill MINARET Pre-travel form to be approved and signed by the Project Manager and NERC Director.
- Send agenda for the meeting to communication officer to be shared with the municipality and foal point
- List all meeting requirements including (who to attend, room setup, stationary needed, other equipment such as laptop, projector, white boards, etc)
- Make sure that all involved people are invited to the meeting by the focal point / municipality

Request advance payment for transportation and travel

- Fill “Internal Memo”
- Fill “Project Activities Expenses Allocation Form”

Closeout of payment

To close out the payment, the following documents must be submitted:

- Mission report and supported documents (MoM, participants list, surveys, etc)
- A scanned copy of the passport for the following pages: main page, entry stamp, exit stamp,
- Boarding passes
- Original invoices

6.4 Correspondences

To enhance communication between project partners, and to make sure everyone is informed, it is important to have consistent circulation of correspondences including emails, official letters, skype calls, etc.

From	To	Cc
Project Manager	Sida	NERC Director
Project Manager	Project Partners	Secretary, communication officer

Project Manager	Technical Team (Engineers)	Head of Departments, Secretary, Communications Officer
Technical Team (Engineers)	Project Manager	Head of Departments, Secretary, Communications Officer
Project Manager	Municipalities	Focal points, Project Partners, Secretary, Communication Officer
Project Manager	Focal Points	Municipalities, Secretary, Communications Officer
Project Manager	Contractors	Project Partners, Secretary, Communications Officer
Project Partners	Contractors	Project manager, Project Partners, Secretary, Communications Officer