

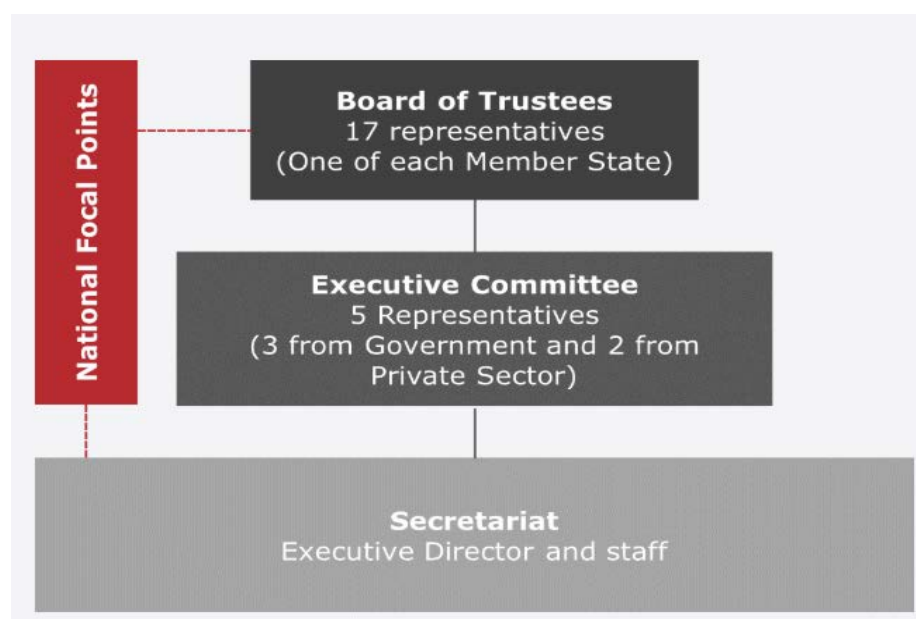
Terms of Reference (ToR) Reform RCREEE Internal Regulations and Policies

1.0 BACKGROUND

- 1.1 The Regional Center for Renewable Energy and Energy Efficiency (RCREEE) is an intergovernmental organization with diplomatic status that aims to enable and increase the adoption of renewable energy and energy efficiency practices in the Arab region. RCREEE teams with regional governments and global organizations to initiate and lead clean energy policy dialogues, strategies, technologies and capacity development in order to increase Arab states' share of tomorrow's energy.
- 1.2 Through its solid alliance with the League of Arab States, RCREEE is committed to tackle each country's specific needs and objectives through collaborating with Arab policy makers, businesses, international organizations and academic communities in key work areas: capacity development and learning, policies and regulations, research and statistics, and technical assistance. The center is also involved in various local and regional projects and initiatives that are tailored to specific objectives.
- 1.3 Having today seventeen Arab countries among its members, RCREEE strives to lead renewable energy and energy efficiency initiatives and expertise in all Arab states.
- 1.4 In light of the mentioned above along with the endorsement of the organization's top management, a need to reengineer regulations and processes to achieve optimum workflow and productivity was spotted after the application of strategic, structural and people-oriented changes. Internal regulation and policies are the infrastructure for effective, efficient and applicable processes therefore this assignment is needed in support of the planned organizational change ongoing.

Please visit us @ <http://www.rcreee.org/content/who-we-are>

1.5 Principle organizational Structure



2.0 OBJECTIVES

The objectives of this assignment are to "Review, analyze and recommend essential updated, as well as to set up new policies need to bring the below to be best in class (best practice)" for:

- 2.1 Financial Regulations
- 2.2 Personnel Regulations
- 2.3 Procurement Regulations
- 2.4 D.O.A matrix update
- 2.5 Relevant policies, procedures and forms
- 2.6 List of needed applicable IT systems and platform needed
- 2.7 Recommendation on the organization chart reporting lines and structures (including salary scales)

3.0 REQUIREMENTS / DESCRIPTION OF ASSIGNMENT

3.1.1 Planning and Gap Analysis stage:

- Review and analysis of all relevant internal documents including regulations, complimentary decisions, policies and processes
- Review and analysis of the regulatory framework of comparators and benchmark organizations such as (UNDP, GIZ and UNIDO)
- Conduct meetings to gather missing and further information may be needed to understand RCREEE closely.
- Review systems in place and current practices that might be different from the formal regulations.
- Identifying the gap between the current practices and the formal regulations in place.
- Identify the gap between the current situation and the desired one, and areas for improvements
- Identify operational areas of business risk and measures to eliminate or mitigate these risks.
- Preparing the documents and Committee assigned by BOT and the executive manager (s) to support the task
- Reviewing relevant records, reports, feedback, development areas and conflicts and/or inconsistencies
- Review all applicable IT systems in place and efficiency of current workflow/gaps in the systems
- Prepare a full "GAP Analysis report" on the outcome of this stage with recommendation for next phase

3.1.2 Developing RCREEE Internal Regulations and Policies:

- Workshop to present a suggested Findings/Action Plan/Methodology.
- Draft the regulations manuals in Arabic/English along with required Forms and templates.
- Workshop to present the draft policies, regulations, level of authorities, and any suggested changes to the Organ. Chart
- Incorporate Comments and Feedback received
- Workshop to present the final version of policies and regulations.

4.0 EXPECTED DELIVERABLES AND OUTPUTS

By the end of this assignment, RCREEE should have a full integrated and harmonized regulations including:

No.	Deliverables (D)	Deadline
D1	A summary report of benchmarking data from the comparators showing the evaluation of their remuneration package as well as the minimum and maximum remuneration values of all job matches obtained from the comparators in a format that enables comparison with RCREEE remuneration	
D2	<p>A comprehensive report on final findings with comparison and analysis of the benchmarking results, and recommendations related to remuneration packages. The report should include:</p> <ul style="list-style-type: none"> - Summary information on the agreed upon comparator employers (size, number of employees, , etc.) against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys; - A sustainable mechanism for transforming the current salary structure into a more equitable structure across RCREEE based on a logical method of measuring relative job scope and size; - Proposals for adjusting current remuneration levels, benefits and allowances including minimum acceptable, average and maximum range for each, as well as a corresponding implementation plan. - Suggested relevant amendments to the existing Personnel Regulations and HR policies and guidelines. 	
D3	<p>A comprehensive Salary Administration Policy consisting of but not limited to:</p> <ul style="list-style-type: none"> - An updated proposed salary structure including benefits and allowances, - Recommended methodology for updating remuneration levels, benefits and allowances, to support future remuneration decisions, including key factors to be considered for the update (e.g. Inflation levels, exchange rate, etc.). - Guidelines for salary setting at the hiring stage, performance management, annual salary reviews etc. including related guidelines and templates. <p>The Policy should be designed to be comprehensive, inclusive of a <i>detailed explanation on movements within pay range for each seniority level and movement between levels (in cases of promotions)</i>, and the value of typical allowances and benefits, which does not contradict with the Egyptian labor law</p>	
D4	A change management plan to enable RCREEE management to implement the recommendations including but not limited to delivering a presentation to staff and other guidelines for smooth transition.	
D5	Recommended an enhanced org chart reporting structure and span of controls matrix	

No.	Deliverables (D)	Deadline
D6	Audit plan post implantation to assess the center compliance with the new changes and assess any gaps or challenges.	
D7	Itemized (segmented) full action plan to update each of the below section individually	
D8	Up to date Financial, Procurement and Personnel Policies and Regulations in compliance with all relevant applicable laws and bylaws	

Reform RCREEE Policies and Regulations including the following sections:

4.1 **Financial Policy:**

Section One: Introduction

- Financial System
- Accounting Method
- Foreign Currency Translations
- Revenue Recognition
- Matching Principle
- Accruals Principle
- Historical Cost Principle
- Accounting Policies
- Cash and Treasury Management
- Selecting Banks
- Authorized Signatories
- Managing Bank Accounts
- Bank Reconciliation Statements
- Guidelines for Preparing Bank Reconciliations
- Petty Cash Management
- Cash in Safe
- Receipts
- Investment Management
- Prepayments
- Foreign Exchange Exposure Management

Section Two:

- Expenditure Control Management
- General Expenditure Control Policies and Procedures
- Payment by Cheque
- Payment by Letter of Transfer
- Payment by Credit Card
- Payment by Cash
- Expenditure Approval Matrix

Section Three: Property, Plant and Equipment

- General Policy Guidelines
- Acquisition
- Recording
- Custody
- Depreciation

- Disposal
- Reporting
- Accounting Entries

Section Four: Payroll Management

- Preparation of Payroll
- Time report keeping / Reporting
- Payment of Salaries
- Category of Staff
- Salary Advance
- Salary loans
- Pension funds
- Staff provisions
- Payroll entries

Section Five: Grants and Sub-Grantee Management

- Administration of Grants
- Mode of Receiving Grants
- Contributions Acknowledgment
- Revenue Recognition
- Transfers
- Disclosures
- Grant Agreements
- Sub-Grantee Management
- Accounting Entries

Section Six: Chart of Accounts and Operating Software

- Chart of Accounts
- Implementation of the Chart of Accounts
- Computerized Accounting System
- Data Security and Back Ups
- Objectives of the Accounting System
- Basic Recording and Books of Accounts

Section Seven: Budgeting and Budgetary Control

- Responsibilities
- Budgets, a Tool for Budget Control
- Computation and Reporting of Variances
- Investigation of Variances
- Disclosure of Budget Information in Accordance with IPSAS
- Financial Reporting
- Fair Presentation and Compliance with IPSASs
- Qualitative Characteristics of IPSAS Financial Statements
- Notes and Supplementary Schedules
- True and Fair View
- Communication of Standard Accounting Guidelines
- Common Information in Financial Statements
- Monthly and Annual Reporting Procedures
- Financial Control
- Specific Donor Financial Reporting

- **Templates**
- Template 1: Bank Reconciliation Statement
- Template 2: Payment Requisition Form
- Template 3: Cheque Payment Voucher
- Template 4: Cash Payment Voucher
- Template 5: Journal Voucher
- Template 6: Certificate of Cash Balance
- Template 7: Travel Expense Claim Form
- Template 8: Chart of Accounts
- Template 9: Illustrative Financial Report
- Template 10: Internal Control Questionnaire

4.2 **Personnel Policy:**

Section 1: Introduction

- Vision of the Organization
- Purpose of Employee Policies

Section 2: Manpower Planning

- Manpower Plan
- Organization Structure

Section 3: Recruitment and Selection

- Pre-recruitment
- Declaration of Relationships
- Internal Employment
- Re-employment of Former Employees

Section 4: Employment

- Employment Contract
- Acceptance and Renewal
- Appointment and Joining
- Joining Process and Administrative Support
- Accommodation for New Expatriate Employees
- Medical Examination for employees
- Probation
- Transfer

Section 5: Compensation and Benefits

- Compensation Philosophy
- Basic Salary
- Housing Allowance
- Car Subsidy
- Transportation Allowance
- Performance Bonus
- Benefits
- Annual Vacation Travel Tickets

- Medical and Life Insurance
- Mobile Phone (SIM) Entitlements
- Relocation and Repatriation Allowance
- Employee Reward and Recognition Programs

Section 6: Working Time

- Working Hours
- Attendance
- Official Holidays
- Overtime

Section 7: Leave

- Annual Leave
- Extension of Leave
- Early Return
- Late Return
- Sick Leave
- Prolonged Sick Leave
- Unauthorized Leave of Absence
- Work Injury Leave
- End of Service Settlement of Leave
- Other Leave
- Marriage Leave
- Maternity Leave
- Compassionate Leave
- Leave on death of a female employee's husband
- Leave without Pay
- Duty Resumption

Section 8: Business Travel

- Travel
- Upgrading Provisions
- Change of Class or Route
- Frequent Flyer Programs
- Lodging
- Stay in Hotels
- Corporate Credit Cards
- Authorization and Reimbursement of Travel Expenses
- Advances (Upfront Business Travel Expenses)
- Travel Reimbursement
- Travel Entitlement Schedule
- Other Travel Rules
- Documents to be submitted

Section 9: Performance Management

Section 10: Talent Management

- Career Planning
- Succession Planning

- Learning and Development
- Secondment
- Promotion

Section 11: Communication and Engagement

- Internal & External communication
- Email Usage
- Office Telephone
- Usage of social media
- Management Overrides

Section 12: Employee Grievance Handling

Section 13: Disciplinary Action

- Minor Misconduct
- Major Misconduct
- Investigation
- Right to Appeal
- Summary Dismissal

Section 14: Admin Services

- Government Relations
- Visa Application
- Health Card
- Driving License

Section 15: End of Service

- Resignation by Notice
- End of Definite Contract
- Termination on Medical Grounds
- Retirement
- Absconding from Work
- Death
- Disability
- Gross Misconduct
- Poor Performance
- Redundancy
- Inability to Obtain a Residency
- Certificate and References
- End of Service Payments
- Transfer / Cancellation of Residency
- External Communication
- Employee Communication

Section 16: Code of Ethics and Conduct

- Work Environment
- Health and Safety
- Diligence at Work
- Political Activities

- Smoking
- Alcohol and Substance Use
- Dress Code
- Anti-Corruption
- Discriminatory Harassment
- Customers (Internal & External)
- Principal owners
- Equal Employment Opportunity
- Suppliers
- Conflict of Interest
- Gifts and Entertainment
- Confidentiality
- Intellectual Property
- Confidential Information
- Records

4.3 Procurement and Contract award Policy and Rules:

Section 1: Purpose

Section 2: Scope

Section 3: Definitions

Section 4: Terminology

Section 5: DOA

- CAPEX - DOA -

DOA - CAPEX			
Order & Payment Value in Euro	No. of quotes for orders	Approval Authority for Orders	Approval Authority for Payments
Value less than (€)			
Value more than (€) and Less than (€)			
Value more than (€) and Less than (€)			
Value more than (€)			

- OPEX - DOA

DOA - OPEX For Spend Through Purchase Orders		
Purchase Order Value in Euro	Recommendation	Approval Authority
Value less than (€)		
Value more than (€)		

5.0 PAYMENT MILESTONES

Outputs	Percentage %	Value (EGP)
% of Agreement Value EGP ()		
Upon submission of D1, D2 & D3	30	
Upon submission of D4	10	
Upon submission of D5	10	
Upon submission of D6	10	
Upon submission of D7	10	
Upon submission of D8	30	

6.0 REPORTING AND LANGUAGE REQUIREMENTS

In general, reports, templates shall be required in English; however, we may require the reports and templates and other support to be provided in an additional language. For each request, the language requirement(s) shall be clearly stated.

7.0 LOCATION AND DURATION

Assignments will be implemented mainly at RCREEE office and may involve remote work for preparation and report writing.

8.0 VENDOR QUALIFICATION REQUIREMENTS

Consultancy firms/agencies as well as individual consultants are welcome to apply with the following criteria:

Firms must be a legal entity registered in their country of origin. Individuals must have a proven track record of similar projects

Firms/Consultant must have solid knowledge and a prior experience in providing similar services to international clients and/or development sector specifically. Familiarity and knowledge of United Nations Organizations regulations and policies is preferable.

9.0 DISTRIBUTION OF SCORE WEIGHT

Proposal Evaluation		Score Weight
1	Technical Evaluation	70%
2	Financial Evaluation	30%
TOTAL SCORE		100%

ANNEX Ia – PROPOSAL EVALUATION

1. STRUCTURE OF TECHNICAL PROPOSAL

1.1 Proposals must include complete and accurate information. The proposal must include, but is not limited to, the following items:

- 1) Corporate Profile highlighting the bidders qualifications and relevant experience
- 2) Describe how the Bidder will address each item outlined in the Description of Assignment of this Request for Proposal, including outlining the methodology, quality assurance framework, applicable tools, and standard outputs, such as intermediary and final reports.
- 3) Include at least 2 reports or work products from other projects undertaken by the Bidder within the past 5 years, with particular emphasis on projects of similar scope and effort. It is desirable that a summary of the projects be included in the proposal. These reports or work products may be attached as an appendix to the proposal. Please include the following information:
 - Name of Client
 - Title of the Project
 - Year and duration of the Project, including timelines between intermediate steps, such as time duration between RFP and proposal, proposal and project initiation, project initiation and first milestone, etc.
 - Scope of the Project / Requirements
 - Proposed solution and results (please include visuals, web-links, etc.)
 - Team members of each project and their specific roles
 - Reference / Contact person details
- 4) Share a template work plan specifying the tasks to be performed, approximate durations, on-site and off-site meetings, the key deliverables.
- 5) Provide a list of applicable tools and other expert technical providers, if any, and the work they would perform.

2. DESCRIPTION OF DEPLOYABLE PERSONNEL

For ease of reference, RCREEE has defined the following categories of consultant/personnel. Bidders are free to provide alternative title/description for each of the designations used below:

	Role	Years of Experience	Number of Deployable Personnel	Names with Submitted Resumes
1	Project Manager	10+		
2	Senior Technical Lead	8+		
3	Junior Technical Associate	2-5 years		

3. EVALUATION PROCESS

Each proposal will be assessed first on its technical merits (including by reference to legal requirements) and subsequently on its price. The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is/are the proposal(s) that offers best value for money

The proposals will be evaluated against the following elements:

3.1 Technical Proposal

The total amount of points allocated for the technical component is 100. RCREEE evaluator committee will read the submission and give scores according to the table below. Only bidders that obtain **70** points and above from the technical evaluation will be considered for the stage of financial evaluation.

TECHNICAL EVALUATION CRITERIA		
Technical Evaluation Criteria		Max. Points Obtainable
1. Overall Response		
1.1	Completeness of response and Overall concord between TOR requirements and proposal	10
1.2	Quality and completeness of proposed work plan to achieve the goals stated in the TOR	10
		20
2. Overall Experience of Company and Key Personnel		
2.1	Relevant project experience [languages, geographic coverage, immunization experience]	15
2.2	Project expertise in cost and performance analysis of establishing policies	15
2.3	Capacity to provide sufficient team members for the scale and scope of work required	25
2.4	Recommendations from current client list, preferably from similar operations	5
		60
3. Proposed Methodology and Approach		
3.1	Methodology aligns with RCREEE vision of work	15
3.2	Vendor quality assurance and risk mitigation mechanisms	5
		20
TOTAL TECHNICAL SCORE		100
Minimum technical required score:		70

3.2 Financial Proposal:

- 1) **Annex 1** should be filled out by the Bidder to include the full list of daily rates for deployable personnel.
- 2) The rates should be fully inclusive, taking into account expected, communications, overhead, etc.
- 3) **Annex 2** The daily rate provided per resource shall be applied to the sample project in Annex 2 and the total value shall be used for the commercial evaluation as explained below:

The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is received and obtains the minimum threshold points in the technical evaluation. All other price proposals will receive points in inverse proportion to the lowest price; e.g.:

$$\text{Score for price proposal X} = \frac{\text{Max score for price proposal} * \text{Price of lowest bidder}}{\text{Price of proposal X}}$$

The proposal obtaining the overall highest score after adding the scores for the technical and financial proposals is the proposal that offers best value for money. All prices/rates quoted must be **exclusive of all taxes** as VAT not applicable on RCREEE .

Annex 1 – Daily Rates

All bidders are required to provide list of all their resource persons that can be deployed to support RCREEE and their unit (daily rate).

	Role	Daily Rate
1	Project Manager	
2	Senior Technical Lead	
3	Junior Technical Associate	
Additional deployable personnel not already listed above can be provided above with their daily rate.		

Note: The daily rate provided above shall be applied to a sample project (**Annex 2**), and the total shall be used for the commercial evaluation, as explained in the Evaluation Process section.

Annex 2 – Sample Commercial Proposal

Please use the following set of sample activities to estimate the number of days by resource referenced in **Annex 1**. To aid in your estimation, please refer to the Description of Assignment section for a list of expected tasks and outputs.

	Description	Proposed resource(s) to be used	Number of days
1	Planning and Gap Analysis stage		
2	Build a baseline model of RCREEE Internal Regulations and Policies		
3	Examine, validate, cost and prepare a plan of action with expected deliverables		

7.0 Our Partners (this list is not exhaustive)

Development Partners:



German Federal Ministry for Economic Cooperation and Development (BMZ) through the German Development Cooperation (GIZ) GmbH supports RCREEE with financial, organizational development and technical advice through a dedicated advisory unit.



New and Renewable Energy Authority of Egypt oversees the Egyptian government grant for supporting the center. RCREEE co-organizes its technical training and expert workshops in Egypt in cooperation and with financial support from NREA.



Danish financial and technical assistance to RCREEE is provided through the Danish International Development Agency (DANIDA).

Cooperation Partners:



RCREEE cooperates closely with the League of Arab States on the implementation of the Arab energy efficiency strategies through offering a technical assistance to member states to develop National Energy Efficiency Action Plans (NEEAPs). RCREEE cooperates with the Arab Ministerial Council for Electricity at LAS to oversee the progress of member states in NEEAP implementations.



Cooperation between the World Bank Group and RCREEE started in 2012 on various activities and initiatives across MENA region. These include low-carbon development, capacity development, and more.



A Memorandum of Understanding with the United Nations Environment Program (UNEP) took place in 2012. This aims to leverage shared goals and objectives concerning the promotion of renewable energy and energy Efficiency initiatives in the region.



United Nations Industrial Development Organization (UNIDO) and RCREEE signed a memorandum of understanding in Vienna in July 2014 agreeing to share knowledge and expertise relating to industrial energy efficiency and renewable energy technologies. In addition to working closely on disseminating best practices, providing policy guidance and facilitate cooperation between countries within the Arab region as well as other regions supported through UNIDO's Global Network of Regional Sustainable Energy Centres.



The United Nations Economic and Social Commission for Western Asia (UN ESCWA) and RCREEE collaborate since 2009 on various initiatives in sustainable energy capacity development, studies and analysis, and awareness.



RCREEE signed a Memorandum of Understanding with the Union for the Mediterranean (UfMS) in 2012 to cooperate on developing the road map of the Mediterranean Solar Plan (MSP). RCREEE and UfMS cooperation aims to boost the development and deployment of renewable energy and energy efficiency in the Mediterranean region and to foster knowledge sharing and information.



IRENA RCREEE signed a Memorandum of Understanding with the International Renewable Energy Agency (IRENA) in 2011 to cooperate on activities promoting renewable energy development in RCREEE member states.



Dii
 Renewable energy
 bridging continents

A memorandum of understanding was signed in 2013 with Desertec Industrial Initiative (Dii), a vision of supplying a large part of the world with sustainable power, by tapping the energy potential of the desert. RCREEE and Dii collaboration focus includes the development of renewable energy database and studies in MENA region, evaluation of energy policies, incentive instruments for private investments, and strategic opportunities for energy exports from MENA to Europe.