



BIH BIOMASS ENERGY FOR EMPLOYMENT AND ENERGY SECURITY

BIOMASS

(PIMS 3880)

UNDP-GEF MEDIUM SIZE PROJECT

INCEPTION REPORT

May, 2010

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ACRONYMS

APR	Annual Project Report
BD	Biodiversity
BDFBD	Biodiversity Friendly Business Development
C-10	Canton 10 (Hercegbosanski canton)
CDM	Clean Development Mechanism
CSR	Corporate Social Responsibility
CTE	Core Team Expert
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECD	European Commission Delegation
ESDP	European Spatial Development Perspective
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FBIH	Federation of Bosnia and Herzegovina
FSC	Forest Stewardship Council
GEF	Global Environment Facility
IPA	Instrument for Pre-Accession Assistance
IR	Inception Report
IW	Inception Workshop
MC	Micro Capital
M & E	Monitoring and Evaluation
MSP	Medium Size Project
NGO	Non-government Organisation
OFP	Operational Focal Point
PA	Project Assistant
PB	Project Board
PD	Project document also ProDoc
PIR	Project Implementation Review
PIU	Project Implementation Unit
PM	Project Manager
PSD	Project Strategic Document
RFQ	Request for Quotation
RS	Republic of Srpska
RTA	Regional Technical Advisor
Q	Quarter
TORs	Terms of Reference
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
WB	World Bank

A. Project Inception Update

1. Overview

The inception phase of the BIOMASS Project, lasting 6 months (December 2009 – June 2010), marks the launch of the implementation of the UNDP/GEF project “*BiH Biomass energy for employment and energy security*”. In this period the following activities were completed:

- (i) Project team members were hired (Project Manager and Project Assistant in Sarajevo). In addition, one international consultant / expert was contracted for the inception period, working on the development of initial non operational ToRs and development of project activities.
- (ii) The project team organized the inception workshop from March 29 – 30, 2010 in Srebrenica. During the first day, an internal workshop was held with the participation of the project team UNDP BiH, the international consultant and Regional Technical Advisor. First day of the workshop was focused on orienting the team to UNDP and GEF project monitoring and evaluation procedures, and discussing technical aspects of the project, such as reviewing the logical framework, updating/revising the indicators and preparation of the first year work plan; and helping the project team organize the inception workshop for project partners and stakeholders. In addition, the presentation on monitoring and evaluation of GEF/UNDP projects, and considerable amount of time was spent on the risks the project is facing. During the second day, an external workshop was held with the participation of the project team, representatives of UNDP BiH, Operational Focal Points, as well as numerous representatives of entity government, education sector, NGOs, and private sector companies. The workshop focused on explaining the Project objectives, strategy and the work plan of the project to the audience and discussing opportunities for partnership during project implementation. Agenda and list of participants of the workshop are presented in the Annex.

During the inception phase, the project team worked to further develop key documents relating to the first year of project implementation, including: (a) Outcomes and outputs and revising logical framework and output indicators in an open and participatory discussion involving the whole team and key sector experts; (b) The work plan for the year 1 and 2 , detailing primary activities under each output; (c) The working budget for the year 1; (d) Project monitoring and evaluation budget; (f) Changes in circumstances since project approval, and related review of the project risk matrix.

Important changes regarding monitoring indicators and project risks have been incorporated in the further sections of this report, as well as potential changes to the Logical Framework Matrix. Some of the specific segments of the LogFrame Matrix need further calculations and expert inputs, therefore they will be identified in the period following the submission of the inception report; these segments include emission calculations (due to different power of boilers than indicated in the ProDoc), different number/sizes of schools, different boiler sizes, different fuels (coal, heavy fuel oil) etc. All of these may differently influence the budget and emission reduction targets, as specified by the ProDoc.

2. Changes in Circumstances that may affect project implementation

(a)

Decline of the exchange rate of US\$ to BAM took place, from 1.558 BAM/1US\$ in June 2005 to 1.453 BAM/1US\$ in April 2010. Over the same period of time the average costs of Project activities implementation, according to the recent estimates, has slightly increased or at best remained the same as they were at the beginning of the Project planning cycle. Nonetheless, the general trends on foreign exchange show fluctuations therefore it is suggested that Project team carefully observe the currency flow and make ad hoc adjustments in the project financial set up.

(b)

Most of the Project institutional partners are undergoing through the EU accession, process which has induced intensive adjustments towards introduction of advanced environmental legislation and standards. In addition, most of them take part in number of different national and international projects. Accordingly, Project partners will be exposed to an excessive regular workload and prolonged duration of project start up may cause in them fatigue which, in turn, will result in less interest and enthusiasm for active participation in the Project.

(c) Private sector

An additional change that occurred since project document was written is the emergence of new companies dealing with biomass heating systems and close-down of the company Narodno Grijanje, the project co-financier. The project document states that there were two operating biomass boiler producers in Bosnia and Herzegovina making systems for household and small scale applications ("NARODNO GRIJANJE" based in Sarajevo, which employs 180 people and was established in 1996, and "TOPLING" based in Prnjavor with 97 employees and established in 1993). Yet, in February when project team tried to invite Narodno Grijanje to the Inception Workshop and confirm their interest in cooperation and co-financing it was discovered that company contact information ceased to exist and cannot be retrieved. *According to the communication with a representative of the Chamber of Commerce Federation BiH, the company Narodno grijanje has ceased to exist.* Having in mind previous UNDP experience where private sector co-financing secured during the project preparation has not materialized, it is advised that Project team place efforts in identifying other sources of private sector co-financing throughout the project implementation phase.

In the period preceding the inception workshop and at the inception workshop several companies (Dvokut, Bioenergy, Enova, Energy-convert, etc.), founded in the period after the project document was written, contacted the Project Team and expressed interest in the project, participation at the workshop and future cooperation. Significant improvement within the biomass heating and supply sector was noted, thus showing the increase in supply and demand as well as identification of potential local private companies, case studies and success stories that may be used throughout the project implementation.

(e) Legal background and strategies in the forestry sector

Currently, in both entities of Bosnia and Herzegovina, the Laws on Forestry are in the phases of the revision. This issue is at the top of the priority scale within the forestry sector. This does not directly influence the project itself, but the project might help promote the issue of biomass energy and to some extent perhaps impact the legislative framework.

Development of the current strategies of forestry development (in both entities) is also a very important segment as it directly treats identification of possibilities of different forest use in terms of biomass possibilities (as an energy source) with an assessment of environmental impacts and employability.

This information will be highly valuable for the project as it might add upon valuable baseline assessments which will be developed through the project.

Nevertheless, the project will try to draw upon best available information and data from the sector, especially in the project area.

(f) SRRP (Srebrenica Regional Recovery Programme) – According to the project document, the majority of Outcome 2 was to be financed by the UNDP SRRP Activity „Forestry for Bosniac Returnee“ project with an exception of the Activity 2.2.12. – fuel certification. Given that the SRRP FSC project terminated in 2008, the majority of activities envisaged were performed and results achieved. As per the Report on the Outputs and Outcomes of the “Forestry for Bosniac Returnee” Activity of SRRP, the number of trained persons has been greatly exceeded, Forest certification procedure for public forest enterprise “Sume RS” was completed and a forestry cluster established.

Accordingly, the Biomass project will build upon SRRP experience and continue working on the fuel certification activities (in accordance with the limited budget for this Outcome). Concerning the fact that the whole project area is within the entity of Republic of Srpska, where its Forest Management Enterprise has been certified in accordance with the FSC standards, this leaves other options for pursuing implementation of this activity. The initial alternative is to support FSC Certification in the Federation entity, in order to be able to replicate the project activities in other regions of Bosnia and Herzegovina, as planned by the project. Other options include research on other, non-forestry, aspects of biomass energy certification, implementation and incorporation, subject to the limited budget assigned to this Outcome (\$20,000).

(g) Updated data on the project pilot group – education sector

The project, in cooperation with the UNDP SRRP (Srebrenica Regional Recovery Programme), compiled information on existing numbers and sizes of schools in three project municipalities. The initial survey was developed in order to confirm the preliminary assessment, as per the project document, on the number of schools, potential project beneficiaries, and heating systems currently in use, their size, fuel and associated costs. The data compiled in the field, showed that there are 9 schools with more than 50 pupils and 9 remote (extension) schools with fewer than 20 pupils (3-20). According to the preliminary survey, the average boiler size (in main schools) is larger than anticipated in the project document and it ranges from 150 kWh to 450 kWh,

whereas the type of the fuel differs (fuel oil, coal, logs). Costs incurring throughout the heating season (15 October – 15 April) depend on the size of the school, type of fuel used as well as the working hours and amount from 2200 KM (elementary school “Braca Jaksic”, Milici) to 57.216 KM (elementary school „Petar Petrovic Njegos“ , Srebrenica).

(h) GHG Emission calculations

As already mentioned, some specific segments need further calculations and expert inputs, therefore they will be identified in the period following the submission of the inception report; these segments include emission calculations (due to different powers of boilers than indicated in the ProDoc), different number/sizes of schools, different boiler sizes, etc. All of these may influence the budget and emission reduction targets, as specified by the ProDoc.

Once we reach and establish correct baselines and reliable data on local costs and benefits (including emissions data), these would in the long run give us correct calculations of the mitigation potential (after assessment of the biomass fuel specification for each school depending on its needs).

To facilitate further consideration of this question, during the Inception period detailed analysis of Project Work plan options has been made. Main activities which are dependent on the outputs of other activities were identified. Among them the key activity is establishment of biomass supply and demand surveys in addition to socio-economic data collection, update and verification. The baseline data (due to its complexity and involvement of several governmental and stakeholder levels) will not be collected by Monitoring and Evaluation experts; instead, a pool of experts (consultants) will be contracted for these services.

Biomass and socio-economic related data will be collected and systematized as a basis and input for the next activities. Furthermore, the same inputs are necessary for elaboration of guidelines for fuel certification, etc.

The second step in the activity scheduling and Project duration analysis has been elaboration of key activity packages and estimate of the time needed for their implementation. Finally, the following time framework for the first year project implementation can be drawn:

Table 1. Quarterly Workplan for Year 1

	2010			
	Q1	Q2	Q3	Q4
Project team establishment				
Project inception workshop organization				
Capacity building				
Contracting of experts <ul style="list-style-type: none"> Monitoring and evaluation consultant, Local Liaison Officer, Baseline heating systems' assessment consultant, Biomass Supply & demand assessment consultant, Pool of experts (company) for awareness and capacity surveying, Pool of experts (company) for Biomass systems emission baselines and cost/benefit analysis in the B&H Biomass sector) Terms of references attached in the Annex V				
Establishment of baselines for project components (Baseline surveys data collection on awareness, biomass supply/demand, risk perceptions and GHG emissions)				
Completion and implementation of surveys and studies including GHG emission baselines				
Collection and compilation of cost-benefit analysis data from renewable energy in the European Union, the Balkans, and transition economies (with specific projections for the project)				
Completion of awareness, risk perception and capacity surveys and scoring systems (of sample of potential policy makers, businesses, forest and wood cluster members, and end-users at start of project (or before supply of product)				
Initialization of cooperation and compilation of data/materials from the SPARE project (teacher's aids, educational materials etc.)				
Dissemination of baseline studies and research segments to policy makers and other stakeholders				

This analysis together with close project implementation monitoring will enable better informed assessment of the project duration as part of the first Annual Project Implementation Review.

B. RISK AND MITIGATION STRATEGIES

Project risks will be managed through the mitigation strategies. Risk monitoring will be effected through the UNDP Atlas corporate software.

Table 2. Risks and Mitigation strategies

<i>Risk</i>	<i>Level</i>	<i>Mitigation Strategy</i>
Lack of ongoing, long term political and government support for improved biomass energy sector	M	Government commitments in this area have been confirmed at the highest level and they have been committed over some time to biomass energy although financial resources have been limited. Ongoing consultations and ownership of project development and implementation with key government stakeholders will take place throughout the project
Poor cooperation between government stakeholders	M	Highly participatory project development and implementation strategy, with specific incentives to key institutions
Inadequate project implementation	M	Careful selection of project team members and the M&E to be put in place is required. The project design aims to minimize institutional bureaucracy through careful apportionment of activities between government and private sector.
Use of inappropriate technologies	L	Using technologies with a satisfactory track record and use of experienced contractors will be required. The project focuses on market forces and no technology subsidies from GEF funds increases the chances of rational value-oriented investment decisions.
The private sector will participate in the project	M	Private sector partners were consulted during project and the project has letters of interest from these partners. Furthermore the project has been approached by the private sector already active in the production and procurement of relevant equipment.
Unreliable demand-supply relations and potential lack of biomass supply in the region	M	The current supply and demand situation in the project area will be carefully assessed through a corresponding study. If there is no adequate supply and demand correspondence the alternatives will be looked into. Variations related to supply exist but are manageable if such variations are recognized in procurement strategies and managed by purchasing from adjacent regions.
Resilience of schools / school directors	M	Government commitments in this area will be required by the Ministry of Education in RS. Once trainings and awareness raising campaigns are completed (based on the cost/benefit and supply/demand studies) it is expected that this risk will become irrelevant.
Ensuring long-term and consistent supply of biomass to the installed boiler systems (schools)	M	Long term supply of biomass will be potentially established by looking into different alternatives of reaching this goal. The most appealing alternative will be the one where the boiler producers and biomass suppliers are connected into one system (the contracts for supplying the boilers obliges delivery of biomass fuel) End-users must be within a reasonable distance of the biomass source. The distance should be justifiable on economic, practical and environmental grounds. Memorandums of Understanding will be signed with relevant Ministries and private companies,

During the Inception phase project risks have been reviewed and re-assessed. Project risks will be managed through the mitigation strategies. Risk monitoring will be effected through the UNDP Atlas corporate software. Additional risks and mitigation strategies, compared to the Project Document, have been indentified and indicated in the following revised risk and mitigation table.

3. Changes in Logical Framework Matrix

The Project indicators and Logical Framework Matrix have been reviewed during the inception phase. Due to the assumptions and risks identified in the inception phase, and due to the current state of activities, some indicators have been suggested for slight revision.

A list of adjusted indicators and their targets have been provided in the table 3 below:

Table 3. Revised Indicators

Objective of the project: The overall project goal is a sustainable reduction of GHG emissions through a transformation of the biomass energy market in Bosnia and Herzegovina.	
Outcome 1: Market demand for biomass energy is increased	
Original indicators (as per the signed project document)	Target
<p>End-term targets: Number of schools with retrofitted or new biomass boilers totalling 5,837 tCO₂e in direct emissions reductions</p> <p>Business model (heat service contracting) replicated in other regions</p> <p>Mid-term targets: Number of new small scale biomass energy projects under advanced planning (engineering design stage) / construction in the project area</p>	<p>20 schools</p> <p>at least 2 other regions</p> <p>20 new small scale biomass energy projects</p>
Suggested new indicator	Suggested new target
<p>End-term targets: Number of schools with retrofitted or new biomass boilers totalling at least 5,200 tCO₂e (and, ideally, greater than 5,837 tCO₂e) in direct emissions reductions</p> <p>Business model (heat service contracting) replicated in other regions</p> <p>Mid-term targets: <i>Number of new small scale biomass energy projects under advanced planning (engineering design stage) / construction in the project area</i></p>	<p>10 schools</p> <p>at least 2 other regions</p> <p>10 new small scale biomass energy projects</p>
<p>Justification: As per initial in-house assessments of the schools in the project area, it was noted that there are fewer schools existing in the project area than initially indicated (16 schools, out of which 8 are extension schools with a limited number of pupils). Additionally, existing schools have larger power needs from their boilers. Concerning these facts, it would be realistic to target 10 schools instead of 20. Additionally, the calculations of emission reductions will be conducted in the third quarter of 2010, therefore due to changes in number of targeted (and existing) schools and increased power needs it is not certain what the emission reductions will be (higher or lower), therefore the indicator has been slightly lowered, in anticipation of exact calculations.</p>	

Outcome 2: Sustainable biomass fuel supply markets strengthened and expanded	
Original indicator	Target
<p>End term targets number of tonnes (approx in m3) per year of sustainably sourced (certified) biomass fuel wood (chips or logs) supplied to project boilers at a competitive price</p> <p>Perceptions of fuel supply risk reduced, based on 'consumer confidence' survey.</p> <p>Competition in fuel supply for the 20 biomass boilers exists,</p> <p>Mid-term targets: Wood-processing companies in the project area show real interest in wood fuel supply to local markets, with MOUs covering 200% of fuel required by demonstration projects, with at least 5 companies participating</p>	<p>250 tonnes (approx 900 m3) per year</p> <p>Perceptions of fuel supply risk reduced by 50% based on 'consumer confidence' survey.</p> <p>Supply offers covering 150% of needs</p>
Suggested new indicators	Suggested new target
<p>Justification/note: This outcome was completed within the SRRP (Srebrenica Regional Recovery Programme) project (closed in 2008) except one sub-activity relevant for fuel certification. There is only \$20,000 budgeted for this outcome over the next two years for fuel certification, therefore the project has no more influence (or budget) over the activities which were accomplished.</p>	
Outcome 3: Policy makers, financial sector, fuel and technology suppliers and niche markets are convinced of benefits and market opportunities for biomass energy	
Original indicator	Target
<p>End-term targets: Survey shows high level of awareness, including use of project outputs, and increased capacities. “</p> <p>Mid-term targets: Survey shows improving awareness and capacities of users</p>	<p>Biomass energy awareness and capacity score quadrupled in project area (see Output 3.3)</p> <p>Biomass energy awareness and capacity score doubled in project area over start of project baseline</p>
Suggested new indicators	Suggested new target
<p>End-term targets: Survey shows high level of awareness, including use of project outputs, and increased capacities.</p> <p>Mid-term targets: Survey shows improving awareness and capacities of users</p>	<p>Biomass energy awareness and capacity score tripled in the project area (see Output 3.3)</p> <p>Biomass energy awareness and capacity score doubled in project area over start of project baseline</p>
<p>Justification: Concerning the fact that the project development and its approval has been in the pipeline for a longer period of time, many changes have occurred in the energy sector and within the biomass segment. Currently many stakeholders have been acquainted with biomass energy concepts and it would be hard to quadruple the score (which is related to awareness, not to project outputs usage).</p>	
Outputs	
Output 1.1. Biomass energy systems procured in education sector (pilot niche buyer cluster), key technologies demonstrated in a highly visible way	
Original indicator	Target
<p>End-term targets: Minimum orders for 20 biomass energy systems from the municipal / education sector in the project area for biomass boilers totalling 5,837 tCO₂e in direct</p>	<p>20 orders for biomass energy systems</p>

emissions reductions. Mid-term targets: Growing market for modern biomass energy systems, RFP issued from buyer's group,	Minimum of 3 competitive bids
Suggested new indicators	Suggested new target
End-term targets: Minimum orders for 10 biomass energy systems from the municipal / education sector in the project area for biomass boilers totalling at least 5,200 tCO ₂ e in direct emissions reductions.	10 orders for biomass energy systems
Mid-term targets: Growing market for modern biomass energy systems, RFP issued from buyer's group,	Minimum of 3 competitive bids

Justification:	
Please see Outcome 1 justification	
Output 1.2: Model biomass fuel specifications and heat delivery contracts (service contracts) prepared	
Original indicator	Target
<p>End-term targets: Contractual models developed have been used during output 1.1</p> <p>Mid-term targets: Contractual models have been developed for biomass supply, delivery of energy services to niche market stakeholders, participation of local communities in biomass energy decision-making, and local guidance for the preparation of bankable proposals.</p>	20 contracts
Suggested new indicators	Suggested new target
<p>End-term targets: Contractual models developed have been used during output 1.1</p> <p>Mid-term targets: Contractual models have been developed for biomass supply, delivery of energy services to niche market stakeholders, participation of local communities in biomass energy decision-making, and local guidance for the preparation of bankable proposals.</p>	10 contracts
Justification: Please see Outcome 1 justification	
Output 1.3: Transaction support through technical, social and legislative expertise	
Original indicator	Target
<p>End-term targets: Technical support given to 20 new and retrofitted small scale biomass energy projects that are now operating in the project area totalling 5,837 tCO₂e in direct emissions reductions</p> <p>Technical support given to replicate business model in other regions</p> <p>Mid-term targets: Technical support given to 20 small scale biomass energy projects totalling 5,837 tCO₂e in direct emission reductions that are at the advanced planning (engineering design stage) / construction stage in the project area</p>	<p>20 new and retrofitted small scale biomass energy projects</p> <p>Technical support given in at least 2 other regions</p>
Suggested new indicators	Suggested new target
<p>End-term targets: Technical support given to 10 new and retrofitted small scale biomass energy projects that are now operating in the project area totalling at least 5,200 tCO₂e in direct emissions reductions</p> <p>Technical support given to replicate business model in other regions</p> <p>Mid-term targets: Technical support given to 10 small scale biomass</p>	<p>10 new and retrofitted small scale biomass energy projects</p> <p>Technical support given in at least 2 other regions</p>

energy projects totalling at least 5,200 tCO ₂ e in direct emission reductions that are at the advanced planning (engineering design stage) / construction stage in the project area	
Justification:	
Please see Outcome 1 justification	
Output 3.3: Project findings used to inform policy development, and build business and finance capacities and establish conditions for scaling up	
Original indicator	Target
End-term targets: Average "biomass energy awareness and capacity score ¹ " increased	Average "biomass energy awareness and capacity score ² " quadrupled in project area
Mid-term targets: Average "biomass energy awareness and capacity score" increased	Average "biomass energy awareness and capacity score" doubled in project area
Suggested new indicators	Suggested new target
Average "biomass energy awareness and capacity score ³ " increased	Biomass energy awareness and capacity score tripled in the project area (see Output 3.3)
Mid-term targets: Average "biomass energy awareness and capacity score" increased	Biomass energy awareness and capacity score doubled in project area over start of project baseline

¹ The system for scoring, including weighting of factors, will be determined during project execution (activity 3.1.1). Scores will be assigned based on results of the start of project survey, and compared to that in the end-term survey. Factors that are likely to be used include:

- Copies of awareness raising material received (yes=1, no=0)
- Stakeholder has passed on the information they have received (yes=1, no=0)
- Stakeholder can cite cases where they personally have used the skills gained (yes=2, no=0)
- Stakeholder can cite cases where they have implemented lessons in their day to day activities (yes=3, no=0)

Thus, per surveyed stakeholder, if the first three factors have been met but not the fourth then the score for that stakeholder would be 4 (1 + 1 + 2).

For capacity the factors to be used may include:

- User has received direct training and passed required competence test (yes=1, no=0)
- Evidence of application of lessons learned from training (yes=2, no=0)
- User has implemented local capacity building plan (yes=2, no=0)

² The system for scoring, including weighting of factors, will be determined during project execution (activity 3.1.1). Scores will be assigned based on results of the start of project survey, and compared to that in the end-term survey. Factors that are likely to be used include:

- Copies of awareness raising material received (yes=1, no=0)
- Stakeholder has passed on the information they have received (yes=1, no=0)
- Stakeholder can cite cases where they personally have used the skills gained (yes=2, no=0)
- Stakeholder can cite cases where they have implemented lessons in their day to day activities (yes=3, no=0)

Thus, per surveyed stakeholder, if the first three factors have been met but not the fourth then the score for that stakeholder would be 4 (1 + 1 + 2).

For capacity the factors to be used may include:

- User has received direct training and passed required competence test (yes=1, no=0)
- Evidence of application of lessons learned from training (yes=2, no=0)
- User has implemented local capacity building plan (yes=2, no=0)

³ The system for scoring, including weighting of factors, will be determined during project execution (activity 3.1.1). Scores will be assigned based on results of the start of project survey, and compared to that in the end-term survey. Factors that are likely to be used include:

- Copies of awareness raising material received (yes=1, no=0)
- Stakeholder has passed on the information they have received (yes=1, no=0)
- Stakeholder can cite cases where they personally have used the skills gained (yes=2, no=0)
- Stakeholder can cite cases where they have implemented lessons in their day to day activities (yes=3, no=0)

Thus, per surveyed stakeholder, if the first three factors have been met but not the fourth then the score for that stakeholder would be 4 (1 + 1 + 2).

For capacity the factors to be used may include:

- User has received direct training and passed required competence test (yes=1, no=0)
- Evidence of application of lessons learned from training (yes=2, no=0)
- User has implemented local capacity building plan (yes=2, no=0)

Justification: Please see Outcome 3 justification.	
Justification:	
Output 3.4. Community understanding and acceptance of biomass energy and energy efficiency enhanced through school educational programm	
Original indicator	Target
End-term targets: Implementation of education programme in schools in the project area Mid-term targets: Agreement with the local, entity and state level stakeholders on developed curricula Teacher training course successfully completed by teachers from project region	Implementation of education programme in 20 schools in the project area MoU signed with <i>with the local, entity and state level stakeholders on developed curricula</i> <i>20 teachers from project region</i>
Suggested new indicators	Suggested new target
End-term targets: Implementation of education programme in schools in the project area Mid-term targets: Development of the basis for an agreement with the local, entity and state level stakeholders on developed curriculum – and, ideally, actual changes to the curriculum. Teacher training course successfully completed by teachers from project region	Implementation of education programme in 10 schools in the project area <i>A base curriculum developed with local, entity and state level stakeholders.</i> <i>10 teachers from project region</i>
Justification:	
Concerning the fact that the education curriculum and the steps towards its adoption are quite complex due to the administrative (entity, cantonal, municipal level rules) diversity, it is an assumption that the project will not be able to formally incorporate this curricula during the duration of the project; alternatively the project will aim, at a minimum, to create the basis and preconditions for it to be included and approved, and will continue to aim for actual changes to the curriculum if circumstances allow.	

4. Recommendations to the Project Team

The project team must ensure that substantive activities, in addition to administrative ones, are completed during the first year of the project. For this reason, the year 1 project work plan includes specific targets for each of the Outcomes/Outputs that encompass activities for which implementation will begin during year 1. As it has been presented in the previous chapter, the critical activity is baseline surveys and data collection, inventory and assessment in demo areas. Therefore Terms of reference (Annex V) have been prepared and will be announced in the form of a Request for Quotation in May 2010. These activities envisage mapping of awareness on biomass potential and use, assessment of supply and demand needs at country level as well as a GHG emissions overview which are in line with the project work plan and represent crucial baseline data for further development of project activities. Moreover, ToRs envisage assessment of capacity gaps and risk perceptions of policy makers, private sector, forest and wood cluster and project end-users. Such information will be of value for guiding bioenergy development and deployment as well as future policy formulation to simultaneously enhance the production and utilization of this biomass source and the health of forest ecosystems.

These targets will be developed in a participatory manner with the project team and key sectoral experts - National Consultant for Biomass Supply and Demand Assessment and

National Technical Expert for Biomass Heating Systems' Baseline Assessment engaged during the inception period. (ToRs in Annex V)

Assign responsibility for activities/outputs

During the Inception phase, the project team defined and allocated responsibilities among project team members for various outputs/activities under the first year work plan. This includes more detailed work plan with monthly and quarterly targets that guide week-to-week work. In addition, the GEF Project manager together with the team will identify appropriate partners, stakeholders and executors of activities as defined by the project team and key experts. Consequently, sets of initial meetings with relevant government counterparts (namely RS Ministry for Education and Culture, Ministry for Agriculture, Forestry and Water management, Ministry of Industry, Mining and Energy and Ministry for Spatial planning, Civil engineering and Ecology) were organized in Banja Luka. The respective ministry representatives expressed their positive attitude and support for the project. This will be of a great value at the onset of project activities on policy creation and raising awareness, especially given that pertinent project activities aim at policy and decision makers.

Coordinate with other relevant projects

The project team should take advantage of lessons learned from other relevant projects in Bosnia and Herzegovina and other countries and regions. Cooperation should be established with the World Bank (WB), EBRD, USAID, FAO, ECE and similar international partners who are active in similar segments of activities.

5. Review UNDP-GEF Advisory Notes

The project team should review the following documents, which give the reader a good sense of UNDP-GEF thinking on critical issues related to the implementation of this project. These advisory notes include:

- Advisory Note on Indicators
- UNDP Handbook on Monitoring and Evaluating for Results
- GEF Monitoring and Evaluation Policy

C. Revised Monitoring and Evaluation Budget

Since the project started with its activities in late 2009 only 3000\$ was allocated from the Year 1 budget (219, 875) for office set up and start up of project activities. The total budget for the project is 966,850 US\$ over four years.

The Budget for 2010 is presented below (table 3) and again in Annex 3 that contains the ATLAS prepared annual work-plan for all the four years (i.e. 2009-2013).

Table 4. Summary budget for 2009 and 2010

Budget Description	Amount US\$	
	2009	2010
71200 International consultants	-	26450
71300 Local consultants	-	112950
71400 Contractual Services Individual	-	33000
71600 Travel	500	9225
72100 Contractual Services Companies	2000	29000
74500 Miscellaneous Expenses	500	6250
TOTAL	3,000	216,875

However, based on findings during the inception period and due to complexity of the tasks, anticipated high impact of documents in future policy making it has been decided to apply the system of pools of experts (instead of individual consultants) for the majority of the tasks envisaged. Therefore ToRs were assembled and will be announced in June as Requests for Quotations, thus launching the competitive process for companies who will provide guarantees for service performance and will be tightly monitored. A subsequent budget revision is planned in June and intended for transferring funds from budgetary line 71300 Local consultants to 72100 Contractual services – Companies with the purpose of reimbursement of companies selected for provision of professional services with regards to the awareness, risk and capacity surveying and biomass systems emission baselines and cost/benefit analysis in the B&H biomass sector (ToRs in annex). The planned revision will not affect allocation of funds among the years, but among budgetary lines.

2. SCHEDULE FOR PROJECT REVIEWS, REPORTING AND EVALUATION

2.1 Project monitoring

Day to day monitoring of implementation progress will be the responsibility of the PIU based on the project's Annual Work Plan and its indicators. PM on behalf of the PIU will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through the provision of quarterly reports from the PIU. Furthermore, specific meetings can be scheduled between the PIU, the UNDP CO and other pertinent stakeholders as deemed appropriate and relevant (especially the Project Board members). Such meetings will allow

parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

Annual Monitoring will occur through the regular **Project Board Meeting**. The project will be subject to these meetings at least once per year and if needed additional meetings will be organized. The first such meeting will be held by the end of 2010. For each year-end meeting of the Project Board, PIU will prepare Annual harmonized Project Report (APR) / Project Implementation Reviews (PIR) and submit it to UNDP-CO, the UNDP-GEF regional office.

The terminal review meeting is held by the PB, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations. The PM is responsible for preparing the Terminal Report and submitting it to UNDP-COs, GEF's Regional Coordinating Unit and all participants of the terminal review meeting. The terminal review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation of formulation.

Monitoring team

In the initial stage of the project implementation, to lead the impact monitoring tasks within this project a local monitoring and evaluation expert will be hired. The consultants will be required to:

1. Develop, in consultation with the project manager and other experts the practical tools and schedules required to collect data specified in the project log frame
2. Agree with project stakeholders in the information collection requirements, and securing their agreement to provide the required monitoring data
3. Review and give recommendation on all of the documents/research and analysis submitted by external consultants and pools of experts.

Baseline surveys (GHG emission baselines, awareness and perceptions, and capacity surveys) will not be prepared by the M&E expert due to the complexity and multi-level activities needed (these will be trusted to the pool of experts selected through a competitive process).

2.2 PROJECT MONITORING REPORTING

The PM in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

In addition to the current **Project Inception Report** the project will prepare the combined **Annual Project Report (APR)** which is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. It is a self-assessment report by project management to the Country Office and is a key input to the year-end Project

Steering Committee meetings. The **Project Implementation Review (PIR)** is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. A standard format/template for the APR/PIR is provided by UNDP GEF. This includes the following:

An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome; the constraints experienced in the progress towards results and the reasons for these;

- The three (at most) major constraints to achievement of results;
- Annual Work Plans and related expenditure reports;
- Lessons learned;
- Clear recommendations for future orientation in addressing key problems in lack of progress.

The UNDP/GEF M&E Unit analyse the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The Reports are also valuable for the Independent Evaluators who can utilise them to identify any changes in project structure, indicators, work plan, etc. and view a past history of delivery and assessment.

Short **Quarterly Progress Reports** are continuously prepared and submitted to the GEF secretariat, at regular intervals. Up to the point of the submission of the Inception Report, three quarterly progress reports were submitted, starting with the third quarter of the year 2009, when the process of signature of the Project Document from the relevant authorities was pending.

Furthermore, the project team will ensure that lessons learnt from the project are widely replicated. **Specific Thematic Reports** or papers will be produced in the course of the project and proposed for publishing through GEF or in international magazines, at symposiums, conferences and congresses. This is considered an important indication of the lessons sharing exercise. The project team will determine which **Technical Reports** merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognizable format. Project resources have been defined and allocated for these activities as appropriate.

During the last three months of the project the project team will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

Table 5. Monitoring and evaluation work plan

Type of M&E activity	Responsible Parties	Time frame
Inception Workshop	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO ▪ UNDP GEF 	March 2010
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	May 2010
Ongoing baseline and impact monitoring, including semi-independent internal mid-term evaluation	<ul style="list-style-type: none"> ▪ An M&E consultant will be hired for the first year. At later stages a whole team might be considered. 	As appropriate
APR and PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF 	Annually
Project Board Meetings	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO ▪ Project board members 	Following submission of the Inception report and subsequently at least once annually
Final External Evaluation	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ External Consultant 	At least one month before the end of the project
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project Team 	Yearly
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP Country Office ▪ UNDP-GEF Regional Coordinating Unit (as appropriate) ▪ Government representatives 	Yearly

2.3 Evaluation

The project will be subjected to at least two evaluations as follows. A **Mid-Term Evaluation** will be undertaken at the end of the second year of implementation. Two Consultants will implement the Mid-term Evaluation as a team of Evaluators, working jointly in accordance with a distribution of tasks and definition of procedures to be agreed upon at the start of their involvement, and under support of and assisted by the PM. The Mid-term Evaluation Report is presumed to encompass an assessment of the project's results as initially planned

(and as corrected by the Inception Workshop); evaluation of impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals; recommendations for further Project implementation, and feature management response to the issues raised.

The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document.

An independent external **Terminal Independent Evaluation** will focus on the same issues as the mid-term evaluation. The Terminal Evaluation will focus on the assessment of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place); evaluation of impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals ratings and evaluation as requested by the Report Template; recommendations for follow-up activities; and feature management response to the issues raised. The format and structure of the Terminal Independent Evaluation Report will follow the standard UNDP/GEF Project Evaluation. The Evaluation Team will be composed by one International Evaluator, to act as Chair of the Evaluation Team, and by two National Evaluators as Team members.

2.4 Learning and Knowledge Sharing

Results from the project will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums, and among other things through the above mentioned project technical reports and publications. The project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on projects that share common characteristics. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying and analysing lessons learned is an on-going process, and the need to communicate such lessons as one of the project's central contributions is a requirement.

D. REVISED PROJECT MANAGEMENT STRUCTURE

The management structures proposed in the Project Document have been revised in order to reflect the changes that took place in the organizational structure responsible for nature protection and to ensure adequate stakeholder participation.

1. Project Board

The PB will be established in the time frame of 4 to 5 months after the Inception Workshop. It will meet on annual basis or more frequently if necessary. According to the PD and

consultations at the IW it should be in best case composed of the representatives of the following agencies:

- The Ministry of Foreign Trade and Economic Relations represented by GEF Operational Focal Point or his/her designated official.
- Ministry of Agriculture, Forestry and Water – management RS represented by Deputy Minister or his/her designated official,
- Ministry of Education and Culture RS represented by Deputy Minister or his/her designated official,
- Ministry for Industry, Energy and Mining RS represented by Deputy Minister or his/her designated official
- Ministry for Spatial Planning, Civil engineering and Ecology (represented by Deputy Minister or his/her designated official
- UNDP Country Office in BiH represented by the Resident Representative or his/her designated official.

Contacts with relevant representatives were established throughout meeting sessions both in Sarajevo and Banja Luka, and their potential participation within the project board have been agreed on. Preparation of the materials for the project board has been in progress.

2. Project Implementation Unit (PIU)

The composition of the Project Implementation Unit is made of Project Manager and one Project Assistant providing administrative support to the project.

In addition, one local liaison officer/assistant (familiar with the local conditions) based in the project area will be committed on a part time basis.

Following the Project document and due to the complexity of the first year (baseline) project activities and their multi-disciplinary nature it was agreed to commit the contracting scheme (based on the relevant issues, topics, activities, clusters/sets) as follows:

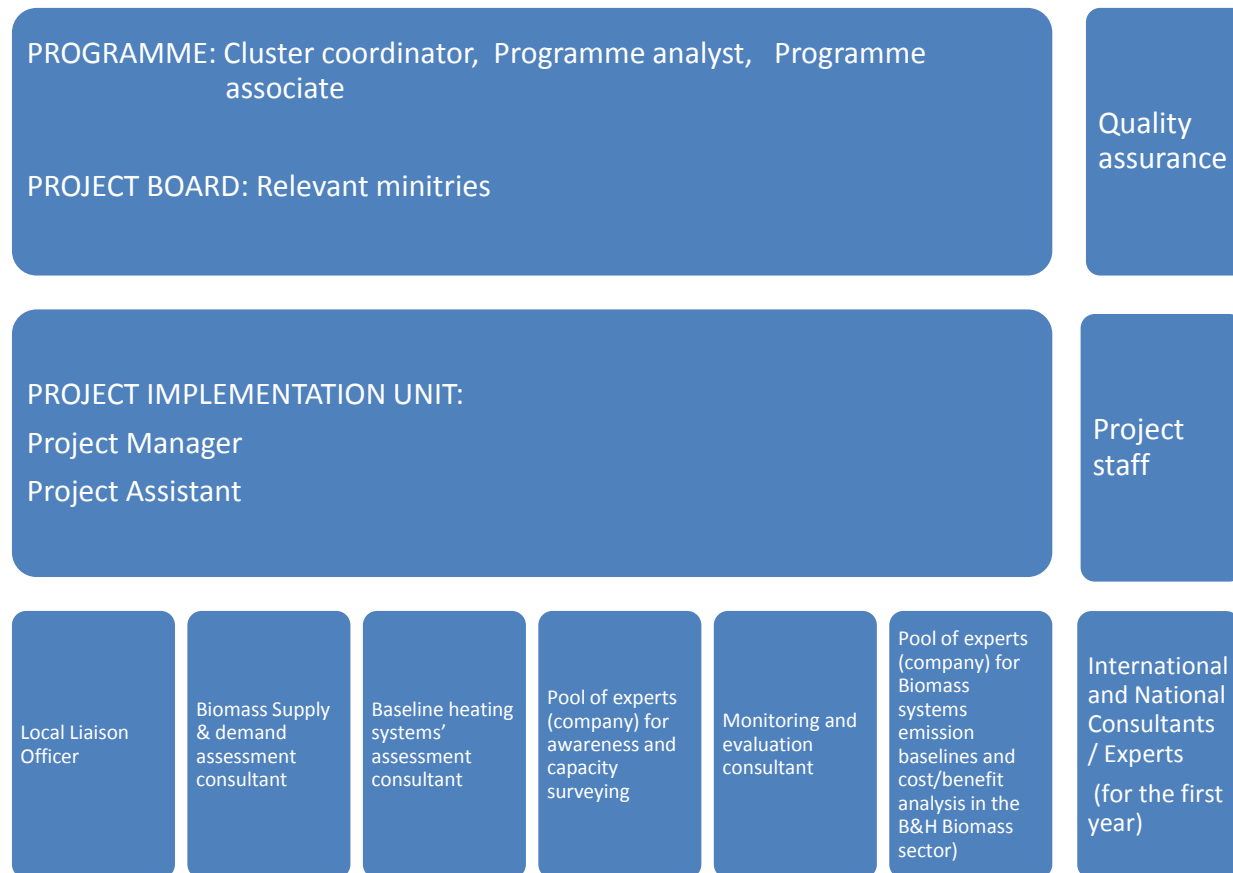
- Pool of experts (company) for Awareness, risk and capacity surveying in the B&H biomass sector – with a special focus on Srebrenica region
- Pool of experts (company) for Biomass systems emission baselines and cost/benefit analysis in the B&H biomass sector – with a special focus on Srebrenica region

Terms of Reference (Annex V) aimed at delivering of specific project objectives were developed and are envisaged for the individual contractors (SSA agreement):

- Monitoring and evaluation consultant,
- Local Liaison Officer,
- Baseline heating systems' assessment consultant,
- Biomass Supply & demand assessment consultant,
- Pool of experts (company) for awareness and capacity surveying,

- Pool of experts (company) for Biomass systems emission baselines and cost/benefit analysis in the B&H Biomass sector)

Figure 1. Project management structure



F. PROJECT IMPLEMENTATION PLAN FOR 2009 AND 2010

(Activities marked with asterisk * are scheduled for 2011 and beyond, whereas activities marked with ** were implemented by UNDP Srebrenica Regional Recovery Programme activities)

OUTPUT & ACTIVITIES:	2009			2010											
	Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project initial phase Q4 2009 -Q2 2010															
Signature of the Project Document	■														
Establishment of PIU (recruitment and premises)			■												
Sub-contracting of key experts			■					■	■	■					
Establishment of PB													■		
Development of Work plan for Year 1 and 2				■	■										
Organization and conducting of Inception Workshop					■	■									
Preparation of the Inception Report							■	■							
OUTCOMES, OUTPUTS, ACTIVITIES															
OUTCOME 1 Market demand for biomass energy is increased															
(Note 1.: Activities and sub activities following Prodoc, Outcomes/Outputs															
Output 1.1. Biomass energy systems procured in education sector (pilot niche buyer cluster), key technologies demonstrated in a highly visible way*															
1.1.1. Form a purchasers group within the three municipalities and the education sector															
1.1.2. Hold discussions with the selected buyers group and work with them to specify the features and requirements of the biomass systems															
1.1.3. Develop and present a Request for Proposals from service providers and/or manufacturers*															
1.1.4. Develop terms of reference for selection, a detailed application procedure and a protocol for disbursing funds for support of several demonstration sites*															
1.1.5. Identify the most appropriate body to evaluate applications for the demonstration projects*															
1.1.6. Convene the screening group to allocate demonstration															

OUTPUT & ACTIVITIES:	2009			2010											
	Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
funds across the potential project according to the terms of reference included*															
1.1.7. Disburse funds to support the demonstrations consistent with the guidelines developed*															
Output 1. 2 Model biomass fuel specifications and heat delivery contracts (service contracts) prepared*															
1.2.1 Develop functioning contractual and tendering models that attract cost effective biomass energy investments*															
1.2.2. Tailor standard technical and financial evaluation methods to project conditions, building on existing software such as RETScreen															
1.2.3. Prepare local versions of bankable proposals for biomass energy for investment decisions*															
1.2.4. Prepare standard best practice approaches to participatory community consultation for biomass project development *															
1.2.5. Develop biomass fuel specifications*															
1.2.6. Develop and demonstrate sustainable forest biomass fuel certificates (based on Forest Stewardship Council principles															
Output 1.3. Transaction support provided through technical, social and legislative expertise*															
1.3.1. Conduct tender for framework contract of technical expertise*															
1.3.2. Develop annual work – plans using a participatory approach in which the expert pool defines their detailed coming activities in consultation with local stakeholders															
1.3.3. Deliver expert services as required															
Output 1.4. Business models (heat service contracting) improved and replicated															
Contract a business development expert on a competitive basis to support activities under this output*															
1.4.2. Analyze and evaluate business models used and areas for improvement*															
1.4.3. Prepare case study reports for dissemination to business															

OUTPUT & ACTIVITIES:	2009			2010											
	Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
and policy communities*															
OUTCOME 2. Biomass fuel market and supply chain strengthened and expanded**															
Output 2.1 Access to investment capital and effectiveness in forest and wood – processing sectors increased **															
Output 2.2. Sustainable supply of legally harvested timber increased**															
2.2.11 Develop fuel certification procedures based on international best practice															
OUTCOME 3: Policy makers, financial sector, fuel and technology suppliers and niche markets are convinced of benefits and market opportunities for biomass energy															
Output 3.1: Baselines are established, and reliable data on local costs and benefits of biomass energy is available for policy development work															
3.1.1 Contract monitoring and evaluation expert															
3.1.2 Develop, in consultation with the project manager and other experts the practical tools and schedules required to collect data specified in the project logframe															
3.1.3 Carry out baseline surveys and studies including GHG emission baselines, awareness and perceptions, and capacity surveys															
3.1.4 Prepare annual GHG emission reduction overviews															
3.1.5 Carry out impact surveys on awareness, perceptions and capacity before the mid-term and final project evaluations.*															
3.1.6 Collect and compile cost-benefit analysis data from renewable energy in the European Union, the Balkans, and transition economies															
3.1.7 Undertake cost-benefit analysis of biomass energy investments supported by the project, including assessment of local benefits such as employment creation, environmental benefit, energy security, weighed against the costs of biomass energy.															
Output 3.2: Advocacy capacities in biomass energy enhanced															
3.2.1 Create a comprehensive database of interested stakeholders															
3.2.2 Hold planning workshop involving all stakeholders, and election of administrative structure for local biomass energy association*															
3.2.3 Facilitate participation at international biomass energy															

OUTPUT & ACTIVITIES:	2009			2010											
	Q4			Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
association for key stakeholders*															
3.2.4 Arrange local in-country promotional events															
Output 3.3: Project findings used to inform policy development, and build business and finance capacities, establishing conditions for scaling up															
3.3.1 Contract awareness / marketing subcontractor															
3.3.1 Prepare awareness, risk perception and capacity surveys and scoring system - Publishing booklet on lessons learned*															
3.4.3 Revise existing training courses, training of trainers, delivery of training material on an annual basis*															
3.4.4 Survey awareness, risk perception and capacity levels at mid-term and end of project*															
Output 3.4: Community understanding and acceptance of biomass energy and energy efficiency enhanced through school educational programme															
3.4.1 Facilitate dialogue with state, entity and canton level stakeholders responsible for education and retraining of teachers to support the local level school activities															
3.4.2 Translate and adapt school educational and methodology materials already developed under the GEF – SPARE project activities, including incorporation of local information on the practical benefits and opportunities of biomass energy in schools in Bosnia and Herzegovina*															
3.4.3 Conduct teacher awareness raising and training together with existing institutions for re-training of teachers*															
3.4.4 Organise local exhibitions, roundtables and school competition to present school activities for a wider audience*															
3.4.5 Co-ordinate meetings with international SPARE programme*															

LIST OF ANNEXES

Annex I	Annual work plan budgets 2009, 2010, 2011, 2012, 2013
Annex II	Revised Logical Framework Matrix
Annex III	Inception workshop
Annex IV	Terms of References for Project Implementation Unit (PIU)
Annex V	Operational Terms of references of consultants
Annex VI	Operational Terms of references for pools of experts

ANNEX I ANNUAL WORK PLANS

ANNUAL WORK PLAN 2009

(13/05/2010)

Award Id: 00046049

Award Title: PIMS 3880 MSP: BiH Biomass energy for employment and energy security

Year: 2009

Project ID Expected Outputs	Key Activities	Responsible Party	Planned Budget			Amount US\$
			Fund	Donor	Budget Descr	
00054633 PIMS 3880 MSP: Biomass	1.Market demand	UNDP	62000	GEFTrustee	71600 Travel	500
	3.Rising awareness	UNDP	62000	GEFTrustee	72100 Contractual Services Companies	2000
		UNDP	62000	GEFTrustee	74500 Miscellaneous Expenses	500
TOTAL						3000
GRAND TOTAL						3000

ANNUAL WORK PLAN 2010

(13/05/2010)

Award Id: 00046049

Award Title: PIMS 3880 MSP: BiH Biomass energy for employment and energy security

Year: 2010

Project ID Expected Outputs	Key Activities	Responsible Party	Planned Budget				
			Fund	Donor	Budget Descr	Amount	
00054633 PIMS 3880 MSP: Biomass	1.Market demand	UNDP	62000	GEFTrustee	71200	International consultants	19,400.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	44,200.00
		UNDP	62000	GEFTrustee	71400	Contractual Services - Individual	33,000.00
		UNDP	62000	GEFTrustee	71600	Travel.	4,125.00
	2.Supply markets	UNDP	62000	GEFTrustee	71300	Local consultants	15,000.00
	3.Raising awareness	UNDP	62000	GEFTrustee	71200	International Consultants	7,050.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	39,000.00
		UNDP	62000	GEFTrustee	71600	Travel	5,100.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	28,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	6,250.00
	4.Project Management	UNDP	62000	GEFTrustee	71300	Local consultants	14,750.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	1,000.00
	TOTAL						216,875
GRAND TOTAL						216,875	

ANNUAL WORK PLAN 2011

(13/05/2010)

Award Id: 00046049

Award Title: PIMS 3880 MSP: BiH Biomass energy for employment and energy security

Year: 2011

Project ID Expected Outputs	Key Activities	Responsible Party			Planned Budget		
			Fund	Donor	Budget Descr		Amount
00054633 PIMS 3880 MSP: Biomass	1.Market demand	UNDP	62000	GEFTrustee	71200	International consultants	19,400.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	23,000.00
		UNDP	62000	GEFTrustee	71400	Contractual Services - Individual	15,000.00
		UNDP	62000	GEFTrustee	71600	Travel	5,400.00
		UNDP	62000	GEFTrustee	72800	Information Technology Equipment	60,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
	2.Supply markets	UNDP	62000	GEFTrustee	71300	Local consultants	5,000.00
	3.Raising awareness	UNDP	62000	GEFTrustee	71200	International Consultants	7,050.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	27,000.00
		UNDP	62000	GEFTrustee	71600	Travel	4,525.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	30,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	6,750.00
	4.Project Management	UNDP	62000	GEFTrustee	71300	Local consultants	14,750.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	1,000.00
	TOTAL						
GRAND TOTAL							219,875

ANNUAL WORK PLAN 2012

(13/05/2010)

Award Id: 00046049

Award Title: PIMS 3880 MSP: BiH Biomass energy for employment and energy security

Year: 2012

Project ID Expected Outputs	Key Activities	Responsible Party			Planned Budget		
			Fund	Donor	Budget Descr		Amount
00054633 PIMS 3880 MSP: Biomass	1.Market demand	UNDP	62000	GEFTrustee	71200	International consultants	19,400.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	3,400.00
		UNDP	62000	GEFTrustee	71400	Contractual Services - Individual	15,000.00
		UNDP	62000	GEFTrustee	71600	Travel	4,625.00
		UNDP	62000	GEFTrustee	72800	Information Technology Equipment	120,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	10,000.00
	3.Raising awareness	UNDP	62000	GEFTrustee	71200	International Consultants	16,050.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	31,000.00
		UNDP	62000	GEFTrustee	71600	Travel	4,650.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	30,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	6,750.00
	4.Project Management	UNDP	62000	GEFTrustee	71300	Local consultants	14,750.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	1,000.00
TOTAL							276,625
GRAND TOTAL							276,625

ANNUAL WORK PLAN 2013

(13/05/2010)

Award Id: 00046049

Award Title: PIMS 3880 MSP: BiH Biomass energy for employment and energy security

Year: 2013

Project ID Expected Outputs	Key Activities	Responsible Party	Planned Budget				
			Fund	Donor	Budget Descr	Amount	
00054633 PIMS 3880 MSP: Biomass	1.Market demand	UNDP	62000	GEFTrustee	71200	International consultants	21,800.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	2,400.00
		UNDP	62000	GEFTrustee	71600	Travel	5,400.00
		UNDP	62000	GEFTrustee	72800	Information Technology Equipment	120,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	3,000.00
	3.Raising awareness	UNDP	62000	GEFTrustee	71200	International Consultants	11,850.00
		UNDP	62000	GEFTrustee	71300	Local Consultants	27,000.00
		UNDP	62000	GEFTrustee	71600	Travel	4,525.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	30,000.00
		UNDP	62000	GEFTrustee	74500	Miscellaneous Expenses	8,750.00
	4.Project Management	UNDP	62000	GEFTrustee	71300	Local consultants	14,750.00
		UNDP	62000	GEFTrustee	72100	Contractual Services Comp.	1,000.00
	TOTAL						250,475
	GRAND TOTAL						250,475

ANNEX II REVISED PROJECT RESULTS FRAMEWORK

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Project Objective			
<p>The overall project goal is a sustainable reduction of GHG emissions through a transformation of the biomass energy market in Bosnia and Herzegovina.</p>	<p>End-term targets: schools with retrofitted or new biomass boilers totalling 5,200 tCO₂e in direct emissions reductions</p>	<p>Annual reports from PMU (giving investment programme status, retrofitting progress, and reductions in tonnes CO₂) submitted to UNDP office.</p> <p>Mid term and terminal evaluations of use undertaken via user survey to assess experience and technology performance</p>	<p>Political and ethnic stability in Bosnia and Herzegovina continue to develop in a positive manner.</p> <p>Financial regulations in Bosnia and Herzegovina stay conducive to business expansion in both entities</p> <p>Positive macroeconomic indicators; inflation rate stays below 10%.</p> <p>Local governments recognize the project as an opportunity for themselves and for their communities</p> <p>Scale-up of appropriate business models to other regions in Bosnia and Herzegovina is viable and introduces additional competition into the market.</p>

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Outcomes			
<p>Outcome 1: Market demand for biomass energy is increased</p>	<p>End-term targets: 10 schools with retrofitted or new biomass boilers totalling 5,200 tCO₂e in direct emissions reductions</p> <p>Business model (heat service contracting) replicated in at least 2 other regions</p> <p>Mid-term targets: 10 new small scale biomass energy projects under advanced planning (engineering design stage) / construction in the project area</p>	<p>PMU reports</p> <p>PMU reports</p> <p>PMU reports</p>	<p>Procurement processes successfully enable cost reduction & municipalities actively participate</p>
<p>Outcome 2: Sustainable biomass fuel supply markets strengthened and expanded</p>	<p>End-term targets: 250 tonnes (approx 900 m³) per year of sustainably sourced (certified) biomass fuelwood (chips or logs) supplied to project boilers at a competitive price</p> <p>Perceptions of fuel supply risk reduced by 50% based on 'consumer confidence' survey.</p> <p>Competition in fuel supply for the 20 biomass boilers exists, signified by supply offers covering 150% of needs</p> <p>Mid-term targets: Wood-processing companies in the project area show real interest in wood fuel supply to local markets, with MOUs covering 200% of fuel required by demonstration projects, with at least 5 companies participating</p>	<p>PMU reports</p> <p>Survey reports</p> <p>Reports from Energy Service companies on the status of fuel supply</p> <p>PMU reports, copies of MOUs</p>	<p>Stakeholders in the wood-processing sector in the project area participate in SRRP project activities</p> <p>Ongoing support from government and concerned stakeholders</p>

ANNEX III INCEPTION WORKSHOP

Date / Title: 30/03/2010 *Inception Workshop of BiH Biomass energy for employment and energy security*

VENUE: *JU Kulturni Centar Srebrenica*

Team Members:

Mr. Igor Palandzic, Programme Analyst, UNDP CO BiH

Ms. Amila Selmanagic Bajrovic GEF Programme manager

Mr. Robert Kelly, Regional Technical Advisor Climate Change Mitigation RBEC

Mr. Milan Radovanovic, International Consultant

Ms. Fadila Sarajlić, GEF Programme Assistant

INCEPTION WORKSHOP OBJECTIVES:

- (i) To put key stakeholders at the same level of understanding of project components/activities and the management requirements (technical and financial)
- (ii) To define and/or clarify the roles of key stakeholders (ministries, private companies, NGOs and education sector) in the implementation of the project
- (iii) To define/clarify the technical and scientific roles of national project team, programme quality assurance and role of Regional Centre in Bratislava in the implementation of the project
- (iv) To gather information on new risk developments and changes that occurred since project document was written
- (v) To finalise project implementation matrix (Log Frame with activities, timeframe, budget, etc.)
- (vi) To present Project Board and define/clarify their roles and responsibilities as well as the coordination and communication mechanisms among key stakeholders
- (vii) To raise awareness on biomass use for the production of thermal energy

The workshop was organized using the Classroom Lecture Approach to disseminate the information to wider group of stakeholders. Initially overview and background of the United Nations Development Programme (UNDP), Global Environment Facility (GEF) and the project was delivered through presentation). The session was facilitated by Mr. Igor Palandzic, Programme Analyst.

WORKSHOP AGENDA

Detail topics/agendas (Annex III b) for the workshop were developed to meet the set aims with wider consultation. This includes:

- Welcome speeches
- Introduction of Project Team to Workshop Participants
- What is UNDP and why is implementing this project?
- GEF and M&E requirements
- Project presentation
- Presentation of the first year work plan
- Next Steps & Wrap up
- Q&A Session - discussion

MINUTES

The workshop began at 11.00 a.m by opening speech of Ms. Amila Selmanagić Bajrović who welcomed all the participants of the workshop (List of participants – Annex 2). Subsequently Mr. Senad Oprasic, representative of the Ministry of foreign affairs and economic relations (MOFTER) and GEF focal point in BiH, presented an overview of GEF ongoing and future activities in BiH. Additionally Mr. Oprasic informed

the audience on the actions that MOFTER is carrying out in order to set BiH on the path of EU accession with regards to the multilateral environmental agreements.

Mr. Alex Prieto, as resident UNDP staff, gave key note speech addressing the importance of the Biomass project in promoting sustainable development of the region as well as increasing synergy among already established UNDP projects in Srebrenica.

Mr. Igor Palandzic introduced the audience with the UNDP activities in BiH highlighting the ongoing environmental projects as well as explaining the process of project development and monitoring and evaluation requirements set by GEF/UNDP.

Mr. Milan Radovanovic, international consultant, presented the potentials of biomass use in combating the climate change and environment pollution. He also explained in detail different types of biomass residues and boilers thus emphasizing the benefits of switching from fossil to renewable fuels .

Ms. Selmanagic Bajrovic, project manager, gave detailed presentation on the project objectives and outputs, resources planed and first year annual work plan.

Mr. Robert Kelly opened the floor by thanking the audience for the participation at the workshop and inviting them to provide their inputs and suggestions.

Mr. Robert Kelly concluded the presentation sessions by pointing out that by promotion of the use of biomass as a sustainable, renewable fuel; we are directly addressing climate change. Moreover, the value of local forests is enhanced as well as local job creation and rural development. Additionally, Mr. Kelly stated that by promotion of the use of a local energy source, we are reducing the country's dependence on imported fossil fuels and even creating the pre-conditions for a vibrant export industry of biomass pellets to the EU market. Mr. Kelly ended his speech by the statement that it is assumed that this project will open up new possibilities to engage with carbon finance and the CDM, and open up the global carbon market to Bosnia & Herzegovina.

During the discussion the audience was divided in two fragments. The first one was represented by the directors of the elementary schools who expressed reluctance and skepticism in sustainable marked supply as well as the cost/benefit ratio of the installing and retrofitting the biomass boilers. The second fragment was represented by the private sector representatives who provided their full support to the project by presenting the positive examples from the other regions in BiH and EU thus emphasizing the importance of phasing out the fossil fuels from the public and private sector in sustainable and ecologically safe development.

The discussion was concluded by the project manager who underlined that project will have participatory approach and maximized stakeholders' involvement, but also awareness raising component aimed to convince the disbelievers in benefits of biomass use.

OUTCOMES:

- (i) The attendants were briefed in detail on envisaged project activities of interest for the stakeholders.
- (ii) Risks were revised and new developments noted.

ISSUES:

The workshop was participated by a very diverse group of people. The interaction during the open discussion session was very lively. Majority of the participants appreciated UNDPs efforts in promoting renewable energy and sustainable development in BiH. The conducive atmosphere of the workshop helped participants to take active part. However, the resilience expressed by local participants particularly the elementary school directors and small forestry enterprises s was greatly felt during the workshop. Given that resilience is noted the project team is advised to carefully plan awareness raising campaign addressing the issues of concern identified at the workshop.

Full support and positive attitude was expressed by the representatives of relevant ministries and municipalities

ACTIONS FOR IMMEDIATE FOLLOW UP:

- Preparation of the general note on the workshop
- Preparation of The Inception Report
- Information gathering and defining the ToRs for the Baseline Surveys
- Establishing formal cooperation with relevant ministries and municipalities

ANNEX III B

BiH Biomass energy for employment and energy security - BIOMASS
INCEPTION WORKSHOP, Srebrenica, March 30th, 2010

AGENDA

10:00 – 11:00 Registration

11:00 – 11.20 Welcome speeches (PM, Senad Oprasic, Alex Prieto)

11:20 – 11:35 Introduction of Project Team, Workshop Participants , PM

11:35 – 11:50 What is UNDP and why is implementing this project? GEF and M&E requirements

(I.Palandzic)

11:50 – 12:10 Biomass as a fuel, Mr. Milan Radovanovic

12:10 – 12:30 Coffee break

12:30 – 13:15 Project presentation, PM

13:15 – 14.00 Presentation of the first year work plan, PM

14:00 – 14.30 Next Steps & Wrap up

14:30 Q&A Session - discussion

15.30 – Lunch

ANNEX III c List of participants

	Name	Organisation	Address and phone number	e-mail
1.	Albert Buk	AD Boksit Milići	056740043 056741067	
2.	Alex Prieto	UNDP		aprieto@undp.ba
3.	Amila Selmanagić-Bajrović	UNDP	033563633	asbajrovic@undp.ba
4.	Anđeljko Tanasijević	SŠC Srebrenica	056/440713	ssrs68@sprinter.net
5.	Azrudin Husika,	Masinski fakultet Sarajevo	061227301 033 613193	husika@mef.unsa.ba
6.	Begija Smajić,	OŠ PPN PD Potočari	056440256	os162@teol.net
7.	Danijela Huseinbašić	UNDP/SRRP	056/441000	Dhuseinbasic@undp.ba
8.	Dejan Gvozdencovic,	Udruženje Drina Srebrenica	056/445080 fax:056445729	drina.sr@gmail.com
9.	Dragi Jovanović,	OŠ Petar Petrović Njegoš Srebrenica	056440256	os162@teol.net
10.	Fadila Sarajlić, PA	UNDP	033563621	fsarajlic@undp.ba
11.	Gadžo Mirsad	BH Sume	033 66 55 65	bhsume@bih.net.ba
12.	Goran Krstovic	ENOVA d.o.o.	033561994 033561998	goran.krstovic@enov a.ba
13.	Gordana Saric	Opstina Milici	065880831 056745431	gocasaric@gmail.com
14.	Gorica Đukanović	UŽ Priroda Bratunac	Tel/ fax: 056410662	priroda@teol.net
15.	Igor Palandzic,	UNDP		
16.	Jovan Zekić	OŠ Braća Jakšić Milići	056/745401	os151@teol.net
17.	Katanić Ljubimko,	SKELANI, OŠ. Kosta Todorović	Tel/fax: 056471107	os153@teol.net
18.	Ljiljana Stanišljević	MGR RS	051339509 / 689	lj.stanisljevic@mgr.vladars.net
19.	Memišević Mirzeta	BH Sume	033 66 55 65	bhsume@bih.net.ba
20.	Milan Radovanovic	UNDP International consultant		radmi@eunet.rs
21.	Minela Huremović	Enova d.o.o.	033 561 990	minela.huremovic@enova.ba
22.	Mirjana Maksimović,	OŠ BJ PO Dubnica	056/745401	os151@teol.net
23.	Miro Pejić	SRNA (media agency)	065/714808	
24.	Mohamed Mokhtar	UNDP		
25.	Neđo Vučić	EMPES BL	053 333107	nedjovucic@yahoo.com
26.	Nenad Kurtuma	JPŠ ŠumeRS	056/211453	Nenad.kurtuma@sumers.org
27.	Nermina Muminović	Srebrenica-opstina	Fax: 056/445-517	protokol@srebrenica-opstina.org
28.	Nikola Rankić	SŠC Bratunac	056410503	ssrs6767@teol.net
29.	Nikolić Jovan	OŠ B.Radičov Bratunac	056/420211	
30.	Petar Jotanović	MIER RS	051339691	p.jotanovic@mier.vladars.net
31.	Predrag Vasić	OŠ Vuk Karadžić“ Bratunac	056/420-257 056/420-256	os139@teol.net
32.	Radmila Nešković	Agencija za pružanje stručnih usluga	055/210878	pssbn@teol.net.
33.	Robert Kelly, RTA	UNDP	+421 259 337200	robert.kelly@undp.org
34.	Rosić Ljubica,	Skelani PO Jezero		
35.	Samra Prašović,	CETEUR	033563586 fax 033205725	s.prasovic@ceteor.org
36.	Sanja Ninković	Agencija za pružanje stručnih usluga	055/210878	pssbn@teol.net.
37.	Savo Milošević,	OŠ Petar Kočić	Tel/fax:056465265	os164@sprinter.net
38.	Senad Oprasic	MOFTER	033 553365	senad.oprasic@mvt eo.gov
39.	Srđan Vasković	MF Istocno Sarajevo	065755748	srđan_vaskovic@yahoo.com
40.	Valentina Gagić	SARA Srebrenica	056 440620	sarasreb@teol.net

	Name	Organisation	Address and phone number	e-mail
41.	Vanja Ćurin	Dvokut Pro doo Sarajevo	033447881	dvokut@bih.net.ba
42.	Vjekoslav Stevanović	Bratunac municipality		
43.	Zeljko Dragic	AD Boksit		
44.	Željko Dakić	OŠ "Vuk Karadžić"	056/420256	

ANNEX IV TERMS OF REFERENCES – PROJECT IMPLEMENTATION UNIT

1. Project Manager

Job code title: GEF Project Manager

Summary of key functions:

The incumbent's duties are outlined below and are to be undertaken with due respect to UNDP regulations and rules and in accordance with UNDP internal control framework:

1. Ensures the implementation of the Project Goals
2. Project Management and the Supervision of the Project Team
3. Provision of policy advice to the Government institutions
4. Advise management on issues of further project development, proposal writing, project document writing and resource mobilization as well as on strategic development
5. Ensures gender mainstreaming within the project

1. Ensures the Implementation of the Project Goals:

- Provides overall leadership and takes management responsibility for successful implementation of the project's activities and sub-activities,
- Ensures the attainment of the results identified in the project document;
- Ensures that all issues and risks are identified and reported timely as well as suggests corrective measures.

2. Project Management and the Supervision of the Project Team:

- Manages project implementation on the basis of PRINCE II and UNDP's best practices;
- Being responsible for work plans and budgets
- Manages the work of the UNDP project team, individual consultants, and contracted companies;
- Monitors and analyses project progress using applicable monitoring & evaluation and risk management tools in ATLAS;
- Provides Programme Analyst and the Project Board with regular reports on project progress, including risks and issues;
- Presents the project to all relevant stakeholders;
- Acts as UNDP lead focal point for the project;
- Participates at UNDP programme level committees and working groups;
- Develops strong relationships with the implementing partners;
- Ensures the existence of successful quality assurance for the project's financial, procurement and administrative processes in order to make sure that they are conducted in line with prevailing UNDP rules and regulations as well as in line with the project timelines;
- Ensures accountability, transparency and competitiveness in the procurement and contracting aspects of the project;
- Approves procurement actions according to authority delegated and adjusts procurement plan as required;

III. Functions / Key Results Expected

- Manages project staff; conducts staff performance reviews in accordance with UNDP rules, regulations and procedures; ensures project staff understand all the aspects of the project;
- Complies with security and safety requirements and regulations and ensures the same are respected by all project personnel.

3. Provision of policy advice to the Government Institutions

- Coordinates activities of the project with government stakeholders to provide strategic advices related to the attainment of the project results;
- Identifies sources of information related to policy-driven issues. Identifies and synthesis of best practices and lessons learnt directly linked to project goals

4. Advise Management on issues of further project development, proposal writing, project document writing and resource mobilization as well as on strategic development:

- Advises Management in preparing for high-level consultation meetings with donors and government authorities;
- Gathers information on funds, available resources, potential donors and implementing partners as well as develops new project proposals;
- Facilitates additional research and analysis that will lead to new project proposals..

5. Ensure Gender mainstreaming within the project

- Ensures gender is effectively mainstreamed throughout the project activities, work plans, budgets, reports, researches, analyses and, where specifically relevant, analyzed in detail ;
- Ensure gender equality is mainstreamed throughout team, consultant and staff management activities

Ensures knowledge on gender equality is incorporated in Project Knowledge management activities and products;

IV. Impact of Results

The key results have an impact on the efficient, effective, transparent and accountable implementation of the GEF projects. Excellent organization, communication and negotiation skills will support proper project implementation. A client-oriented and efficient approach impact on the image of the projects and UNDP as a whole.

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Functional Competencies:

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Good knowledge of the Results Management Guide and Toolkit
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioral/attitudinal change

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humored even under pressure

- Demonstrates openness to change and ability to manage complexities

Education:

Master's Degree or equivalent in Environmental Management or Policy, or related fields

Experience:

Minimum of five years of project management experience, preferably experience in Environmental management; Employment experience in a relevant multi-cultural society

General skills:

Fluency in English and local languages, excellent writing, drafting and presentation skills.

2. Project Assistant

Job Code Title: GEF Programme Assistant

Summary of key functions:

1. Coordinate the implementation of the ongoing GEF funded projects on the day-to day basis;
2. Monitor and ensure quality of delivery of inputs provided by the consultants, beneficiaries and contracted companies;
3. Supports quality and timeliness of reporting and data production;
4. Provides administrative support to the GEF Programme;
5. Provides effective support to management of the GEF Programme

1. Coordinate the implementation of the ongoing GEF funded projects on the day-to day basis:

- Collection, analysis and presentation of information for identification of areas for support and programme formulation/ implementation
 - Support the Environment National Officer in preparing relevant GEF programme documents
 - Review GEF official documents and communications and bring to the attention of the Environment National Officer any issue requesting his/her immediate attention/action
 - Timely inform Environment National Officer about any need for potential adjustment of actions and procedures in light of changing requirements/needs, raised issues, and/or risks
 - In close communication with Environment National Officer facilitate visits and work of the Programme technical experts/missions, including drafting of the ToRs
 - Provide inputs and support Environment National Officer in preparation of the Communication and Monitoring Plan;
 - Ensure that Issue, Quality, Risk, and Lessons-Learnt logs are entered in ATLAS and regularly (quarterly) updated by GEF Programme Managers;
 - Regular monitoring of the relevant events and/or subjects in the local media;
 - Gather information on funds, sources available, besides GEF for environment protection, biodiversity conservation, climate change, and facilitate preparation of new project proposals etc.;
 - Assist in preparation of agreements with partner organisations
2. Monitor and ensure quality of delivery of inputs provided by the consultants, local partners and contracted companies:
 - Ensure that work plans are prepared on time and reflect programme objectives and outputs
 - Ensure timely coordination and implementation of recruitment and deployment of experts to support country project implementation;
 3. Supports quality and timeliness of reporting and data produced
 - Support the Environment National Officer in monitoring and implementation progress, on-time delivery and quality and timely reporting to UNDP/GEF;
 - Support the Environment National Officer in preparing quarterly progress reports for the UNDP/GEF;
 4. Provides administrative support to the GEF Programme focusing on achievement of the following results:
 - Preparation of non-PO vouchers for development projects
 - Creation of requisitions in Atlas, making budget check for requisitions

- Assist in procurement of services, works and goods and enforce appropriate UNDP/GEF procedures that ensure accountability, transparency and competitiveness in the procurement and contracting aspects of the programme
 - Preparation of correspondence, faxes, memoranda and reports in accordance with Environment National Officer
 - Support the Environment National Officer in planning, preparation and organization of meetings and workshops
 - Organization of evaluation and consultancy missions
 - Maintenance of files in the Programme Unit/ hardcopy and electronic filing of all supporting documentation, project documents
5. Provides effective support to management of the GEF Programme focusing on the achievement of the following results:
- Creation of projects in Atlas, preparation of budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial closure of a project
 - Ensure full financial reporting and accountability
 - Supports resource management focusing on review of contributions agreement, managing contributions in Atlas
 - Ensure the establishment and maintenance of complete accounting records of all project activities (budget, commitments, expenditures) per source of funds and expenditure line item
 - Presentation of information for audit

Impact of results:

The key results have an impact on the efficient, effective, transparent and accountable implementation of the GEF programme. Excellent organization, communication and negotiation skills will support proper project implementation. A client-oriented and efficient approach impact on the image of the programme and UNDP at whole.

Competencies

- Demonstrates commitment to UNDP's mission, vision and values.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Good IT skills
- Ability to perform a variety of standard tasks related to Results-based Management, familiarity with one of the project management techniques – PRINCE 2 certification would be an asset
- Focuses on result for the client
- Strong technical knowledge to meet requirements of the post
- Executes day-to-day tasks systematically and efficiently
- Consistently approaches work with energy and a positive, constructive attitude
- Ability and willingness to travel within BiH;
- Motivated, flexible and capable of working under pressure
- Pro-active, independent and responsible personality
- Excellent delivery skills.

Recruitment Qualifications

Education:

Secondary school; University or Graduate Degree preferably in the Sustainable Development related field

Experience:

3 or more years of relevant experience, preferably related to the Sustainable Development field;

Knowledge of GEF operational programmes and procedures would be an asset.

Knowledge of the environmental issues in BiH would be an advantage

General skills:

Excellent Communicator and Analytic Skills;

Excellent English written and oral skills;

ANNEX V TERMS OF REFERENCES INDIVIDUAL EXPERTS

1. SSA International Consultant/International Technical Expert

Description of Responsibilities

a. Scope of work

The main output of the process shall include development of documents for the Inception Workshop and approved Operational ToRs prepared in accordance with UNDP requirements.

I. Prepare and present the following documents

1. Analysis of the Project document and Draft ToRs (Terms of References) within the Project Document, identifying activities and issues needed for clarification and further discussion, as well as those to serve as input for further work;
2. Tentative List of Actions per project Outputs, to include the respective key deliverables;
3. Tentative general format, contents and structure for Operational ToRs (including annotated contents);
4. Tentative contents and structure of the Inception Workshop Agenda;
5. Reviewing and comments on draft Inception Report, to be prepared by the Project management and of the draft of the final (post-Workshop) version of the Report
6. Options for Implementation Arrangements, to include tentative List of Contracts per option;
7. Full texts of ToRs (not Operational)
8. Full and final texts of all Operational ToRs, in accordance with outcomes of the Inception Workshop;

II. Attendance at meetings and Workshops

The expert will attend and actively contribute to the following meetings:

1. Maximum of 3 working meetings with the project management team (in Srebrenica and/or Sarajevo) for the duration of the contract in order to present and discuss mayor outputs (up to eight working days in total).
2. The Inception Workshop, Srebrenica or Sarajevo (March or April 2010), one preparatory and one working day.
3. Other ad hoc meetings as necessary and agreed with Project Management team

III. Provision of consultancy on issues concerning questions of adaptation to present field conditions and on-going activities relevant for project inception and implementation.

The expert will on an ad hoc basis assist and provide advice to the Project Management on:

1. Implementation of initial post Inception Workshop project activities, as requested and appropriate.
2. Issues still open, to be cleared,
3. Those related to stakeholders involvement, and
4. On other current issues interlinked with tasks as defined in Points I. and II. above.

IV. Other tasks closely relevant to the key functions described

- Provision of a Progress report after accomplishment of specific/each tasks
- Provision of a Terminal Report, including a short review of services rendered for the duration of the contract, meetings attended, lessons learned and highlights, and list of all delivered outputs.
- Attend working meetings with direct stakeholders such as local, provincial and national Government, spatial planning counterparts and project Cluster teams
- Provide ad hoc consultancy or professional clarifications to the PM, if requested, on issues pertaining to Consultant's thematic field, by short communication, e-mail or telephone, as appropriate.
- Maintain day-to-day communication with the project management on the progress of the tasks

Competencies

- Excellent analytical skills
- Extensive knowledge of computer applications
- Consistently approaches to work with energy and a positive, constructive attitude
- Ability to work individually as well as for harmonized and well coordinated work as part of teams or working groups, or with other relevant Project sub-contractors
- Ability to cope with stress
- Ability and willingness to travel

Core values

- Demonstrates integrity and fairness by modeling UN values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Core competencies

- Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations.
- Quality of Work: Consistently ensures timeliness and quality of work.
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders. Ability to identify beneficiaries' needs, and to match them with appropriate solutions.
-

Qualifications

Education:

- An advanced degree in the one of directly related field(s): mechanical engineering, forestry – wood science and technology, environmental sciences etc. A Ph.D. would be an asset.

Experience:

- Ten or more years of relevant experience in one or more of the key sector(s)/theme(s) relevant for consultant's tasks
- References and publications on: a. issues and topics relevant for consultant's tasks
- Good knowledge of the project area and actual problems and international experience related to biomass use, renewable energy or similar international projects
- Previous experience in environmental segments in the project location would be an asset
- Knowledge on and previous experience and capacity for interactive participatory communication and cooperation with stakeholders, facilitating their involvement in Project activities
- Good and proven experience in dealing with governments and local authorities and their involvement in Project activities
- Knowledge and understanding of relevant UN and other International Conventions
- Understanding of UNDP and GEF methodologies and practices
- Experience in project management related to environment protection, integrated resource management, , and adaptation on climate change impacts
- Experience in design, monitoring and evaluation of environmental and development programs
- Familiarity with UNDP and GEF methodologies
- Good knowledge and understanding of the governance structure of BiH and Strategic documents in related sectors
- Experience in undertaking analytical research and analysis drawing on latest statistics and case studies as well as the ability to analyze data, country trends and lessons learned.

Language Requirements:

Excellent knowledge of English language (knowledge of local languages is an asset).

2. SSA Local Liaison Officer

Description of Responsibilities

a. Scope of work

1. Public information

- Provide an overview from the local perspective of the potential approaches to the public information and awareness raising campaign design, as well as public outreach activities associated with project milestones.

2. Mainstreaming gender equality within project activities

- Analyze and develop a gender-sensitive database closely related to the incumbent tasks, and to the project activities to the extent possible. (The initial gender monitoring database should incorporate a proposal on gender indicators (e.g. number of women holding elected leadership positions in community organizations or decision making councils and education sector, male and female participation rates in training programs and project relevant activities, percentage of women and men involved in policy dialogue relevant for the project etc.) in order to conduct periodic tracking and updates).

3. Contribution to local project information dissemination and compilation of necessary data

- Attend 2-4 meetings per month with municipality representatives and project stakeholders (school representatives) and/or other private/public sector representatives in the project location in order to update them about current project activities and transmit information from the Project Management Unit as needed; to ensure coordination of activities with the view of implementing all project outputs in an effective manner;
- Organize, actively contribute and follow-up on above mentioned meetings with direct stakeholders such as local municipalities, industry, Forest Management Companies, affected local communities and/or NGOs, projects consultants and engineering contractors, when necessary;
- In close communication with the Project Unit, facilitate logistic issues (accommodation, transportation, etc.) related to visits and work of the project technical consultants, experts or representatives of contracted companies;
- Regular field visits to project locations within the three municipalities, for the purpose of accompanying national consultants and consulting companies related to compilation of data relevant for heating systems for each school, surveying capacities and awareness on biomass energy, compiling information on biomass supply/demand in the region;
- Prepare detailed monthly progress reports on executed tasks, meetings attended and submit meeting minutes and reference documentation;
- Translate at meetings as needed, take minutes, and provide written summary of local project-relevant meetings;
- Execute local background research as required by the Project Manager;
- Assist in logistic details related to the organization of local events (workshops and trainings);
- Logistic support in organization of evaluation and consultancy missions to the project location;

4. Other tasks closely relevant to the key functions described and in line with the competence;

- Provision of a Terminal Report, including a short review of services rendered for the duration of the contract, lessons learned and highlights, and list of all delivered outputs.
- Attend up to 2 working meetings in Sarajevo for the duration of the contract (transport to/from Sarajevo will be organized by the project).
- Maintain day-to-day communication with the project management on the progress of tasks.

Core values

- Demonstrates integrity and fairness by modeling UN values and ethical standards.
- Demonstrates professional competence and its conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Core competencies

- Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations.
- Quality of Work: Consistently ensures timeliness and quality of work.
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholder. Ability to identify beneficiaries' needs, and to match them with appropriate solutions.
- Teamwork: Ability to interact, establish and maintain effective working relations with a culturally diverse team, both as a team member and as a team leader, to build trust, and to manage in a deliberate, transparent and predictable way.
- Building trust: Deals openly, honestly and transparently with issues, resources and people.

Qualifications

Education:

- University degree in natural sciences, sustainable development field or relevant environmental science, with at least 2 years of equivalent experience or related secondary education with at least 4 years of equivalent experience

Experience:

- International and national educational and/or professional experience in environmental issues, ideally including forestry, biomass energy and/or gender issues.
- Experience with facilitating inter-institutional cooperation and stakeholder involvement.
- Good understanding of the project region.
- Experience with working in related/international projects is an asset.
- Understanding of the environmental, educational and legal setup in the region of Srebrenica is an asset.
- Proven experience in dealing with national government partners and/or local stakeholders.
- Experience with information technology, including thorough acquaintance with Microsoft Office. Database management experience is desirable.

Language Requirements:

- Excellent knowledge of English and local languages.

3. SSA Monitoring and evaluation consultant

Description of Responsibilities

a. Scope of work

1. Develop a comprehensive monitoring and evaluation program ensuring that good practices and potential barriers to implementation identified to provide a reliable and consistent monitoring of project impacts under all three outcomes. (This program and its outputs will be used to assess lessons learned and inform policy on an ongoing basis). The program needs to include the information and integrate aspects as indicated in the Project Document and Project Inception Report.

2. Joint preparation with the Project Manager of an Annual Project Work Plan which will describe in detail the provision of inputs, activities, and expected results for the project in a given year or for the life of the project, indicating schedules and the persons or institutions responsible for providing the inputs and producing results.
3. Develop, in consultation with the project manager and other experts the practical tools and schedules required to collect data specified in the project logical framework.
(Agree with project stakeholders in the information collection requirements, and securing their agreement to provide the required monitoring data; Coach project stakeholders in data collection and ensuring that reliable data is collected)
4. Provide comments to the following documents, as provided by other experts, during the duration of the contract:
 - a) baseline and impact surveys and studies including GHG emission baselines, awareness and perceptions, and capacity surveys
 - b) annual GHG emission reduction overviews
 - c) heating systems assessments
 - d) teaching materials for awareness raising component
 - e) demand/supply studies in the biomass sector

5. Other tasks

- Actively participating and presenting at the potential training session/workshop on project outputs at
 - a. the Training programme, and
 - b. the project workshop
- Give expert advice on current project developments and mainstream gender segment where possible
- Participate at Project Board meeting (if necessary)
- Drafting and, upon comments and clearance by the Project Management, finalizing the Consultant's Terminal Report (including a short review of services rendered for the duration of the contract, lessons learned and highlights, and list of all delivered outputs).
- Consultant might be invited to attend other meetings, missions, field visits organized and supported by the Project, would this be agreed upon.
- In addition, the sub-contractor is expected to provide ad hoc consultancy or professional clarifications to the Project Management on issues pertaining to Consultant's thematic field, if requested, by short meetings, communication, e-mail or telephone, as appropriate.
- Maintain day-to-day communication with the project manager on the progress of the tasks

Core values

- Demonstrates integrity and fairness by modeling UN values and ethical standards.
- Demonstrates professional competence and its conscientious and efficient in meeting commitments, observing deadlines and achieving results.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Core competencies

- Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations.
- Quality of Work: Consistently ensures timeliness and quality of work.
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholder. Ability to identify beneficiaries' needs, and to match them with appropriate solutions.
- Teamwork: Ability to interact, establish and maintain effective working relations with a culturally diverse team, both as a team member and as a team leader, to build trust, and to manage in a deliberate, transparent and predictable way.
- Building trust: Deals openly, honestly and transparently with issues, resources and people.

Qualifications

Education:

- An advanced degree in the one of directly related field(s): mechanical engineering, forestry – wood science and technology, environmental sciences etc. A Ph.D. would be an asset.

Experience:

- Fifteen or more years of relevant experience in one or more of the key sector(s)/theme(s) relevant for consultant's tasks
- References and publications on: a. issues and topics relevant for consultant's tasks would be considered as an additional asset
- Good knowledge of the project area and actual issues related to biomass use, renewable energy or similar international projects
- Previous experience in environmental segments in the project location would be an asset
- Knowledge on and previous experience and capacity for interactive participatory communication and cooperation with stakeholders, facilitating their involvement in Project activities
- Good and proven experience in dealing with governments and local authorities and their involvement in Project activities
- Knowledge and understanding of relevant UN and other International Conventions, and norms and standards relevant for bioenergy resources.
- Understanding of UNDP and GEF methodologies and practices
- Experience in project management related to environment protection, integrated resource management, , and adaptation on climate change impacts
- Experience in design, monitoring and evaluation of environmental and development programs
- Familiarity with UNDP and GEF methodologies
- Good knowledge and understanding of the governance structure of BiH and Strategic documents in related sectors
- Experience in undertaking analytical research and analysis drawing on latest statistics and case studies as well as the ability to analyze data, country trends and lessons learned.
- -Good knowledge and understanding (i) of the governance structure of BiH, (ii) of relevant sectoral strategic documents, (iii) of (project relevant) sectoral aspects of sustainable development
- Experience with facilitating inter-institutional cooperation and stakeholder involvement.
- Good understanding of environmental and biomass/forestry situation in the area of Srebrenica
- Experience with working in related projects (biomass, energy efficiency and/or GEF projects)
- Good knowledge and understanding of the legal and institutional setting in BiH
- Excellent and proven experience in dealing with national government partners

Language Requirements:

- Excellent knowledge of English and local language.

4. SSA National Consultant for Biomass supply and demand assessment

Description of Responsibilities

a. Scope of work

The main output of the process shall include field data collection and development of specific study - overview and recommendations related to the demand/supply in the biomass sector in the whole B&H, additionally specifically focusing on the three municipalities of the project area (Srebrenica, Milići, Bratunac).

I. Prepare and present the following documents

The biomass supply and demand overview study shall include:

- (a) Analysis of the current supply and demand circumstances of the available wood residues in BiH, additionally focusing specifically on the Srebrenica Region taking in account quantity, types and structure of the wood residues, including wood residues from the wood processing industry (coordinating with the relevant Ministries, Forest Management companies and other agencies relevant for the sector). Table of contents and format to be confirmed with the Project Manager (PM).
- (b) A detailed calculation and analysis to include specific potentials of supply/demand influence on key project objectives- installation of biomass boilers in primary schools and potential coverage of heat energy (wood biomass) consumption in primary schools of the three respective municipalities.
- (c) Specific recommendations of best technical options for heating systems, to match the current biomass supply circumstances.
- (d) An estimation of costs/benefits for different options of varieties of biomass (drawing upon the analysis of the heating system needs in the project area; compiled by another UNDP consultant)
- (e) Final report including key outputs, highlights and lessons learned (with potential of its presentation at the Biomass workshop)

II. Attendance at meetings

The expert will attend and actively contribute to the following meetings:

1. Meetings with relevant Ministries, Education sector, Municipalities, Forest Management companies in order to compile data for the biomass supply/demand study
2. Maximum of 3 working meetings with the project management team (in Srebrenica and/or Sarajevo) for the duration of the contract in order to present and discuss mayor outputs
3. Other ad hoc meetings as necessary and agreed with Project Management team
4. Presentation of data compiled at a local biomass workshop or project meeting (date to be confirmed - during the duration of the project)

III. Other tasks closely relevant to the key functions described

- Provision of a Progress report after accomplishment of specific/each tasks
- Provision of a Terminal Report, including a short review of services rendered for the duration of the contract, meetings attended, lessons learned and highlights, and list of all delivered outputs.
- Attend working meetings with direct stakeholders such as local, provincial and national counterparts and project team
- Provide ad hoc consultancy or professional clarifications to the PM, if requested, on issues pertaining to Consultant's thematic field, by short communication, e-mail or telephone, as appropriate.
- Maintain day-to-day communication with the project management on the progress of the tasks

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Core competencies

- Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations.
- Quality of Work: Consistently ensures timeliness and quality of work.
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders. Ability to identify beneficiaries' needs, and to match them with appropriate solutions.
- Excellent analytical skills
- Extensive knowledge of computer applications
- Consistently approaches to work with energy and a positive, constructive attitude

- Ability to work individually as well as for harmonized and well coordinated work as part of teams or working groups, or with other relevant Project sub-contractors
- Ability to cope with stress
- Ability and willingness to travel

Qualifications

Education:

- A Master's degree in the one of directly related field(s): forestry – wood science and technology, mechanical engineering, environmental sciences etc.

Experience:

- Ten or more years of relevant experience in one or more of the key sector(s)/theme(s) relevant for consultant's tasks
- References and publications on: a. issues and topics relevant for consultant's tasks
- Good knowledge of the project area and actual problems and international experience related to biomass use, renewable energy or similar international projects
- Previous experience in environmental segments in the project location would be an asset
- Previous experience relevant to technical aspects of heating systems
- Previous experience relevant to biomass data collection, use and alternatives
- Experience in undertaking analytical research and analysis drawing on latest statistics and case studies as well as the ability to analyze data, country trends and lessons learned.
- Knowledge on and previous experience and capacity for interactive participatory communication and cooperation with stakeholders, facilitating their involvement in Project activities
- Good and proven experience in dealing with governments and local authorities and their involvement in Project activities
- Good knowledge and understanding of the Strategic documents in related sectors
- Knowledge and understanding of relevant UN and other International Conventions
- Understanding of UNDP and GEF methodologies and practices is an asset
- Experience in project management related to environment protection, integrated resource management, and adaptation on climate change impacts
- Experience in design, monitoring and evaluation of environmental and development programs

Language Requirements:

Excellent knowledge of both local and English language.

5. SSA National Technical Expert for biomass heating systems baseline assessment

Description of Responsibilities

a. Scope of work

The main output of the process shall include field data collection and development of specific overview and recommendations related to the technical aspects of heating systems in the project area.

I. Prepare and present the following documents

- (a) Design of an assessment format/template to be used for data collection of heating systems, facilities, fuel source, expenditures etc. , to be used in the primary schools of the project area (format to be confirmed with the Project Manager)
- (b) Develop a database and collect relevant data of all primary schools (also small extension schools) in three municipalities of Srebrenica, Milići and Bratunac (coordinate with relevant Ministry/Municipality)
- (c) Analysis and assessment of the current heating systems of primary schools in the Srebrenica Region (Srebrenica, Bratunac, Milići) in terms of existing facilities in schools (boilers and stoves, power, type of fuel used, consumption of fuels etc.) according to the designed format

- (d) Detailed technical specification and recommendation of best options/alternatives for installation of biomass heating systems (boilers) for each school, with an estimation of costs/benefits for different options (drawing back on the biomass supply/demand study to be provided by UNDP)
- (e) Final report including key outputs, highlights and lessons learned (with potential of its presentation at the Biomass workshop)

II. Attendance at meetings

The expert will attend and actively contribute to the following meetings:

1. At least 5 working days in total within municipalities Srebrenica, Milići, Bratunac in order to conduct technical assessments and consultations in the primary schools and relevant companies
2. Maximum of 3 working meetings with the project management team (in Srebrenica and/or Sarajevo) for the duration of the contract in order to present and discuss mayor outputs
3. Other ad hoc meetings as necessary and agreed with Project Management team
4. Presentation of data compiled at a local biomass workshop or project meeting (date to be confirmed - during the duration of the project)

III. Other tasks closely relevant to the key functions described

- Provision of a Progress report after accomplishment of specific/each tasks
- Provision of a Terminal Report, including a short review of services rendered for the duration of the contract, meetings attended, lessons learned and highlights, and list of all delivered outputs.
- Attend working meetings with direct stakeholders such as local, provincial and national counterparts and project team
- Provide ad hoc consultancy or professional clarifications to the PM, if requested, on issues pertaining to Consultant's thematic field, by short communication, e-mail or telephone, as appropriate.
- Maintain day-to-day communication with the project management on the progress of the tasks

Core values

- Demonstrates integrity and fairness by modeling UN values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Core competencies

- Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations.
- Quality of Work: Consistently ensures timeliness and quality of work.
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences.
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders. Ability to identify beneficiaries' needs, and to match them with appropriate solutions.
- Excellent analytical skills
- Extensive knowledge of computer applications
- Consistently approaches to work with energy and a positive, constructive attitude
- Ability to work individually as well as for harmonized and well coordinated work as part of teams or working groups, or with other relevant Project sub-contractors
- Ability to cope with stress
- Ability and willingness to travel

Qualifications

Education:

- A Master's degree in the one of directly related field(s): mechanical engineering, forestry – wood science and technology, environmental sciences etc.

Experience:

- Ten or more years of relevant experience in one or more of the key sector(s)/theme(s) relevant for consultant's tasks
- References and publications on: a. issues and topics relevant for consultant's tasks
- Good knowledge of the project area and actual problems and international experience related to biomass use, renewable energy or similar international projects
- Previous experience in environmental segments in the project location would be an asset
- Previous experience relevant to technical aspects of heating systems
- Previous experience relevant to biomass data collection, use and alternatives
- Experience in undertaking analytical research and analysis drawing on latest statistics and case studies as well as the ability to analyze data, country trends and lessons learned.
- Knowledge on and previous experience and capacity for interactive participatory communication and cooperation with stakeholders, facilitating their involvement in Project activities
- Good and proven experience in dealing with governments and local authorities and their involvement in Project activities
- Good knowledge and understanding of the Strategic documents in related sectors
- Knowledge and understanding of relevant UN and other International Conventions
- Understanding of UNDP and GEF methodologies and practices is an asset
- Experience in project management related to environment protection, integrated resource management, and adaptation on climate change impacts
- Experience in design, monitoring and evaluation of environmental and development programs

Language Requirements:

Excellent knowledge of both local and English language.

ANNEX VI TERMS OF REFERENCES POOL OF EXPERTS

RFQ - Biomass systems emission baselines and cost/benefit analysis in the B&H biomass sector – with a special focus on Srebrenica region

1. Background

These ToRs refer to definition of tasks and modalities to be applied concerning the services to be rendered by the sub-contractor for the assignment “Biomass systems emission baselines and cost/benefit analysis in the B&H biomass sector – with a special focus on Srebrenica region” to be implemented within the Project PIMS 3880, "BIH Biomass energy for employment and energy security”.

2. Purpose

The tasks to be implemented refer to the following Project Outputs and activities:

- Market demand for biomass energy is increased
- Policy makers, financial sector, fuel and technology suppliers and niche markets are convinced of benefits and market opportunities for biomass energy
- Sustainable fuel supply markets strengthened and expanded

The purpose of these tasks is to invite proposals to establish important baselines in terms of GHG emissions in the project area, as well as to research and compile a meticulous cost-benefit analysis related to the biomass sector with a specific focus on project activities (i.e. installation of biomass boilers in primary schools of Srebrenica region).

Overall biomass energy policies and legislation provides the framework within which business operates. This activity will aim at support to policy development, at both local and national level aiming to provide reliable information to policy-makers on the costs and benefits of biomass energy for policy development work, and improved capacity for biomass energy stakeholders to explain needs and constraints to policy-makers.

3. Objective

This project removes market barriers to the adoption of sustainable biomass energy services in rural areas of Bosnia and Herzegovina through market transformation, enhancing job creation, community poverty reduction and local energy security.

The key project objective is the reduction of CO₂ equivalent emissions by installing or retrofitting biomass boilers. These activities aim at the creation of sustainable markets for biomass energy. Domestic benefits include job creation, reduced emissions, and improved quality of heating. At the outset the project shall target the education sector (primary schools) in the three municipalities of Srebrenica region (Srebrenica, Bratunac, Milići).

Focusing on the three project municipalities, the project addresses barriers in policy and legislation, finance, business and management skills, awareness, and technology through a comprehensive barrier removal strategy that addresses biomass supply including forest management and demand-side biomass technology deployment. The GEF project plans to use an innovative niche market buyers-group approach (procurement) to increase sales volume, supported by heat service contracting (Build, Own, Operate, Transfer – BOOT), where technology suppliers carry both investment and operational risk and it represents best practice in building local ownership of project successes, enhancing sustainability and replicability.

Description of tasks

Within the above context, the key Sub-contractor tasks will be as follows:

1. Make an overview report of the legal framework, subventions, current state of affairs in the segments of renewable energy, energy efficiency and biomass sector and its future projections.
2. Carry out/calculate GHG emission baselines related to the installation of biomass boilers in the project area (current situation emissions and post-installation emissions and projections for annual GHG emission reduction overviews – inclusive of all segments relevant for the emission calculations (transport, heating etc.)). The emission calculations need to be detailed, comprehensive, with explanations and descriptions in order for them to be easily updated during the implementation of the project.
3. Collect and compile cost-benefit analysis data from renewable energy in the European Union, the Balkans, and transition economies (develop a report to be available to B&H private sector and policy makers for further strategic activities within the sector)
4. Undertake cost effectiveness and biomass energy benefits analysis, especially of biomass energy investments supported by the project, including assessment of local benefits such as employment creation, environmental benefit, and energy security, weighed against the costs of biomass energy (including all segments of socio-economic and sustainable development). This output needs to include local tailoring of RETSCREEN to the specific project (The software should be used to evaluate the energy production and savings, costs, emission reductions, financial viability and risk for this type of Renewable-energy project) and presentation of its application.
5. Create a comprehensive final report (to be distributed to the private sector and policy makers) which will include all the segments above. (Cost benefit analysis internationally with an overview of the project cost-benefit analysis (to be used as a pilot example), giving baseline overviews of GHG emissions and projections after project implementation and potential benefits of further replication.

For each of the key documents the sub-contractor will, prior its drafting, present to the Project Manager and the Monitoring and Evaluation expert an Annotated Proposal for document's Contents and structure.

Each document will be presented as a draft version, to be finalized after interactive participatory discussions (if envisaged), and upon PM's comments (if any), and clearance.

Each output by the consultant needs to contain full set of reference documents used (including exact data references) and include full list of sources of information, meeting attendants, minutes from meetings and information compiled.

Within the Contractor's offer – the contractor should describe in detail the proposed methodology for each of the tasks listed above.

It is important to note that the companies selected to carry out the activities envisaged by the ToR will be requested to submit the outputs in both local and English language; hence the specialists are requested to be able to speak, read and write English and one of the local languages.

Other tasks:

8. Actively participating and presenting outputs at the potential training session/workshop on project outputs at
 - a. the Training programme, and
 - b. the project workshop
 - c. relevant policy meetings
9. Providing assistance and information to the Evaluation Teams performing the Mid-term and the Terminal Independent Project Evaluation
10. Drafting and, upon comments and clearance by the Project Management, finalizing a Terminal Report including recommendations, lessons learned and review of main outputs..

4. Outputs and deadlines

The deadlines for delivery of Outputs are presented below:

Outputs Deadline

Output a)

Detailed plan and methodology which includes timetable, schedule of field visits, interviews, documented references and description of execution of the outputs listed in the ToR.

Two weeks after signature of contract

Output 1

Overview report of the legal framework Four weeks after signature of contract

Output 2

Report on Calculations of emission baseline Seven weeks after signature of contract

Output 3 and 4

A general (EU, Balkans) and focused (project in the Srebrenica region) cost-benefit analysis report, with a version of RETSCREEN adaptation Ten weeks after signature of contract

Output 5

Final report (including the terminal report) 3.5 months after signature of contract

Attendance at meetings as listed in point 2.3, presenting short Attendance Reports: Two weeks after each event/ meeting / mission

It is understood that the outputs will be prepared in 2 versions - English and the local language.

Would the participation in meetings require a ppt. presentation, the respective template and instructions will be presented timely to the sub-contractor.

The Offeror should bear in mind that UNDP has proposed an intensity of expected outputs and deadlines. These deadlines have been interlinked among other activities. However, in its Methodology, the Offeror might suggest different intensity and timeliness of performance, in which case this shall be duly justified.

6. Reporting:

During the implementation of envisaged tasks the sub-contractor will provide to the UNDP/GEF Project Manager and/or members of the Management Team written and/or oral information and/or reports with: (i) description of on-going progress made, (ii) problems encountered and respective measures undertaken or to be undertaken, (iii) the methodology applied, and (iv) intended forthcoming activities, all concerning the implementation of tasks envisaged by the sub-contract, by:

- a. Personal contacts and operational communication through the Head Team Specialist as needed;
- b. Quarterly or Periodical Reports in writing, following the format to be provided by the PM Team
- c. Ad-hoc reports if needed and/or requested, and
- d. Terminal Report at the end of the contract, following the format to be provided by the PM Team

7. Sub-contractor's references

When presenting his Offer, the sub-contractor will present the company/firm background, providing information on its background, description of present activities and past experience, including a reference list, all focused on assignments to be implemented by the sub-contract. The information will also include: description of the organisational unit(s) that will become responsible for the contract; resources in terms of personnel and facilities necessary for the sub-contract's performance; the general management approach towards the actual project; company's experience in similar projects, and members of the sub-contractor's Team of Specialists, including the Head Team Specialist. For all team members CVs should be submitted.

The sub-contractor's references and those of the individual Team members should meet the requirements as defined below.

In principle, the sub-contractor's team of specialists should include an appropriate number of team members educated and qualified for the implementation of tasks as defined by the ToRs.

Professional profiles to be provided refer to:

An advanced university degree in relevant field,

- a. mechanical engineering /economy/social and/or environmental/forestry sciences with references in previous similar projects, e.g. in forestry, energy efficiency and biomass energy;

- Five, preferably ten or more years of relevant experience in one or more of the key sector(s)/theme(s) relevant for the sub-contract with experience and expertise in climate change, energy efficiency and/or environmental issues.
- References and publications on issues and topics relevant for consultant's tasks would be considered as an additional asset
- Good knowledge of the project area and of actual problems related to biomass use and sustainable energy resources
- Previous experience/successful involvement in similar internationally supported projects
- Knowledge and understanding of the UNFCCC and its application
- Knowledge of the IPCC guidelines
- Knowledge of environmental situation and priorities in the region
- Knowledge and previous experience on and capacity for interactive participatory communication and cooperation with stakeholders, facilitating their involvement in Project activities
- Strong writing skills – with experience in preparing user-friendly tools for use by practitioners in the field
- Good and proven experience and skills on general communication and co-operation

- Good and proven experience in dealing with governments and local authorities
- Knowledge and understanding of relevant UN and other International Conventions, and norms and standards relevant for bioenergy resources.
- Understanding of UNDP and GEF methodologies and practices is an asset
- Good knowledge and understanding (i) of the governance structure of BiH, (ii) of relevant sectoral strategic documents, (iii) of (project relevant) sectoral aspects of sustainable development
- Good understanding of environmental and biomass/forestry situation in the area of Srebrenica
- Experience with working in related projects (biomass, energy efficiency and/or GEF projects)
- Good knowledge and understanding of the legal and institutional setting in BiH
- Excellent and proven experience in dealing with national government partners

8. Eligibility criteria

Proposals may be submitted by any legal service provider acting on behalf of itself only or on behalf of a group of service providers. In the latter case, details must be given on the legal registration or status of all participating organizations.

Companies that comply with following criteria are eligible to submit their proposals:

1. The service provider (i.e. in cases of a consortium, the lead service provider) must have a minimum 3 years of operation and have evidence of at least 2 years track record of experience in sector(s)/theme(s) relevant for the sub-contract (experience and expert backgrounds requirements described in the Terms of References)-
2. Company should provide positive financial statement from the bank.
3. In addition, listed references from similar projects in accordance with the services stated above and in the TOR.

Terms of References Pool of Experts

RFQ - Awareness, risk and capacity surveying in the B&H biomass sector – with a special focus on Srebrenica region

1 Background

These ToRs refer to definition of tasks and modalities to be applied concerning the services to be rendered by the sub-contractor for the assignment " Awareness, risk and capacity surveying in the B&H biomass sector with a special focus on Srebrenica region", to be implemented within the Project PIMS 3880, "BIH Biomass energy for employment and energy security".

2 Purpose

The tasks to be implemented refer to the following Project Outputs and activities:

- Market demand for biomass energy is increased
- Policy makers, financial sector, fuel and technology suppliers and niche markets are convinced of benefits and market opportunities for biomass energy
- Sustainable fuel supply markets strengthened and expanded

The purpose of these tasks is to invite proposals to develop practical tools (questionnaires, interview methods) and to implement/apply them at country level for a) mapping biomass use awareness at country level, b) assessing capacity gaps and risk perceptions of the potential policy makers,(government department or agency with the highest level of responsibility for biomass energy use - usually Ministry of Forestry or Energy or similar), as well as other government entities with significant sustainable energy resources responsibilities in addition) to businesses, forest and wood cluster members, and end-users at start of project c) develop a series of short case studies in which to ground the presentation of the tools. The tools will be developed to take account of special biomass energy use considerations intended for employment and energy security.

3 Objective

This project removes market barriers to the adoption of sustainable biomass energy services in rural area of Bosnia and Herzegovina through market transformation, enhancing job creation, community poverty reduction and local energy security.

The key project objective is the reduction of CO₂ equivalent emissions by installing or retrofitting biomass boilers. These activities aim at the creation of sustainable markets for biomass energy. Domestic benefits include job creation, reduced emissions, and improved quality of heating. At the outset the project shall target the education sector (primary schools) in the three municipalities of Srebrenica region (Srebrenica, Bratunac, Milići).

Focusing on the Srebrenica region covering the Municipalities of Srebrenica, Bratunac and Milići, the project addresses barriers in policy and legislation, finance, business and management skills, awareness, and technology through a comprehensive barrier removal strategy that addresses biomass supply including forest management and demand-side biomass technology deployment. The GEF project will use an innovative niche market buyers-group approach (procurement) to increase sales volume, supported by heat service contracting (Build, Own, Operate, Transfer – BOOT), where technology suppliers carry both investment and operational risk and it represents best practice in building local ownership of project successes, enhancing sustainability and replicability.

Description of tasks

Within the above context, the key Sub-contractor tasks will be as follows:

1. Design awareness, risk perception and capacity statistical surveys' methodologies, draft questionnaires, scoring systems, identification of target groups, and detailed plan/schedule of execution of work (design to be approved by the Project Manager and consulted with the relevant partner Ministries)
2. Present the plan for surveys implementation, collection of data, data presentation and gender segment incorporation
3. Carry out the survey for awareness, risk perception and capacity levels (on the field surveying, no telephone and/or postal surveying) on potential policy makers, businesses, forest and wood cluster members, and end-users at start of project. Target groups need to encompass state level, entity levels and project location level (three municipalities Srebrenica, Milići, Bratunac. (detailed records from meetings to be provided)
4. Develop a comprehensive final report, statistical representation and data analysis of the surveys (including original copies of the surveys completed, names of persons surveyed, dates of meetings and venues – signature sheet of meeting attendants) such to be easily presented to policy makers, private sector and incorporated into strategic documents.

For each of the key documents the sub-contractor will, prior its drafting, present to the Project Manager and the Monitoring and Evaluation expert an Annotated Proposal for document's Contents and structure.

Each document will be presented as a draft version, to be finalized after interactive participatory discussions (if envisaged), and upon PM's comments (if any), and clearance.

Each output by the consultant needs to contain full set of reference documents used (including exact data references) and include full list of sources of information, meeting attendants, minutes from meetings and information compiled.

Within the Contractor's offer – the contractor should describe in detail the proposed methodology for each of the tasks listed above.

It is important to note that the companies selected to carry out the activities envisaged by the ToR will be requested to submit the outputs in both local and English language; hence the specialists are requested to be able to speak, read and write English and one of the local languages.

Other tasks:

8. Actively participating and presenting outputs at the potential training session/workshop on project outputs at :
 - a. the Training programme, and
 - b. the project workshop
 - c. relevant policy meetings
9. Providing assistance and information to the Evaluation Teams performing the Mid-term and the Terminal Independent Project Evaluation
10. Drafting and, upon comments and clearance by the Project Management, finalizing a Terminal Report including recommendations, lessons learned and review of main outputs..

4. Outputs and deadlines

The deadlines for delivery of Outputs are presented below:

Outputs Deadline

Output a)

Detailed plan and methodology which includes timetable, schedule of field visits, interviews, documented references and description of execution of the outputs listed in the ToR.

10 days after signature of contract

Output 1

Design awareness, risk perception and capacity statistical surveys' methodologies, identification of target groups, questionnaires and scoring systems

Draft version Three weeks after signature of contract

Final version Five weeks after signature of contract

Output 2

Present the plan for surveys implementation, collection of data, data presentation and segregation

Six weeks after signature of contract

Output 3

Carry out the survey for awareness, risk perception and capacity levels (on the field surveying, no telephone and/or postal surveying) on potential policy makers, businesses, forest and wood cluster members, and end-users at start of project (detailed records from meetings to be provided)

September 15th, 2010

Output 4

Develop a comprehensive final report, statistical representation, scoring and data analysis of the surveys

October 30th 2010

Attendance at meetings - presenting short Attendance Reports: Two weeks after each event/ meeting / mission

It is understood that the outputs will be prepared in 2 versions - English and the local language and applied after clearance of the Project Manager.

Would the participation in meetings require a ppt. presentation, the respective template and instructions will be presented timely to the sub-contractor.

The Offeror should bear in mind that UNDP has proposed an intensity of expected outputs and deadlines. These deadlines have been interlinked among other activities. However, in its Methodology, the Offeror might suggest different intensity and timeliness of performance, in which case this shall be duly justified.

6. Reporting:

During the implementation of envisaged tasks the sub-contractor will provide to the UNDP/GEF Project Manager and/or members of the Management Team written and/or oral information and/or reports with: (i) description of on-going progress made, (ii) problems encountered and respective measures undertaken or to be undertaken, (iii) the methodology applied, and (iv) intended forthcoming activities, all concerning the implementation of tasks envisaged by the sub-contract, by:

- a. Personal contacts and operational communication through the Head Team Specialist as needed;
- b. Quarterly or Periodical Reports in writing, following the format to be provided by the PM Team
- c. Ad-hoc reports if needed and/or requested, and
- d. Terminal Report at the end of the contract, following the format to be provided by the PM Team

7 Sub-contractor's references and qualifications

When presenting his Offer, the sub-contractor will present the company/firm background, providing information on its background, description of present activities and past experience, including a reference list, all focused on assignments to be implemented by the sub-contract. The information will also include: description of the organisational unit(s) that will become responsible for the contract; resources in terms of personnel and facilities necessary for the sub-contract's performance; the general management approach towards the actual project; company's experience in similar projects, and members of the sub-contractor's Team of Specialists, including the Head Team Specialist. For all team members CVs should be submitted.

In principle, the sub-contractor's team of specialists should include an appropriate number of team members educated and qualified for the implementation of tasks as defined by the ToRs.

Professional profiles to be provided should refer to:

- a. mechanical engineering /economy/socio-economicdevelopment/social sciences and/or forestry/environmental sciences with references in previous similar projects,
- Five, preferably ten or more years of relevant experience in one or more of the key sector(s)/theme(s) relevant for the sub-contract: social science, preferably in sociological surveys and analysis; mechanical engineering, environmental aspects
 - References and publications on issues and topics relevant for consultant's tasks would be considered as an additional asset
 - Good knowledge of the project area and of actual problems related to biomass use and sustainable energy resources
 - Previous experience/successful involvement in similar internationally supported projects
 - Knowledge and previous experience on and capacity for interactive participatory communication and cooperation with stakeholders, facilitating their involvement in Project activities
 - Strong writing skills – with experience in preparing user-friendly tools for use by practitioners in the field
 - Good and proven experience and skills on general communication and co-operation
 - Good and proven experience in dealing with governments and local authorities
 - Knowledge and understanding of relevant UN and other International Conventions, and norms and standards relevant for bioenergy resources.
 - Understanding of UNDP and GEF methodologies and practices is an asset
 - Good knowledge and understanding (i) of the governance structure of BiH, (ii) of relevant sectoral strategic documents, (iii) of (project relevant) sectoral aspects of sustainable development
 - International and national educational and/or professional experience in the environmental issues.
 - Experience with facilitating inter-institutional cooperation and stakeholder involvement.
 - Good understanding of environmental and biomass/forestry situation in the area of Srebrenica
 - Experience with working in related projects (biomass, energy efficiency and/or GEF projects)
 - Good knowledge and understanding of the legal and institutional setting in BiH
 - Excellent and proven experience in dealing with national government partners

8 Eligibility criteria

Proposals may be submitted by any legal service provider acting on behalf of itself only or on behalf of a group of service providers. In the latter case, details must be given on the legal registration or status of all participating organizations.

Companies that comply with following criteria are eligible to submit their proposals:

1. The service provider (i.e. in cases of a consortium, the lead service provider) must have a minimum 3 years of operation and have evidence of at least 2 years track record of experience in sector(s)/theme(s) relevant for the sub-contract (experience and expert backgrounds requirements described in the Terms of References)-
2. Company should provide positive financial statement from the bank.
3. In addition, listed references from similar projects in accordance with the services stated above and in the TOR.