



United Nations Development Programme
Republic of Belarus
Project Document

Министерство экономики Республики Беларусь
ОТДЕЛ ПО СОТРУДНИЧЕСТВУ С МЕЖДУНАРОДНЫМИ
ОРГАНИЗАЦИЯМИ И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ
ЗАРЕГИСТРИРОВАНО
в базе данных программ и проектов
международной технической помощи
"06" сентября 2013 г.
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Срок реализации:
06.09.2013 - 05.09.2016

Project Title	"Developing an Integrated Approach to a Stepped-Up Energy Saving Programme"
Expected CP Outcome:	3.1 Country's capacity to mitigate and adapt to the climate change strengthened
Expected Output(s):	1) Awareness raised on rational use of energy and capacities built within communities to carry out energy saving measures at a local level that improve energy efficiency and utilize renewable energy sources. 2) Pilot sites demonstrating application of innovative energy efficiency technologies in social buildings are established. 3) Active participation of local governments, educational institutions and local population in energy-saving pilot initiatives at the local level, along with demonstration of best practices and replication ensured.
Executing Entity:	The Energy Efficiency Department at the State Committee for Standardization of the Republic of Belarus
Implementing Entity:	United Nations Development Programme

Brief Description

The overall objective of the project is to enhance efficient use of energy resources at the local level in Belarus through application of energy-saving technologies and measures in educational buildings. The objective will be reached through establishing pilot sites demonstrating application of innovative energy efficiency technologies in school buildings, raising awareness and capacity building of local authorities, specialists and local population to carry out energy saving measures at the local level. The project also aims at increasing involvement of local governments and population in implementation of pilot initiatives in the EE area and further replication of best practices.

Programme Period: 2011-2015	Total resources required: € 2 000 000
Key Result Area: Mainstreaming environment and energy; adaptation to climate change	Total allocated resources: € 2 000 000
Project ID: 00083259	Donors: European Union - € 2 000 000
Atlas Award ID: 00067546	
Period of implementation: 36 months starting from the date of registration	
LPAC Meeting Date: 29 June 2012	
Management Arrangements: National execution	

Agreed by the Deputy Chairman of the State Committee on Standardization of the Republic of Belarus, Director of the Energy Efficiency Department:

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Date/Month/Year

22.02.2013

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LIST OF ABBREVIATIONS

ABD	Area-Based Development
BY	Republic of Belarus
EE	Energy efficiency
EED	The Energy Efficiency Department of the State Committee on Standardization of the Republic of Belarus
ENPI	European Neighborhood and Partnership Instrument
EU	European Union
EUR	Euro
ExCom	Executive Committee
NGO	Non-governmental Organization
NPC	National Project Coordinator
PM	Project Manager
PSC	Project Steering Committee
ToT	Training of trainers
UNDP	United National Development Programme
VTC	vocational-technical schools

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PART I: SITUATION ANALYSIS

NATIONAL CONTEXT

Belarus does not have plentiful domestic energy resources. The country imports fuel to meet 80% of its energy needs, primarily fossil fuel supplied by the Russian Federation. As energy imports from Russia are purchased with hard currency it is a very strong economic and political incentive for the Government of Belarus to reduce energy imports.

Practically since independence, Belarus has worked actively to reduce its dependence on energy imports by reducing its own energy consumption and by increasing its use of local fuels. Improving energy efficiency in all sectors of the economy and reducing greenhouse gas emissions have become national priorities, and many Presidential Decrees and Government Resolutions have been developed to modernize generation facilities, improve energy efficiency, and increase the use of local and renewable energy resources.

In 1993, a state agency was established to develop national policy and programs to promote energy saving; currently, it is called "The Energy Efficiency Department of the State Committee on Standardization of the Republic of Belarus" (the EED). The EED oversees program planning, coordination, and implementation in the area of energy efficiency.

Since 1996 the Government began to develop and implement five-year energy saving programs, a practice that continues today. A Law on Energy Saving was passed in 1998, and a series of key regulations and national programs to promote energy efficiency followed.

These efforts have had a significant economic effect: the energy intensity per unit of Gross Domestic Product (GDP) has been reduced by more than twice over the past decade. However, in spite of these improvements, energy intensity per unit of GDP is still 1.5 - 2 times higher than in EU member states with similar climate conditions. This comparison indicates that Belarus still needs to make substantial efforts to achieve a high level of energy efficiency in all sectors. Two important paths to improving energy efficiency are clear: 1) broadening public participation in energy saving programmes; and 2) bringing new energy-saving and renewable energy technologies to the Belarusian market.

According to the previous experience in similar projects implementation, institutional buildings (i.e. schools, kindergartens, boarding schools, vocational-technical schools (VTC)) are a natural point of entry for energy efficiency activities at a local level for the following reasons: 1) high visibility is secured; 2) a natural setting is provided for educating students and their families; 3) a vast geographic coverage; 4) a significant source of potential energy savings (and associated savings in operational costs); 5) the use of design prototypes for institutional buildings means that successful renovation initiatives can be replicated relatively easily; and 6) institutional buildings retrofits produce important improvements in the learning environment (comfort, visibility) that will contribute enhancing the quality of education.

Furthermore, energy-saving measures in institutional buildings can generate substantial global benefits by reducing related greenhouse gas emissions. The buildings sector in Belarus consumes 40% of heat used in the country, and as such represents an important potential source of greenhouse gas emission reductions through fuel savings.

Finally, the project implementation will increase employment opportunities in "green jobs," both directly (through auditing, design, and construction work) and indirectly (by supporting vendors of equipment and services and the researchers developing applied technologies).

Specifically, the project will promote energy savings in educational institutions (schools, kindergartens, boarding schools, VTC) in target districts in four innovative ways.

1. *New approaches to increase the impact of standard retrofit measures.* Measures such as the replacement of old windows with new energy-efficient ones, thermal insulation for exterior walls and roofs, automatic controls for heat, and efficient lighting systems with controlled luminance have previously been used in institutional buildings in Belarus. However, this project will implement these measures according to the new energy-saving regulations recently adopted in the construction sector, which require much higher thermal resistance in roofs, walls and windows compared to the previous ones. In this way, the pilot

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buildings will serve as an important blueprint for other local governments and population, and they will also provide a visible demonstration of the fuel-saving and money-savings results of the new higher standards.

2. *The introduction of new energy-efficient technologies* into the pilot sites. One of the key energy-efficient technologies to be piloted in the participating buildings is **waste heat recovery**. In institutional buildings, losses through exhaust ventilation represent approximately 40% of total heat loss. According to specialists' estimates, application of relevant energy efficient technologies will allow to reduce heat waste by 28-30%. Heat recovery system will solve the problem of ventilation in rooms in schools: that of providing a constant supply of fresh, warm plenum air. In old systems, plenum and exhaust ventilation systems are frequently switched off in an attempt to conserve heat (because too much energy is consumed in heating fresh air from outside).

Furthermore, the use of waste heat recovery in selected pilot buildings represents economic efficiency of using such technologies in schools. It is considered an additional advantage that the waste heat recovery technology that is being considered is available in-country and would support the use of Belarusian know-how.

3. *The introduction of renewable energy technologies* into the pilot sites. The innovative renewable technology to be used is the use of solar thermal collectors to heat up domestic hot water during the warm period of the year. Though Belarus is not a country with a naturally high level of solar radiation, local conditions are sufficient to pre-heat or even fully heat hot tap water to the required temperature from March through September. Therefore, solar collectors will operate in parallel with traditional hot water heat exchangers to pre-heat the water. If the temperature of the water is still not sufficient after passing through the solar collector, an automatic control system will switch on traditional heat exchangers to ensure that the requirements for water temperature are met. Depending on the intensity of solar radiation, the systems are expected to reduce 50-100% of heat usually consumed in hot water heat exchangers in institutional buildings. While this technology is not new to the field of renewable energy, it has not been used in the buildings sector in Belarus before, and the pilot sites will provide important information, not just for educational institutions, but also for other institutional and administrative buildings where year-round use will lead to even greater potential savings.

Based on the results of energy audits use of alternative EE technologies (equipment) will be considered with respect to financial efficiency.

4. *The use of an area-based development (ABD) approach¹ to involving local population in the project process*. Specifically, it is planned to involve local authorities, NGO in the process of pilot sites selection and project monitoring. The project will contribute to increasing the knowledge of pupils in the area of EE issues through developing special training and curriculum. An active work will be done to improve the capacities of local authorities to undertake energy-saving investments. In the course of project implementation it is planned to use the experience of the EU/UNDP joint project results "Combat the negative effects of Chernobyl disaster in Belarus".

It should be noted that the innovative technologies to be utilized in the pilot sites (waste heat recovery and solar thermal collectors and other technologies) were selected from potential technologies not yet in use in institutional buildings in Belarus for two reasons. First, they were deemed to be the most likely to replicate given their estimated economic performance. Second, they carried a very low level of technological risk, which is particularly important for the pilot sites with high visibility. It should also be noted that while the target buildings are institutional ones, the project will be distinct from the demonstration component in the 2007 Annual Action Program (which will target boarding school building in Iyje) due to its broad impact and the four features listed above. However, findings and lessons learned from the demonstration component of the 2007 program will be used to inform project implementation.

¹ For the purposes of this project ABD is defined as an approach to development "Targeting specific geographical areas in a country, characterized by a particular complex development problem, through an integrated, inclusive, participatory and flexible approach" (UNDP, 2003).

LINK TO OTHER RELEVANT INITIATIVES AND NATIONAL PRIORITIES

The project "Developing an Integrated Approach to Energy Saving at Educational Institutions Involving Stakeholders" is in line with European, regional and national priorities in energy efficiency.

Energy efficiency in Belarus has been and is being addressed by a number of actions under European Commission technical assistance: on a shared basis by projects under the INOGATE programme for the ENPI – East region and Central Asia participating countries, e.g. NAP 2006 "Harmonization of Electricity Standards"; also under country specific projects, such as AAP 2007 "Support to the Implementation of a Comprehensive Energy Strategy of the Republic of Belarus". In what concerns the strengthening of the Belarusian Quality Infrastructure, this project adds up to the soon to be launched EU programme "Support to Quality Infrastructure in Belarus – Food safety".

The current National Energy Saving Program for 2011 – 2015 was adopted by the Council of Ministers' Resolution No 1882 of December 24, 2010. Its overall purpose is to develop and implement an integrated set of technical and institutional measures aimed at decreasing the energy intensity of GDP by 29%-32% in 2015 in comparison with 2010; reduce energy imports and achieve at least 28% share of local fuel and energy resources in the country's consumption of boiler-heating fuel, thermal and electric energy by 2015.

PROJECT PARTNERS AND STAKEHOLDERS

The Energy Efficiency Department of the State Committee for Standardization of the Republic of Belarus will be the Executing Entity of behalf of the Government of the Republic of Belarus. Its main roles and functions are outlined in Part V. Management Arrangements.

Other project partners include:

- Minsk, Grodno and Vitebsk Regional Executive Committees, District Executive Committees of pilot project districts (education departments);
- Educational institutions' authorities in Minsk, Grodno and Vitebsk regions (schools, kindergartens, boarding schools, VTC).
- Local civil society organizations and local population.

Project beneficiaries:

In the context of this Project Document, under the term "beneficiaries" we mean groups of Belarusian population, including professional groups, which will benefit from the project, including equipment, knowledge, benefiting from enhanced legal and institutional framework, improved expert capacity, etc., as well as improving the quality of life, i.e. through improving environment conditions.

Considering the above, the project beneficiaries include the Energy Efficiency Department of the State Committee on Standardization of the Republic of Belarus, Education Departments of the respective District Executive Committees, Education institutions' authorities, teaching personnel, kindergartens and social workers, pupils and their parents, local public at large.

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PART II: STRATEGY

The project will be implemented in three oblasts of Belarus: Minsk, Vitebsk and Grodno. Selection of the project target territories was done in accordance with country's priorities and needs articulated by the Energy Efficiency Department of the State Committee for Standardization of the Republic of Belarus (EED) - the Executing Agency for this project. Specific districts and sites for the main project interventions will be selected at the implementation stage of the project. Selection criteria are given in the Annex IV to this document.

The project implementation strategy is based on three main activity areas described as components of the project. They are as follows:

▪ **Component 1: Public awareness and training in energy efficiency for local stakeholders in target districts.**

Local residents and government authorities in the targeted districts require practical information on how to deal with energy efficiency issues. Activities under component 1 consider information needs of target districts and ensure they are coherent with local agendas on energy efficiency. The form of delivery and content of the information on energy efficiency issues will be adjusted by project personnel for specific target groups with respect to their differences including age and needs. The education and training activities will raise the capacity of individuals in energy efficiency, promote their awareness of energy-saving measures, build the capacity of the key institutions and local actors to duplicate such initiatives and thus contribute to sustainable development of the regions. Public awareness and capacity building interventions under Component 1 will promote educated and motivated citizens' participation in addressing energy efficiency issues as well as create solid preconditions for further self-organized EE initiatives at a local level.

▪ **Component 2: Energy efficiency pilot projects² implemented via a competitive grants scheme.**

Implementation of Component 2 activities will ensure wide participation of interested organizations in the competition for pilot EE initiatives; open running of the competitive process; organizing an objective and unbiased selection of the most appropriate sites. The mechanism of target financing of EE activities on the basis of pilot sites will allow selecting, implementing, and finally demonstrating the effectiveness of application of EE technologies and practices at the local level. The use of competitive grants scheme will provide stakeholders and local governments with new experience in participation in competitive process, grants application design, and EU-UNDP standards in delivery of grants.

The *competitive grants scheme ensures*: 1) consultation of participants of the competition at the stage of project proposals preparation; 2) informing on the competition to involve more participants; equal opportunities for participating organizations; 3) competitive transparent process for local population; and 4) objective and evidence-based pilots selection/approval procedure.

The competitive grants scheme to render support for the pilot sites in EE is the key element in the EU-UNDP project and is based on local initiative and motivation, vision of a specific and economically sound ways of finding solution to main issues from the point of view of improving energy efficiency of specific objects, and a high degree of involvement of stakeholders and local population.

▪ **Component 3: The use of an area-based development (ABD) approach within the framework of sustainable energy management at the local level.**

Activities in this Component will be closely linked to the activities in other components that enhance public participation and active involvement of stakeholders at all stages of project implementation starting from the stage of planning to drawing lessons learned and ensuring replication. Activities under Component 3 will firmly bind the Belarusian initiatives of local population based on local needs in EE with EU-UNDP international technical assistance project.

² Here and further in the Project Document 'pilot project' mean an initiative on improving energy efficiency of educational facilities.

PROJECT OBJECTIVE, OUTPUTS AND ACTIVITIES

The overall objective of the project is to enhance efficient use of energy resources by local communities in Belarus through application of energy-saving technologies and measures in local schools buildings.

The tasks of the project are as follows:

- To raise awareness and build capacity within communities to carry out energy saving measures at local level that improve energy efficiency and utilize renewable energy sources.
- To establish pilot sites in local communities demonstrating application of innovative energy efficiency technologies in school buildings.
- To ensure active participation of local governments, educational institutions and local population in energy-saving pilot initiatives implementation as well as increase demonstration of best practices, and their replication at the local level.

In order to reach the tasks mentioned above, the following project activities will be implemented:

Component 1: Public awareness and training of local stakeholders in energy efficiency in target districts.

Activity 1.1. Thematic presentations for local authorities and communities

These presentations will focus on energy efficiency issues and cover state priorities in this sector. They will also present the Belarusian experience of introducing innovative EE technologies, in particular, best practices of the pilot project in a boarding school in Ivje. The local authorities, community representatives, and project beneficiaries and their families will be informed about the main project idea/concept. At least 2 thematic presentations will be conducted in each target oblast (one at oblast level and one at district level); at least 100 representatives of local stakeholders are expected to attend presentations; at least 80% of presentations' participants will improve their knowledge of all potential benefits of the project (benefits of energy-saving technologies and the use of renewable energy).

Activity 1.2. Quarterly information newsletter

During the project implementation, an information newsletter will be published and distributed to project stakeholders in target districts. The newsletter will be published quarterly with a print run of 300 copies. Materials presented in the newsletter will include information on best EU experience in energy efficiency and also local news and real-life stories on pilot activities and sites, study of specific cases, successful experience of project implementation in energy efficiency in the regions in Belarus.

By the end of project implementation, 9 issues of the information newsletter will be published; it is expected that about 50% of the newsletter's content will be presented by local stakeholders (local authorities, enterprises, local mass media, NGO, local population); information newsletters will be disseminated among all target territories (regions).

Activity 1.3. Thematic project web-site

The web-site will present the information about the EC/UNDP project implementation and create additional opportunities for networking and information exchange between target districts. During the project implementation access to information resources on energy efficiency will be ensured for target districts/communities and others across Belarus, along with creation of a virtual network of project participants – users of project web site including their on-line conferences, exchange of local news, case studies and best practices. At the end of the project it is expected that 100% of target territories will have access to information resources in the area of energy efficiency published at the web site. To secure sustainability, a thematic web-page can be installed on the platform of the acting web sites (for example on the platform of EED's web site).

Activity 1.4. Training of trainers (ToT) on energy efficiency issues

In the framework of the activity the methodology of teaching elective classes in EE will be developed. A group of school teachers from the regions participating in the pilot projects will be selected on a competitive basis to participate in trainings on energy efficiency issues (10-14 people) according to the newly developed

methodology. The group will be provided with three sessions of Training of Trainers on energy efficiency. The trained teachers will act as energy efficiency 'educators' in the target districts. By the end of the project, at least 10 trained educators will report that they have increased knowledge in EE area as well as in methods of interactive teaching and communication. 80% of trained educators will report of their willingness and readiness to facilitate inclusion of EE training into schools in the form of extracurricular or elective classes.

Activity 1.5. Energy Efficiency Extracurricular Subject

Knowledge about energy efficiency will reach a broad community where teachers, young people and parents are considered as agents of change and promoters of EE knowledge, practices and behavior. The curriculum will focus on sharing new knowledge and connected with practical examples of energy efficient technologies demonstrated at pilot sites. It will be designed to building individual capacity (skills) and change behavior. The curriculum will also be reinforced by different publications, which will draw upon international best practices in the area of energy efficiency and in using schools to communicate knowledge about energy efficiency to communities. A school-based elective course on EE will be designed and run for children. It is expected that the teachers trained within Activity 1.4. will be involved in developing and running the course which will serve as a source of trusted information for their neighborhoods and will encourage application of some basic EE measures in residential sector.

By the end of the project, 100% of target project regions will establish school-based EE elective curriculum; 100% of schools, covered by the elective curriculum, will report that students and their parents demonstrate an increased EE awareness.

Activity 1.6. Information stands in pilot buildings

Information stands in the pilot buildings will be created to feature the EE measures applied in the building and explain the different benefits gained from the project. Through the stands, the communities in the target districts will be informed about the EE improvement process in the pilot buildings. All the pilot buildings and probably other educational institutions in the project target districts will be equipped with information stands.

Activity 1.7. Information campaign

This multifaceted activity will include the production and distribution of a series of themed publications, articles in the local mass media, press conferences, and extensive informational materials to the target territories and, subsequently, to regional governments in all six oblasts of Belarus. 100% of target districts will be covered by information campaign. Information materials will be posted on the web-sites of the corresponding regional and district educational departments.

Component 2: Energy efficiency pilot projects implemented via a competitive grants scheme.

Activity 2.1. Finalization of the pilot projects selection mechanism

The Project Steering Committee (hereinafter referred to as PSC) will endorse the selection mechanism, developed by the Project Team including selection criteria. The selection process will be done in two stages: (1) a preliminary selection of sites within three participating oblasts for further energy audits (approximately 25-30 sites); and (2) final site selection subject to both selection criteria and the results of audits. As a result of this activity, mechanism for the pilot buildings selection will be put in place. The main approaches for developing selection criteria for pilot projects Initiatives are presented in Annex IV.

Activity 2.2. Development of methodological materials to support the application process

The Project Team will prepare a full package of methodological materials necessary for potential applicants (local governments or the educational institutions' authorities) including initiative project proposal template and guidelines for interested applicants.

Activity 2.3. Provision of support to grant applicants

Project experts will provide guidance (group, individual and on-line) to applicants and will issue clarifications on the application process, if necessary. During the project implementation, all the potential applicants will be provided with the required assistance with regard to the grants application process. At least 1 workshop will be organized in each target community with at least 20 participants in each community trained in grants application rules.

Activity 2.4. Energy audits

Energy audits will be conducted for 25-30 sites selected by PSC during the applications selection process. The audits will be conducted by a contractor to be selected by the UNDP/EC Project. Energy audit methodology will be agreed with the EED. When choosing implementer of energy audits it will be taken into account that energy audits in Belarus have to be done by certified organizations.

Activity 2.5. Review of applications and selection of pilot projects based on the approved list of criteria

The Project Steering Committee will review all applications submitted, rank the applications using the selection criteria (including data from the audits), and select the pilot projects. Applicants will be officially informed on the results, and the list of the winning pilot initiatives will be posted on the project web-site.

Activity 2.6. Study tour for key stakeholders of pilot projects

The Project Team will organize a study tour to EU country for key stakeholders (at least 12 participants) to learn successful EU experience in the area of EE at the local level, samples of EE measures being applied at educational institutions as well as best practices of municipal planning of EE activities.

Activity 2.7. Development of design documents

To develop design documentation (a feasibility study, basic design, and detailed construction documents in accordance with local regulations) necessary for the pilot projects, design institutes will be contracted on a competitive basis according to UNDP regulations and procedures, giving preference to design institutes located in the target oblasts.

Activity 2.8. Competitive selection of building contractors

The local authorities (e.g. pilot districts education departments authorities) jointly with the site administration will be in charge of this selection. To encourage creation of new workplaces, it is possible to organize closed competitive selection of building contractors within the target oblast or district. This condition can be applied if several building contractors –competitors are located in this oblast or district. In case of open competitive selection under other equal conditions, preference can be given to local contractors with an aim to create new workplaces in target districts.

If necessary, the local authorities can request the support of the Project Team in areas such as the preparation of technical specifications for the tender. The Project Team will monitor the process of competitive selection and quality of the work being done.

Activity 2.9. Capacity building of local authorities and other local stakeholders in implementing EE pilot projects

During the project implementation, local authorities and pilot projects implementers in the target districts will be provided with specialized training on the rules of grants administration and in good practice in project management. At least 1 training on grants administration will be organized in each target oblast with at least 20 participants taking part in each training.

Activity 2.10. Mobilization of local resources

The Project Team will support the local governments in searching for additional co-funding sources for pilot initiatives including preparation of necessary documents. It is expected that at least 40% of total pilot projects costs are covered by means mobilization of local resources in cash and in-kind (work, services, goods and etc.).

Activity 2.11. EE grants delivery to support pilot projects – actual implementation of pilot projects

The pilot projects will mostly include technological improvements of an infrastructure of target school buildings. Pilots can include any other complementary information, education, capacity building activities, to be made individually by implementers of pilot initiatives under condition that expenses are not allowed to exceed 10% of the total pilot project budget. At least 1 pilot pilot project will be funded and fully implemented in each target oblast.

Activity 2.12. Opening ceremonies for the pilot sites

This activity will be organized at the final stage of the each EE pilot project. The ceremony will involve all key stakeholders as well as authorities and citizens who have participated in the implementation. During the

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opening ceremonies the estimated economic benefits of pilot initiatives (energy savings, economic savings, etc.) will be presented, as well as mass media coverage of the actions will be ensured.

Activity 2.13. Project implementation monitoring

During the project implementation, regular project monitoring as well as measurements of outputs and outcomes will be carried out by the project personnel in accordance with the work plan and predetermined indicators. Monitoring reports on the pilot projects will be available on the project web-site.

Activity 2.14. Energy monitoring

After the building renovations are completed, site owners and local authorities will be responsible for monitoring energy efficiency and energy savings at pilot sites as a contribution to project implementation. Monitoring will rely on heat and electricity meters (and possibly additional equipment depending on the site).³ Site owners will provide collecting and recording of day to day measurements of heat and electricity consumption, inside and outside temperature, fixing data in written form in special journals, further to be used for analysis by the Project Team. During the project implementation, site visits will be made to pilot projects sites to check on the operation of the equipment installed and to undertake any additional measurements needed.

Activity 2.15. Dissemination of project results

To support the replication of the best practices, the Project Team will organize a series of in-country study tours and roundtable discussions for the EE pilot communities and potential stakeholders from other oblasts not involved in pilot renovations. The results of the project will also be presented at five international meetings (conferences and trade fairs).

Component 3: The use of an area-based development (ABD) approach within the framework of sustainable energy management at the local level.

Activity 3.1. Capacity building in area-based development for target districts

The Project Team will organize a series of meetings (including presentations, round tables and consultations) with key stakeholders, partners and population to explain the ABD approach. By the end of the project, 80% of key stakeholders in target districts are expected to report that they use basic ABD techniques.

Activity 3.2. The Preparation and signing of Memorandums of Understanding and Partnership Agreements

UNDP and the participating regional executive committees will sign written *Memorandums of Understanding and Partnership Agreements*. Memorandums of Understanding will witness willingness and readiness to cooperate and provide mutual support within the framework of EU-UNDP project implementation. Memorandums will be signed at the initial stage of the whole process. In Partnership Agreements UNDP and implementing entity roles and responsibilities during the pilot initiatives implementation process will be stated using the ABD approach.

Activity 3.3. Creation and facilitation of EE Public Advisory Boards operating under local authorities

One of key principles of ABD approach is to ensure involvement of all stakeholders into the process of planning, negotiation, decision making and monitoring of the local development and project implementation process. Public Advisory Board is one of the tools to follow this principle. The Board ensures the involvement of local authorities, local population participating in the project and other key stakeholders in the planning process and regular monitoring of the joint EU-UNDP project interventions in the target districts. Existence of such participatory body in target districts will allow being close to local specifics as well as

³ Metering for heat, water, gas and electricity is mandatory under Belarusian construction norms and must be included in the detailed design and construction documents for contractors. The site owners must guarantee unimpeded access to metering devices and the documentation from metering data recorders and assist with additional measurements made by the project team with portable meters.

finding agreed solutions to problems.

Public Advisory Board does not have official authority or power, but serves as an open arena for consultations, information exchange, mutual understanding and consensus. Being an informal body created on a voluntary basis decision on the participation in and functioning mechanism of the Public Advisory Board should be made by local stakeholders themselves at the implementation stage. Project personnel will provide technical assistance in the process of formation and functioning of the Board as well as ensure availability of relevant information regarding the project implementation process. During the project implementation, 1 *Public Advisory Board* will be established per target district under the corresponded district executive committee or on the basis of the educational institution selected to be a pilot site.

Activity 3.4. Project public meetings

A series of town hall meetings will be held to ensure the energy efficiency project process is transparent and easily understandable to the local population. Consequently broader public participation on a well-informed basis will be encouraged and public buy-in and ownership create positive changes gained in the course of implementation of EE measures. By the end of the project, at least 3 public meetings will be conducted per target region.

Activity 3.5. Manuals for local governments and other stakeholders on EE issues, citizens' participation and planning at local level

During the project implementation, guidelines and manuals for local governments and other stakeholders on energy efficiency issues and participatory approaches to local planning and development will be produced. Deliverables may include good practice guidelines for local authorities, information "toolkits" for local citizens.

Activity 3.6. Development and implementation of a participatory monitoring and evaluation system

The activity will include public meetings, hearings, surveys/questionnaires, and other relevant techniques. During the project implementation, feedback from project beneficiaries will be collected and public participation in the assessment of the pilot initiatives will be ensured. The project will encourage joint planning of further measures in EE sphere.

Activity 3.7. Assistance in developing local EE strategies

Project Team experts will work with local authorities and other stakeholders to develop Local EE Strategies for the participating districts. The Project Team will draw upon (1) baseline data from the municipality and from the pilot projects; and (2) information on local resources and international donor support. This information will be presented to citizens regarding their views on local development priorities of territories where they live.

Whether the strategies will be designed to reflect the EE development plan of the district or specific site will be decided at the implementation stage of the project. Such decision will be made based on local demands and capacities to develop and then follow the strategy.

Activity 3.8. Lessons learnt: presentation of the final report

Project Team will prepare and present a final report which would summarize all experience, having gained by UNDP in promoting integrated and consistent EE policy and measures at local level, as well as provide policy recommendations for different internal policy makers and external users.

Component 4. Effective project management (See Chapter V. Project Management Arrangements)

МІНІСТЭРАСТВА ПРАСВЕТА
Рэспублікі Беларусь
ЦЕНТРАЛЬНЫ АГЕНТВА ПРАСВЕТА
НАЦІЯНАЛЬНЫ ЦЭНТРАЛЬНЫ АГЕНТВА

ЦЕНТРАЛЬНЫ АГЕНТВА ПРАСВЕТА
НАЦІЯНАЛЬНЫ ЦЭНТРАЛЬНЫ АГЕНТВА

Part III: Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

3.1 Country's capacity to mitigate and adapt to the climate change strengthened.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: GHG emission (tons of CO2 equivalent) into the atmosphere. Baseline: 62,595 thousand tCO2; Target: 62,545 thousand tCO2

Partnership Strategy: Executing Entity – Energy Efficiency Department of the State Standardisation Committee of the Republic of Belarus

Project title and ID (ATLAS Award ID): "Developing an Integrated Approach to Energy Saving at Educational Institutions Involving Stakeholders".

Project ID: 00083259. Atlas Award ID: 00067546

INTENDED OUTPUTS

OUTPUT TARGETS FOR (1-3 YEARS)

INDICATIVE ACTIVITIES

RESPONSIBLE PARTIES

INPUTS (EUR)

COMPONENT 1: Public awareness and training in energy efficiency in target districts.

112,090

Baseline:
1. There's little awareness of and adherence to energy-saving techniques among general population in Belarus.

Indicators:

- % of pilot schools acknowledge improved awareness of pupils and their parents on the benefits of rational use of energy and energy efficient measures.
- % of project territories in the region covered by the information campaign within the project.

Targets for Year 1

- 6 thematic presentations are held in the target districts.
- 3 quarterly issues of information newsletter are published and disseminated
- The Project web-site is set in operation.
- 3 ToTs are conducted.
- The information campaign is prepared and running.

Targets for Year 2

- The quarterly information newsletter is issued on a regular basis.
- The project thematic web-site is up-to-date and operational.

Targets for Year 3

- Elective EE curriculum is introduced in pilot schools.
- Information stands are installed at all pilot project objects.
- the information campaign is conducted throughout the year.
- The quarterly information letter is issued on a regular basis.

1.1. Thematic presentations for local authorities and communities

UNDP, EE Dept, District ExComs, Oblast ExComs.

1.2. Quarterly information newsletter

UNDP, EE Dept, District ExComs.

1.3. Thematic project web-site

UNDP, EE Dept, District ExComs.

1.4. Training of trainers (ToT) on energy efficiency issues

UNDP, EE Dept

1.5. Energy Efficiency Extracurricular Subject

UNDP, EE Dept, District ExComs

COMPONENT 2: Energy efficiency pilot projects implemented via a competitive grants scheme.

Baseline:

1. The use of energy resources in old public buildings, especially schools, is often characterized by energy waste and increased GHGs emission.

Indicators:

- No. of successfully implemented pilot initiatives demonstrating basic energy-saving measures and innovative energy-saving measures in the area of EE in schools.
- No. of completed energy audits.

- The project thematic web-site is up-to-date and operational.

- Elective EE curriculum is available in pilot schools.

- Information stands are updated regularly at pilot project sites.

-The information campaign is conducted throughout the year.

1.6. Information stands in pilot buildings

UNDP, EE Dept, District ExComs

1.7. Information campaign

UNDP, EE Dept, District ExComs, Oblast ExComs.

Targets for Year 1

- the mechanism of selecting the project pilot sites is developed and approved by the PSC;

- the methodological materials to support the application process are prepared;

- at least 3 support seminars are conducted to support the applicants;

- at least 25 energy audits are performed at the selected sites;

- the project sites are identified during a selection process;

- regular project impact monitoring has started

Targets for Year 2

-the design documentation for pilot sites are developed;

-the building contractors are selected on a competitive basis;

-the implementation of the pilot initiatives is started;

-information stands are installed at all the project sites;

- a study tour to Europe is conducted for the key local stakeholders (12 people);

-at least 3 capacity building trainings for the local stakeholders are conducted;

- the work on the local resource mobilization is initiated;

1,400,135

2.1. Finalization of the pilot projects selection mechanism

UNDP, EE Dept, Oblast ExComs

2.2. Development of methodological materials to support the application process

UNDP, EE Dept

2.3. Provision of support to grant applicants

UNDP, EE Dept

2.4. Energy audits

UNDP, EE Dept

2.5. Review of applications and selection of the pilot projects based on the approved list of criteria

UNDP, EE Dept, Oblast ExComs

2.6. Study tour for key stakeholders of pilot projects

UNDP, EE Dept

2.7. Development of design documentation

UNDP, EE Dept, District ExComs

2.8. Competitive selection of building contractors

District ExComs

2.9. Capacity building of local authorities and other local stakeholders in

UNDP, EE Dept



<p>- the grants are disbursed for the pilot projects' implementation;</p> <p>- project impact monitoring is conducted on a continuous basis;</p> <p>- energy monitoring has started (at least 10 monitoring visits are conducted).</p> <p>Targets for Year 3</p> <p>- on-going support to the pilot initiative implementation and mobilization of resources is provided;</p> <p>- project impact monitoring and energy monitoring is conducted on a regular basis;</p> <p>- at least three in-country study tours are conducted for experience sharing;</p> <p>- opening ceremonies of the pilot sites are conducted;</p> <p>- at least 6 seminars are conducted for the result dissemination; -at least 20 participants from Belarus will present the project results at about 5 international trade fairs or conferences.</p>	<p>implementing EE pilot projects</p> <p>2.10. Mobilization of local resources</p> <p>2.11. EE grants delivery to support pilot projects – actual implementation of pilot projects</p> <p>2.12. Opening ceremonies for the pilot sites</p> <p>2.13. Project impact monitoring</p> <p>2.14. Energy monitoring</p> <p>2.15. Dissemination of project results</p>	<p>UNDP, EE Dept Oblast ExComs, District ExComs</p> <p>UNDP, EE Dept</p> <p>UNDP, EE Dept District ExComs</p> <p>UNDP, EE Dept</p> <p>UNDP, EE Dept</p> <p>UNDP, EE Dept, Oblast ExComs, District ExComs</p> <p>UNDP, EE Dept</p>	<p>71,560</p>
<p>COMPONENT 3: The use of an area-based development (ABD) approach within the framework of sustainable energy management at the local level.</p>			
<p>Baseline: Local population is not actively involved into sustainable local development planning.</p> <p>Indicators: 1. No. of representatives of local stakeholders trained in ABD participatory practices. 2. No. of public hearings conducted in every target region/territory.</p>	<p>Targets for Year 1</p> <p>- at least 6 workshops in ABD approach application are conducted;</p> <p>- Memoranda of Understanding and Partnership Agreements are signed;</p> <p>- Public Advisory Board is set in operation in at least one target region;</p> <p>- Town Hall Meetings are conducted in local administrations;</p> <p>- Participatory monitoring and evaluation system is set up in at least one target district.</p> <p>Targets for Year 2</p> <p>- Public Advisory Boards are operational in all target districts;</p> <p>- the manuals for local stakeholders on EE and ABD approach are prepared.</p> <p>- Town Hall Meetings are conducted in target districts on a regular basis;</p> <p>- Participatory monitoring and evaluation system is operational in all the target districts.</p> <p>- the work on EE strategies for target districts has started.</p> <p>Targets for Year 3</p> <p>- Public Advisory Boards are operational in all target districts;</p> <p>- Town Hall Meetings are conducted in target districts on a regular basis;</p> <p>- Participatory monitoring and evaluation system is operational in all target districts;</p> <p>- each target district has EE local development strategies;</p> <p>- final report on the lessons learnt is prepared and presented to the relevant partners and stakeholders presenting a summary of project results.</p>	<p>3.1. Capacity building in area-based development for pilot districts</p> <p>3.2. The Preparation and signing of Memorandums of Understanding and Partnership Agreements</p> <p>3.3. Creation and facilitation of EE Public Advisory Boards</p> <p>3.4. Project public meetings</p> <p>3.5. Manuals for local governments and other stakeholders on EE issues, citizens' participation and planning at local level</p> <p>3.6. Development and implementation of a participatory monitoring and evaluation system</p> <p>3.7. Assistance in developing local EE strategies</p> <p>3.8. Lessons learnt: presentation of the final report</p>	<p>UNDP, EE Dept, Oblast ExComs, district ExComs</p> <p>UNDP, EE Dept, District ExComs</p> <p>UNDP, EE Dept, Oblast ExComs, district ExComs</p> <p>District ExComs</p> <p>UNDP, EE Dept, District ExComs</p> <p>UNDP, EE Dept, Oblast ExComs, District ExComs</p> <p>UNDP, EE Dept, Oblast ExComs, District ExComs</p> <p>UNDP, EE Dept, Oblast ExComs</p>
<p>COMPONENT 4. Effective project management</p>			
<p>Project implementation</p> <p>UNDP General Management Services (7%)</p> <p>Grand total</p>	<p>Salaries for staff, offices' rent, office equipment, project visibility, other expenses)</p>	<p>UNDP, EE Dept</p> <p>UNDP</p>	<p>285,374</p> <p>130,841</p> <p>2,000,000</p>

PART IV: ANNUAL WORK PLAN AND BUDGET

a) WORK PLAN FOR 2013-2015

Activities	2013				2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COMPONENT 1: Public awareness and training in energy efficiency in target districts.												
1.1. Thematic presentations for local authorities and communities.												
1.2. Quarterly information newsletter.												
1.3. Thematic project web-site												
1.4. Training of trainers (ToT) on energy efficiency issues												
1.5. Energy Efficiency Extracurricular Subject												
1.6. Information stands in pilot buildings												
1.7. Information campaign												
COMPONENT 2: Energy efficiency pilot projects implemented via a competitive grants scheme.												
2.1. Finalization of the pilot projects selection mechanism												
2.2. Development of methodological materials to support the application process												
2.3. Provision of support to grant applicants												
2.4. Energy audits												
2.5. Review of applications and selection of the pilot projects based on the approved list of criteria												
2.6. Study tour for key stakeholders of pilot projects												
2.7. Development of design documentation												
2.8. Competitive selection of building contractors												
2.9. Capacity building of local authorities and other stakeholders in implementing EE pilot projects												
2.10. Mobilization of local resources												
2.11. EE grants delivery to support pilot projects – actual implementation of pilot projects												
2.12. Opening ceremonies for the pilot sites												
2.13. Project impact monitoring												
2.14. Energy monitoring												
2.15. Dissemination of project results												

Activities	2013				2014				2015			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COMPONENT 3: The use of an area-based development (ABD) approach within the framework of sustainable energy management at the local level.												
3.1. Capacity building in area-based development (ABD) for pilot districts												
3.2. The Preparation and signing of Memorandums of Understanding and Partnership Agreements												
3.3. Creation and facilitation of EE Public Advisory Boards operating under local authorities												
3.4. Project public meetings												
3.5. Manuals for local governments and other stakeholders on EE issues, citizens' participation and planning at the local level												
3.6. Development and implementation of a participatory monitoring and evaluation system												
3.7. Assistance in developing local EE strategies												
3.8. Lessons learnt: presentation of the final report												
Effective project management												

b) Indicative annual Work Plan for 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME (calendar year)				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Component 1: Public awareness and training in energy efficiency in target districts.							71300-Local Consultants	1,800
Baseline:							71400 -Contractual services – individuals	15,360
1. There's little awareness of and adherence to energy-saving techniques among general population in Belarus.	1.1. Thematic presentations for local authorities and communities					UNDP, EE Dept, Oblast ExComs District ExComs	71600-Travel	11,370
Indicators:						EU Delegation	72100-Contractual services – companies	8,780
1. % of pilot schools acknowledge improved awareness of pupils and their parents on the benefits of rational use of energy and energy efficient measures.							72400-Communication services	2,160
							74200 Audio Visual and Printing Costs	5,220
							Total Component 1	44,690

2. % of project territories in the region covered by the information campaign within the project.	1.2. Quarterly information newsletter	UNDP, EE Dept, District ExComs						
	1.3. Thematic project web-site	UNDP, EE Dept, District ExComs						
Targets: Improved awareness of local population on the benefits of rational use of energy. 1.80% of pilot schools acknowledge improved awareness of pupils and their parents. 2.100% of project target districts are covered by the information campaign within the project.	1.4. Training of trainers (ToT) on teaching energy efficiency issues	UNDP, EE Dept, District ExComs						
	1.7. Information campaign	UNDP, EE Dept, Oblast ExComs, District ExComs						
Component 2: Energy efficiency pilot projects implemented via a competitive grants scheme.	2.1. Finalization of the pilot projects selection mechanism	UNDP, EE Dept, District ExComs					72100-Local Consultants	1,440
	2.2. Development of methodological materials to support the application process	UNDP, EE Dept					71400-Contractual services – individuals	15,360
Baseline: 1. The use of energy resources in old public buildings, especially schools, is often characterized by energy waste and increased GHGs emission. Indicators: 1. No. of successfully implemented pilot initiatives demonstrating basic energy-saving measures and innovative energy-saving measures in the area of EE in schools. 2. No. of completed energy audits. Targets: 1. At least 3 pilot initiatives demonstrating basic energy-saving measures and innovative energy-saving measures in the area of EE are successfully implemented in schools. 2. At least 25 energy audits conducted and relevant reports prepared.	2.3. Provision of support to grant applicants	UNDP, EE Dept					72100-Contractual services - companies	80,000
	2.4. Energy audits	UNDP, EE Dept					74200-Audio Visual and Printing Costs	300
	2.5. Review of applications and selection of the pilot projects based on the approved list of criteria	UNDP, EE Dept, Regional ExComs					Total Component 2	112,975
	2.7. Development of design documentation	UNDP, EE Dept, District ExComs						
	2.8. Competitive selection of building contractors	District ExComs						
	2.10. Mobilization of local resources	UNDP, EE Dept, Regional ExComs, District ExComs						
	2.13. Project impact monitoring	UNDP, EE Dept						
	3.1. Capacity building in area-based development (ABD) for pilot districts	UNDP, EE Dept, Oblast ExComs, District ExComs					71400-Contractual services – individuals	15,360
Component 3: The use of an area-based development (ABD) approach within the framework of sustainable energy management at the local level.								
Component 4: Effective Project Management								
Indicators: 1. % of the annual budget actually delivered. 2. % of the annually planned project activities completed.								
Targets: 1. At least 90%. 2. 90% of the annually planned activities successfully completed.								
TOTAL FOR YEAR 1								22,960

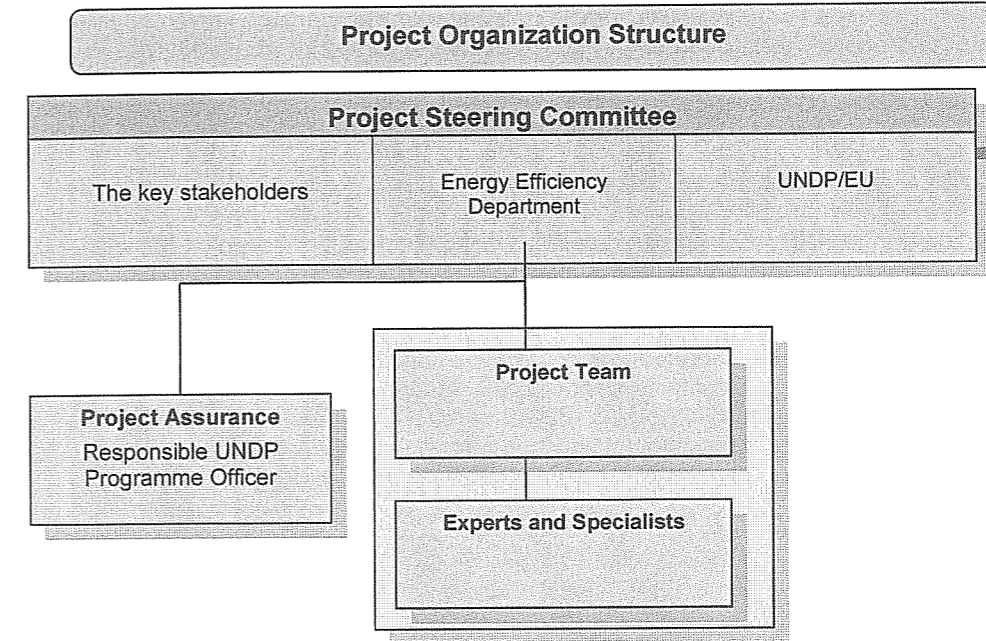
Improved awareness of local population on the benefits of rational use of energy. 1.80% of pilot schools acknowledge improved awareness of pupils and their parents. 2.100% of project target districts are covered by the information campaign within the project.	3.2. The Preparation and signing of Memorandums of Understanding and Partnership Agreements	UNDP, EE Dept, District ExComs						
	3.3. Creation and facilitation of EE Public Advisory Boards operating under local authorities	UNDP, EE Dept, District ExComs						
Targets: 1. At least 120 representatives of local stakeholders took part in the trainings on ABD approach. 2. At least 1 public hearing conducted in every target district/territory.	3.4. Project public meetings	UNDP, EE Dept, District ExComs						
	3.6. Development and implementation of a participatory monitoring and evaluation system	UNDP, EE Dept, Oblast ExComs, District ExComs						
Component 4: Effective Project Management								
Indicators: 1. % of the annual budget actually delivered. 2. % of the annually planned project activities completed.								
Targets: 1. At least 90%. 2. 90% of the annually planned activities successfully completed.								
TOTAL FOR YEAR 1								296,017

c) Budget: 2013-2015

Outcome /Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	ERP / ATLAS Budget Code	Atlas Budget Description	TOTAL Amount (EUR)	Amount 2013 (EUR)	Amount 2014-2015 (EUR)
Component 1	EED/UNDP		EU	71300	Local Consultants	2,720	1,800	920
				71400	Contractual Services - Individ	46,080	15,360	30,720
				71600	Travel	30,050	11,370	18,680
				72100	Contractual Services-Companies	11,940	8,780	3,160
				72400	Communication services	6,480	2,160	4,320
				74200	Audio Visual and Printing costs	14,820	5,220	9,600
Sub-total Component 1						112,090	44,690	67,400
Component 2	EED/UNDP		EU	71300	Local Consultants	17,600	1,440	16,160
				71400	Contractual Services - Individ	46,080	15,360	30,720
				71600	Travel	86,355	15,875	70,480
				72100	Contractual Services-Companies	89,200	80,000	9,200
				72600	Grants	1,160,000	-	1,160,000
				74200	Audio Visual and Printing Costs	900	300	600
Sub-total Component 2						1,400,135	112,975	1,287,160
Component 3	EED/UNDP		EU	71300	Local Consultants	2,680	-	2,680
				71400	Contractual Services - Individ	46,080	15,360	30,720
				71600	Travel	21,000	7,000	14,000
				74200	Audio Visual and Printing Costs	1,800	600	1,200
Sub-total Component 3						71,560	22,960	48,600
Component 4	EED/UNDP		EU	71400	Contractual Services - Individ	144,835	48,278	96,557
				71600	Travel	23,520	8,015	15,505
				72100	Contractual Services-Companies	15,000	-	15,000
				72200	Equipment and Furniture	37,139	37,139	-
				72400	Communication services	6,840	2,280	4,560
				72500	Supplies	5,400	1,800	3,600
				73100	Rental & Maintenance - Premises	42,840	14,280	28,560
				73400	Rental & Maintenance (Project vehicle)	6,800	2,600	4,200
				74500	Miscellaneous expenses	3,000	1,000	2,000
Sub-total Component 4						285,374	115,392	169,982
Sub-total Administrative charges						130,841	20,721	110,120
TOTAL Project						2,000,000	316,738	1,683,262

Part V. Management Arrangements

The Energy Efficiency Department of the State Committee for Standardization of the Republic of Belarus (EED) will act as the Executing Entity for the project. The EED will be responsible for the successful implementation of the project activities, sustainability of the achieved results, as well as reporting to the Belarusian state authorities. The Executing Entity will closely cooperate with UNDP to ensure that all the project activities are planned and implemented in a manner appropriate to the project's goals and objectives. The EED will assign a senior official as a National Project Coordinator who will be responsible for project implementation on behalf of the EED. The Project Organization Structure (presented below) includes the Project Steering Committee, Project Assurance, and the Project Team.



A Project Steering Committee (PSC) will be established at the inception phase of the project to monitor the project progress, to guide its implementation and to support the project in achieving its listed outputs and outcomes. The PSC regulations including the list of members will be developed and approved by UNDP and EED at the inception phase of the project. It will be chaired by the National Project Coordinator assigned by the EED. The PSC membership will include representatives of state departments and organizations as well as UNDP and EU. Other members can be invited at the decision of the PSC on an as-needed basis, but taking due regard that the PSC remains sufficiently lean to be operationally effective. The project manager will participate as a non-voting member in the PSC meetings and will also be responsible for compiling a summary report of the discussions and conclusions of each meeting. The first PSC meeting will take place within first 6 months since project launch. At least two times per year the progress of project implementation will be discussed at PSC meetings. An indicative ToR for PSC is presented in Annex II.

To ensure UNDP's ultimate accountability for project results, Project Steering Committee decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency, and effective international competition. The Project Assurance role supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. The Project Assurance role will rest with the UNDP Belarus Environment Focal Point.

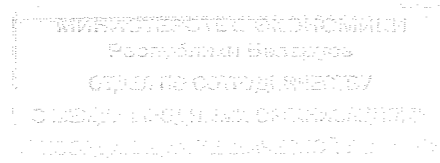
The day-to-day management of the project will be carried out by the Project Team under overall guidance of the UNDP Resident Representative of Belarus and National Project Coordinator. The Project Team includes: Project Manager (PM), Administrative and Finance Assistant, expert on EE, expert on ABD and PR Manager and Driver. The project staff will be selected through an open competitive process in accordance with the respective UNDP rules and procedures taking into account consultations between UNDP, EU and EED.

The PM will be responsible for day-to-day management of the project. The main responsibility of the PM is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. S/he will report to the UNDP Focal Point on

Energy and Environment and the National Project Coordinator. The PM will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will be responsible for building and maintaining contacts with the local authorities, NGOs and local population involved in the project. An indicative ToR for the PM is presented in Annex III.

Under the direct supervision of the PM, the Administrative and Finance Assistant will be responsible for day-to-day administrative and financial issues in accordance with EU and UNDP requirements and will get support from the UNDP-CO administrative and finance unit. An expert on EE will be responsible for organization of energy audits at pilot sites, EE monitoring, transfer of knowledge in the area of EE to target districts. An expert on ABD will be responsible for applying the ABD approach in linkage to selected districts on EE issues. The expert will develop a complex ABD strategy and ensure implementation of activities that will include awareness raising, building capacities of target districts, introducing practices of public participation into the project, elaborating development strategies. A PR Manager will be responsible for implementing activities on awareness raising including development and introduction of information transfer strategy, work with mass media, web site content management, issue of a quarterly newsletter.

National and international technical experts will be contracted within the project following relevant UNDP procedures. National and international companies will be attracted to project implementation based on the UNDP rules and procedures on project implementation. The UNDP Belarus will maintain the oversight and management of the overall project budget. It will be responsible for monitoring project implementation, timely reporting of the progress to the donor/donors. It will also support the executing agency in the procurement of the required expert services and other project inputs and administer the required contracts. Furthermore, it will support the co-ordination and networking with other related initiatives and institutions in the country. The description of UNDP Country Office support services is provided in Annex I.



PART VI: PROJECT MONITORING FRAMEWORK

Project monitoring will be conducted in accordance with the established UNDP procedures. UNDP will assess progress, identifying operational difficulties, alerting relevant staff to implementation problems and other problem areas, and recommending remedial action.

Monitoring of the project will be an ongoing activity ensuring the transformation of inputs through activities into outputs and the planned and stated results according to the programs work plan. Specifically the monitoring process will include the following:

- collecting baseline data for major indicators and measuring performance against the baseline information;
- standardized exchange of information between all involved parties in the implementation of the project to ensure that activities are implemented in an appropriate and coordinated way;
- recording of minutes of envisaged meetings organized by the various actors involved in project implementation will assist in monitoring processes and procedures;

Representatives of the EU Delegation shall be invited to participate in the main monitoring and in the evaluation missions relating to the performance of the project. The results of such missions shall be reported to the EU. This is without prejudice to any evaluation mission which the EU as a donor may wish to perform.

Project audit will be conducted in accordance with the UNDP requirements and relevant Belarusian legislation.

Quality Management for Project Activity Results

COMPONENT 1	Public awareness and training in energy efficiency in target district.	Start: 2013 Finish: 2015
Goal	To raise awareness and build capacity within local population to carry out energy saving measures at the local level that improve energy efficiency and utilize renewable energy sources.	
Description	To achieve the mentioned objective activities 1.1-1.7 will be implemented	
	Quality Criteria	Method of evaluation
	Improved awareness of local population on the benefits of efficient use of energy. 1.80% of pilot schools acknowledge improved awareness of pupils and their parents. 2.100% of project target districts are covered by the information campaign within the project.	Project reports. Monitoring reports. Monitoring mass media and online information materials Round tables agendas. Lists of participants. Pre- and post- training participants' self-assessment questionnaires.
COMPONENT 2	Energy efficiency pilot projects implemented via a competitive grants scheme.	Start: 2013 Finish: 2015
Goal	To demonstrate efficiency of applying innovative energy efficiency technologies in schools.	
Description	To achieve the mentioned objective activities 2.1-2.15 will be implemented	
	Quality Criteria	Method of evaluation
	1. At least 3 pilot projects demonstrating basic and innovative energy-saving measures in the area of EE are successfully implemented in schools. 2. At least 25 energy audits conducted and relevant reports prepared.	Project reports. Monitoring reports. Reports on the local initiatives implementation. Round tables agendas. Lists of participants in the trainings and study visits.

	Pre- and post- training participants' self-assessment questionnaires.	
COMPONENT 3	The use of an area-based development (ABD) approach within the framework of sustainable energy management at the local level.	Start: 2013 Finish: 2015
Goal	To ensure participation of main stakeholders in EE programs at the local level and increase involvement of local authorities in implementation of pilot initiative demonstration and dissemination of best practices and replication in the area of EE.	
Description	To achieve the mentioned objective activities 3.1-3.8 will be implemented	
	Quality Criteria	Method of evaluation
	1. At least 120 representatives of local stakeholders took part in the trainings on ABD approach. 2. At least 1 public hearing conducted in every target district/territory.	Project reports. Round tables agendas. Lists of participants in the trainings and study visits. Pre- and post- training participants' self-assessment questionnaires.
		quarterly
OBJECTIVE 4	Efficient management and monitoring mechanisms are established within the project framework	Start: January 2012 Finish: September 2014
Goal	Effective implementation of the project activities in accordance with the approved annual work plan within the approved budget.	
Description	The following activities are foreseen to achieve the goal: Contracting project staff; office renting. Drafting annual work plans. Implementation of project activities. Reporting in line with the approved timeframe.	
	Quality Criteria	Method of evaluation
	1. At least 90% of annual project delivery. 2. At least 90% of project activities planned for each year are successfully implemented.	Annual financial reports Final project report
		annually

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PART VII: LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Belarus and UNDP, signed on 24 September 1992.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing entity and its personnel and property, and of UNDP's property in the executing entity's custody, rests with the executing entity.

The executing entity shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- assume all risks and liabilities related to the executing entity's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing entity agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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Part VIII: Annexes

Annex I. Provision of UNDP country office support services in execution of the project "Developing an Integrated Approach to a Stepped-Up Energy Saving Programme"

The UNDP country office may provide at the request of the Energy Efficiency Department the following support services for the implementation of activities of the project:

- Payments, disbursements and other financial transactions
- Recruitment of project personnel and consultants
- Procurement of goods and services
- Organization of training activities, conferences and workshops

The support services provided by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Direct project costs incurred with regards to UNDP support services are to be recovered to UNDP.

Pursuant to the relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government of Belarus and UNDP, signed on 24 September 1992, and provisions of the project document, the provisions on liability and privileges and immunities shall apply. The Government shall retain overall responsibility for the nationally managed project through its Executing Entity. The responsibility of the UNDP country office for the provision of the support to the Executing Entity shall be limited to the services detailed in the table below. Any claim or dispute arising under or in connection with the provision of support by the UNDP country office shall be handled pursuant to the relevant provisions of the SBAA.

In accordance with the provisions of the project document "Developing an Integrated Approach to a Stepped-Up Energy Saving Programme", the UNDP country office shall provide support at the request of the Energy Efficiency Department as described in the table below. Cost-recovery by UNDP country office for direct project costs shall be funded from the project budget using the following method:

- Inclusion of the cost (or a part thereof) of country office staff involved in provision of support services into the project budget.

Schedule for the provision of ISS, cost and method are described in the table below.

Support Services	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
Processing of payments disbursements and other financial transactions	Based on request for payment	cost of dedicated staff in accordance with agreed percentage	periodic billing based on actual staff cost and agreed percentage
Procurement of goods and services	Based on request and project annual work plan	cost of dedicated staff in accordance with agreed percentage	periodic billing based on actual staff cost and agreed percentage
Project personnel and consultants selection and recruitment process	Based on request and project annual work plan	cost of dedicated staff in accordance with agreed percentage	periodic billing based on actual staff cost and agreed percentage
Travel arrangements	Based on request and project annual work plan	cost of dedicated staff in accordance with agreed percentage	periodic billing based on actual staff cost and agreed percentage
General administration (pouch service, visa support, customs clearance, etc)	Based on request and project annual work plan	cost of dedicated staff in accordance with agreed percentage	periodic billing based on actual staff cost and agreed percentage

IT services	Based on request and project annual work plan	cost of dedicated staff in accordance with agreed percentage	periodic billing based on actual staff cost and agreed percentage
Communications service	Based on communication plan	1% of the UNDP resources contributed to a project	Billing once a year

If the requirements for support services by the country office change during the life of a project, the annex may be revised with the mutual agreement of the UNDP Resident Representative and the Energy Efficiency Department.

International Public Sector Accounting Standards are financial reporting standards used in UNDP.

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Annex II: Tentative Terms of Reference for the Project Steering Committee

The Project Steering Committee (PSC) will be created to monitor the project implementation and advising on strategic project issues. It shall consist of representatives from the following organizations:

- 1 representative from the Executing Entity – The Energy Efficiency Department
- 1 representative from the Ministry of Economy
- 1 representative from UNDP
- 1 representative from EU
- 3 representatives from the Oblast Executive Committees involved in the pilot projects
- at least 3 representatives from the District Executive Committees involved in the pilot projects

Each organization above shall appoint its representative to the PSC. The National Project Coordinator from the EED performs the functions of the Chairperson. The members of the PSC shall be convened by UNDP for an initial meeting after the project is approved.

1. FUNCTIONS

The main functions of the PSC include:

- Analysis and elaboration of recommendations on the project implementation strategy and long-term planning.
- Support to implementation of the project.
- Consideration and approval of project progress and final reports.
- Consideration and approval of annual work plans and key Project documentation related to the TDs selection and the Contest of Local Initiatives, etc.
- Evaluation of the attained project results.

2. PROCEDURES

- The PSC shall be convened as deemed necessary, but no less than twice a year.
- The first meeting of the PSC members shall be organized immediately after project registration.
- The Project Manager shall act as the PSC executive secretary. He/she shall also be responsible for the preparation of the materials required for the PSC sittings. The executive secretary does not vote on the PSC decisions but has an advisory function.
- The time and venue of the sittings shall be coordinated by the executive secretary with its members. Each PSC member must be informed on the venue, time and agenda in advance.
- The PSC sittings shall be legally competent if quorum is in place when at least half of the PSC members are present.
- In exceptional cases, the PSC members may be polled by telephone or email.
- All organizations involved in the project are entitled to submit proposals to the PSC.
- The PSC sitting minutes shall be signed by the Chairperson.
- The PSC decisions shall be taken on the basis of the consensus of the participants.
- Representatives of appropriate state structures, business associations and NGOs can be invited to the PSC sittings as deemed necessary.
- The decision on the recipient of equipment procured within the project will be taken by PSC members during the PSC sitting.

Annex III: Terms of Reference for Project Manager

Project Title: "Developing an Integrated Approach to a Stepped-Up Energy Saving Programme"

Position Title: Project manager

Duty Station: UNDP, Minsk, Belarus

Duration of Assignment: 1 year with possible extension (full time)

Scope of Assignment:

Background

The Project Manager assumes overall responsibility for the successful implementation of all project activities and the achievement of planned project outputs. He/she works under supervision of UNDP and in coordination with the National Project Coordinator assigned by the Energy Efficiency Department at the State Committee for Standardization of the Republic of Belarus (EED)

The objective of the assignment is to ensure effective project management and monitoring.

Duties

- Supervise and coordinate the project to ensure its results are in accordance with the Project Document and the rules and procedures established in the UNDP Programming Manual;
- Supervise and coordinate the work of the Project team including regional offices;
- Assume primary responsibility for the daily project management - both organizational and substantive matters, budgeting, planning and general monitoring of the project;
- Prepare detailed annual work plans, to be approved by UNDP Resident Representative and the National Project Coordinator, ensure adherence thereto;
- Prepare terms of reference for national consultants and subcontractors in line with relevant UNDP procedures;
- Prepare annual project reports (APR) in line with UNDP procurements, as well as any other reports requested by the EED or UNDP;
- Monitor the expenditures, commitments and balance of funds under the project budget lines;
- Assume overall responsibility for meeting financial delivery targets set out in the agreed annual work plans, reporting on project funds and related record keeping;
- Guide and coordinate the work of national and international consultants and subcontractors and oversee its compliance with the agreed work plan;
- Organize and supervise workshops and trainings needed during the project;
- Liaise with relevant ministries, national institutes and other relevant institutions in order to involve their staff in project activities as necessary and gather and disseminate information relevant to the project;
- Ensure adequate information flow, discussions and feedback among the various stakeholders of the project;
- Coordinate project activities with other related technical assistance programs in Belarus;
- Maintain regular contact with UNDP Country Office and the National Project Coordinator on project implementation issues of their respective competence;
- Undertake any other actions related to the project as requested by UNDP or the National Project Coordinator.

Qualifications:

- University degree in environmental management, energy, sustainable development, public administration, or management; advanced degree or academic training in these areas would be considered an asset;
- Previous experience in the area of energy efficiency, sustainable development, and local development planning is highly desirable;
- Working knowledge of UNDP rules and regulations is an asset;
- At least 2 years of relevant professional work experience in international project management;
- Computer literacy;
- Excellent written and spoken English and Russian are required.

Annex IV: Main Approaches for Developing Selection Criteria for Pilot Project

The working version of the list of criteria that have been developed in consultation with project stakeholders is as follows:

- Pilot initiatives should be institutional buildings in the educational sector (primary schools, lyciums vocational schools, other secondary schools, etc.),
- The building site should be available for at least the next 20 years,
- The site prior to the intervention should be of standard design and construction, which will maximize the potential to replicate the results in other buildings in the educational sector across the country,
- The audit results should identify the availability of numerous energy efficiency measures,
- Energy-saving potential based on the proposed measures resulting from the audit should result in an acceptable payback period,
- Support and receptiveness to the measures among the local population and local government.
- The ability of the local government to provide project co-financing, both cash and in-kind (in the case of the more comprehensive projects involving innovative technologies, this co-financing will be required).
- The receipt of an EE marathon award from the Department of Energy Efficiency will be considered an advantage for proposed pilot initiatives.

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Annex V: Risks Analysis

OFFLINE RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Project registration delay	March 2012	Operational	Project registration delay will postpone the start of the project that in its turn will lead to reduction in the time available to the planned activities implementation. Tight project implementation schedule can affect adversely the quality of the anticipated project outputs.	Intensive initial consultation with all the Governmental parties responsible for project registration.	UNDP	UNDP	December 2012	No change
2	Lack of technical information, knowledge or skills for local partners/subcontractors to be able to plan and implement local energy-efficiency.	March 2012	Technical	Limited local capacity to plan and implement energy-efficiency initiatives in some cases can result in delays in selecting contractors and implementation of even partial failure of Component 2.	Provision of technical assistance to improve energy efficiency of buildings will constitute one of the most important component of the project which will be implemented by combining experience and knowledge of international and national specialists based on demonstration projects implemented in social buildings	UNDP EED	UNDP	December 2012	No change

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3	Lack of initiative of local actors, limited functional capabilities of local authorities and/or the lack of leaders of educational departments at the local level.	March 2012	Organizational Regulatory	Restrictions of programmatic project activities	<p>The risk is mitigated by information and public awareness raising that is part of Inception Phase and close involvement of the Oblast Executive Committees.</p> <p>The EED will assist the project to facilitate dialogue and co-operation between citizens, communal, business and public organizations.</p>	UNDP EED	UNDP	December 2012	No change
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