



**Economic and Social  
Council**

Distr.  
GENERAL

ECE/ENERGY/WP.4/GE.1/2007/2/Rev.2  
25 April 2008

Original: ENGLISH ONLY

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**ECONOMIC COMMISSION FOR EUROPE**

**COMMITTEE ON SUSTAINABLE ENERGY**

Steering Committee of the Energy Efficiency 21 Project

Ad Hoc Group of Experts on Energy Efficiency  
Investments for Climate Change Mitigation

Eleventh meeting  
Geneva, 30 May 2008

**REVISED WORK PLAN FOR THE FIRST YEAR OF PROJECT OPERATIONS**

Note by the secretariat

**I. INTRODUCTION**

1. During its tenth meeting, the Ad Hoc Group of Experts on Energy Efficiency Investments for Climate Change Mitigation requested (ECE/ENERGY/WP.4/GE.1/2008/2, para. 16) that the work plan for the first year of project operation (ECE/ENERGY/WP.4/GE.1/2007/2/Add.1) be revised to provide a more detailed budget and to reflect additional activities to be undertaken during 2008. This note provides information on the objectives, activities and the role of participants of the project together with a revised set outputs, timetable and budget for the first year of the project operations in accordance with the Project Document.

**II OBJECTIVES**

2. The long-term development objective of the project and three immediate objectives are described below. This is followed by a listing of the outputs to be developed under each activity during the first year of project operations.

**General Objective:** Promote an investment climate in which self-sustaining energy efficiency and renewable energy projects can be identified, developed, financed and implemented by local teams in municipalities, factories and energy utilities.

**Objective One:** Identify and develop investment projects in the private and public sectors at the local level: identify, develop, finance and implement demand side and supply side energy efficiency and renewable energy projects that meet environmental, health and institutional reform priorities.

**Objective Two:** Strengthen energy efficiency and renewable energy policies in the participating countries, assisting municipal authorities and national administrations to introduce the economic, institutional and regulatory reforms needed to support investments in energy efficiency and renewable energy projects.

**Objective Three:** Promote opportunities for banks and commercial companies to invest in energy efficiency and renewable energy projects through the development of new public private partnership investment funds or financing mechanisms.

### **III. ACTIVITIES AND OUTPUTS**

3. The activities to be pursued under each objective and the outputs to be produced during the first year of the project are listed below.

#### **A. Objective One: Identify and develop investment projects**

##### **1.1 A network of energy efficiency managers in participating countries:**

- (a) 1 National Coordinator per country confirmed
- (b) 1 National Participating Institution per country confirmed
- (c) 3 Ad Hoc Group of Experts meetings in 2008
- (d) 5 Business Development or Project Preparation Teams per country identified
- (e) 1 Website per country
- (f) 1 Project Website launched
- (g) 1 Provisional Website

##### **1.2 Trained experts in project development, finance, business planning:**

- (a) 1 Business Development and Project Preparation Advisory Team
- (b) 1 Capacity Building Assessment Report
- (c) 1 Business Development & Project Preparation Training Course Curriculum
- (d) 12 Capacity Building Assessment Missions

##### **1.3 Investment project pipeline:**

- (a) 1 Project Selection Criteria
- (b) 1 Project Development Advisory Service
- (c) 1 Indicative Project Pipeline

**B. Objective Two: Strengthen energy efficiency and renewable energy policies**

**2.1 Economic, Institutional and Regulatory Reforms:**

- (a) 1 Senior Energy Policy Adviser
- (b) 1 Regional Analysis of Policy Reforms (see Annotated Outline Annex 3) launched
- (c) 12 Case Studies Launched
- (d) 12 National Energy Policy Information for the Regional Analysis
- (e) 1 Inter-fuel Substitution for Climate Change Mitigation Study

**2.2 Energy Efficiency Seminars:**

- (a) 1 Set of Policy Makers identified in each country
- (b) 1 Policy Seminar prepared

**2.3 Policy Advisory Services:**

- (a) 12 Energy Policy Case Study Briefing Missions

**C. Objective Three: Promote opportunities for commercial banks and companies to invest**

**3.1 Energy Efficiency Investment Fund:**

- (a) 1 Public-Private Investment Fund Design launched
- (b) 1 Abridged Proposed Terms of Transaction – Investment Fund
- (c) 12 Missions to Potential Investors
- (d) 1 Report on Public and Private Sector Investor Interest

**3.2 Investment Project Development Standards:**

- (a) 1 Standards Working Group launched
- (b) 1 Standard Format and Software Applications

**3.3 Investment Project Pipeline Inventory:**

- (a) 1 Software Development Team
- (b) 1 Project Identification Form
- (c) 1 Project Pipeline Software Package
- (d) 1 Pipeline Data for Dissemination to Local Teams and Fund Managers
- (e) 1 Project Pipeline Inventory of Projects

#### IV. WORK METHODS

4. The United Nations Economic Commission for Europe is the Executing Agency for the project carried out under the auspices of the UNECE Committee on Sustainable Energy by the Steering Committee of the Energy Efficiency 21 Project. Decision-making and guidance for the project are in line with the participation and procedures of the EE21 Project Plan 2006-2009 (ECE/ENERGY/WP.4/2006/5/Rev.1). As a sub-regional project of Energy Efficiency 21, the project is the direct responsibility of the Ad Hoc Group of Experts on Energy Efficiency Investments for Climate Change Mitigation comprising National Coordinators (NC) and representatives of National Participating Institutions (NPI) appointed by the Governments of the participating countries of the project.

5. The Ad Hoc Group of Experts also includes representatives of UN Environment Programme (UNEP) and UNECE secretariats as well as the co-financing partners United Nations Foundation (UNF), UN Fund for International Partnerships (UNFIP), Global Environment Facility (UNEP/GEF), Fonds Français pour l'Environnement Mondial (FFEM), European Business Congress (EBC) and representatives of international financial institutions active in the region including European Bank for Reconstruction and Development (EBRD), World Bank, International Finance Corporation (IFC), Nordic Investment Bank (NIB), Black Sea Development Bank, European Investment Bank (EIB) and the Council of Europe Development Bank. Similarly, the UNDP European Regional Office in Bratislava (Slovakia) and the UNDP Resident Representatives in the participating countries are invited to take part in project activities. Decision-making within the Sectoral Committees of the UNECE and subsidiary bodies is on the basis of consensus.

6. The project also implements activities through sub-regional networks, in particular, the Regional Network for the Efficient Use of Energy and Water Resources (RENEUER) hosted by the Centre for Energy Efficiency (EnEffect) located in Sofia, Bulgaria ([www.reneuer.com](http://www.reneuer.com)). Monitoring and evaluation advisers also participate in the Ad Hoc Group of Experts meetings as observers. The Ad Hoc Group of Experts elects a Chairman and a Vice Chairman on a rotating basis. The Ad Hoc Group of Experts normally meets twice per year in Geneva in the Palais des Nations.

#### V. ROLE OF PROJECT PARTICIPANTS

7. The UNECE is the **Executing Agency** for the project that is to be carried under the auspices of the UNECE Committee on Sustainable Energy by the Steering Committee of the Energy Efficiency 21 Project.

8. Each supporting institution participates in the Ad Hoc Group of Experts to provide **institutional oversight, monitoring and evaluation** of project activities. The United Nations Environment Programme (UNEP) is the Implementing Agency of the Global Environment Facility which provides donor institution oversight through the UNEP Division of Technology, Industry and Economics (DTIE). Representatives of the Fonds Français pour l'Environnement Mondial, European Business Congress and the United Nations Foundation also take part and perform similar functions for their institutions. Mr. Glen Skovholt is the Monitoring and

Evaluation Adviser to project reporting to the Steering Committee of the Energy Efficiency 21 Project and the United Nations Foundation.

9. The **Ad Hoc Group of Experts on Energy Efficiency Investments for Climate Change Mitigation** provides guidance on the project's implementation on the basis of the Project Document during its biannual sessions and reports on progress to the annual sessions of the Steering Committee of the Energy Efficiency 21 Project.

10. **National Coordinators** are responsible for the implementation of the project at the national level under the guidance of and in cooperation with the Project Manager located within the Project Management Unit in the UNECE secretariat (see Annex 1).

11. **National Participating Institutions** coordinate project operations at the national level in close cooperation with relevant government ministries or agencies responsible for international sustainable energy and climate change mitigation projects (see Annex 2).

12. The **Project Management Unit** located within the UNECE secretariat plans the detailed operations of the project and coordinates activities with the National Participating Institutions, local organisers, consultants, national experts, other international organisations, the UNF, UNFIP, FFEM, UNEP/GEF, EBC and other supporting institutions. The Project Management Unit organises project seminars, workshops, produces selected outputs and services the meetings of the Ad Hoc Group of Experts on Energy Efficiency Investments for Climate Change Mitigation (see Annex 5).

13. The role of the main project participants and responsibilities for the activities and outputs is shown in Table 1 below.

## **VI. TIMETABLE**

14. The timetable for activities planned for the first year of operations is given in Table 2.

## **VII. BUDGET**

15. The **participating countries** 'in kind' contributions provide for project offices, training course classroom facilities, local interpretation for training and project advisers, office equipment, consumables, staff (both professional, including the full-time services on a National Coordinator and support personnel) and computer technology for Internet operations for the duration of the project.

16. The **UNECE Secretariat** will make an annual 'in kind' contribution of US\$ 500,000 of personnel, offices, communications, conference services, interpretation, documents translation, reproduction and distribution.

17. The **Co-financing Partners** have made the disbursements for the first year of project operations. The estimated expenditures for objectives and activities of the project are shown in Table 3.

**Table 1: WORKPLAN TASKS – Objectives, Activities, Outputs and Tasks for the First Year of Project Operations**

Project Objectives, Activities and Outputs	Partners for Project Implementation			
	National Coordinators	National Participating Institutions	Project Management Unit	Contractors & Consultants
<b>Objective One: Identify and develop investment projects</b>				
<b>1.1 Network of energy efficiency managers in participating countries</b>				
(a) 1 National Coordinator per country confirmed				
(b) 1 National Participating Institution per country confirmed				
(c) 3 AHGE meetings in 2008				
(d) 5 Business Development or Project Preparation Teams per country identified				
(e) 1 Website per country				
(f) 1 Project Website				
(g) 1 Provisional Website				
<b>1.2 Trained experts in project development, finance, business planning</b>				
(a) 1 Business Development and Project Preparation Advisory Team				
(b) 1 Capacity Building Assessment Report				
(c) 1 Business Development & Project Preparation Training Course Curriculum				
(d) 12 Capacity Building Assessment Missions				
<b>1.3 Investment project pipeline</b>				
(a) 1 Project Selection Criteria				
(b) 1 Project Development Advisory Service				
(c) 1 Indicative Project Pipeline				

**Table 1: WORKPLAN TASKS Objectives, Activities, Outputs and Tasks for the First Year of Project Operations (continued)**

Project Objective, Activities and Outputs	Partners for Project Implementation			
	National Coordinators	National Participating Institutions	Project Management Unit	Contractors & Consultants
<b>Objective Two: Strengthen energy efficiency policies</b>				
<b>2.1 Economic, Institutional and Regulatory Reforms</b>				
(a) 1 Senior Energy Policy Adviser				
(b) 1 Regional Analysis of Policy Reforms				
(c) 12 Case Studies launched				
(d) 12 National energy policy information for the Regional Analysis				
(e) 1 Inter-fuel Substitution for Climate Change Mitigation Study				
<b>2.2 Energy Efficiency Seminars</b>				
(a) 1 Set Policy Decision Makers identified in each country				
(b) 1 Policy Seminar prepared				
<b>2.3 Policy Advisory Services</b>				
(a) 12 Energy Policy Case Study Briefing Missions				

**Table 1: WORKPLAN TASKS Objectives, Activities, Outputs and Tasks for the First Year of Project Operations (continued)**

Project Objective, Activities and Outputs	Partners for Project Implementation			
	National Coordinators	National Participating Institutions	Project Management Unit	Contractors & Consultants
<b>Objective Three: Promote opportunities for commercial sector investors</b>				
<b>3.1 Energy Efficiency Investment Fund</b>				
(a) 1 Public-Private Investment Fund Design				
(b) 1 Abridged Proposed Terms of Transaction – Investment Fund				
(c) 12 Missions to Potential Investors				
(d) 1 Report on Public and Private Sector Investor Interest				
<b>3.2 Investment Project Development Standards</b>				
(a) 1 Standards Working Group				
(b) 1 Standard Format and Software Applications				
<b>3.3 Investment Project Pipeline</b>				
(a) 1 Software Development Team				
(b) 1 Project Identification Form				
(c) 1 Project Pipeline Software Package				
(d) 1 Pipeline Data for Dissemination to Local Teams and Fund Manager				
(e) 1 Project Pipeline Inventory of Projects				

**Table 2: WORKPLAN TIMETABLE – Objectives, Activities, Outputs and Schedule of the First Year of Project Operations**

Project Objectives, Activities and Outputs	Schedule of Project Operations: January – December 2008											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Objective One: Identify and develop investment projects</b>												
<b>1.1 Network of energy efficiency managers in participating countries</b>												
(a) 1 National Coordinator per country confirmed												
(b) 1 National Participating Institution per country confirmed												
(c) 3 AHGE meetings in 2008												
(d) 5 Business Development or Project Preparation Teams per country identified												
(e) 1 Website per country												
(f) 1 Project Website												
(g) 1 Provisional Website												
<b>1.2 Trained experts in project development, finance, business planning</b>												
(a) 1 Business Development and Project Preparation Advisory Team												
(b) 1 Capacity Building Assessment Report												
(c) 1 Business Development & Project Preparation Training Course Curriculum												
(d) 12 Capacity Building Assessment Missions												
<b>1.3 Investment project pipeline</b>												
(a) 1 Project Selection Criteria												
(b) 1 Project Development Advisory Service												
(c) 1 Indicative Project Pipeline												



**Table 2: WORKPLAN TIMETABLE Objectives, Activities, Outputs and Schedule of the First Year of Project Operations (continued)**

Project Objective, Activities and Outputs	Schedule of Project Operations: January - December 2008											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Objective Three: Promote opportunities for commercial sector investors</b>												
<b>3.1 Energy Efficiency Investment Fund</b>												
(a) 1 Public-Private Investment Fund Design launched												
(b) 1 Abridged Proposed Terms of Transaction – Investment Fund												
(c) 12 Missions to Potential Investors												
(d) 1 Report on Public and Private Sector Investor Interest												
<b>3.2 Investment Project Development Standards</b>												
(a) 1 Standards Working Group Identified												
(b) 1 Standard Format and Software Applications												
<b>3.3 Investment Project Pipeline</b>												
(a) 1 Software Development Team												
(b) 1 Project Identification Form												
(c) 1 Project Pipeline Software Package												
(d) 1 Pipeline Data for Dissemination to Local Teams and Fund Manager												
(e) 1 Project Pipeline Inventory of Projects												

**Table 3: WORK PLAN FIRST YEAR OUTPUT COSTS AND TOTAL OUTPUT COSTS – 2008 (US dollars)**

<b>Objective, Activity and Outputs</b>	<b>Comments</b>	<b>National Participating Institutions</b>	<b>Project Management Unit</b>	<b>Consultants &amp; Contractors</b>	<b>Total (US Dollars)</b>
<b>Objective One: Identify and develop investment projects</b>					
<b>1.1 A network of energy efficiency managers in participating countries</b>					
(a) 1 National Coordinator per country confirmed	National in kind contribution	--	--	--	--
(b) 1 National Participating Institution per country confirmed	National in kind contribution	--	--	--	--
(c) 3 AHGE meetings in 2008	NC and/or NPI travel costs	75,000	--	--	75,000
(d) 5 Business Development or Project Preparation Teams per country identified	National in kind contribution TOR to be developed	--	--	--	--
(e) 1 Website per country	Partly in kind contribution (\$ 5.000/year/country)	60,000	--	--	60,000
(f) 1 Project Website	Website and Communications contractor	--	--	Procurement in progress	--
(g) 1 Provisional Website	Temporary extension existing Website	--	--	15,000	15,000
1.1 Sub-total Cost		135,000	--	15,000	150,000
<b>1.2 Trained experts in project development, finance, business planning</b>					
(a) 1 Business Development and Project Preparation Advisory Team	Multi-national energy efficiency finance contractors	--	--	120,000	120,000
(b) 1 Capacity Building Assessment Report	Based on assessment missions				
(c) 1 Business Development & Project Preparation Training Course Curriculum	Designed following assessment missions	--	--		
(d) 12 Capacity Building Assessment Missions	1 mission to each country	--	60,000	60,000	120,000
1.2 Sub-total Cost		--	60,000	180,000	240,000

**Table 3: Work Plan First Year Output Costs and Total Output Costs (continued)**

<b>Objective, Activity and Outputs</b>	<b>Comments</b>	<b>National Participating Institutions</b>	<b>Project Management Unit</b>	<b>Consultants &amp; Contractors</b>	<b>Total (US Dollars)</b>
<b>1.3 Investment project pipeline</b>					
(a) 1 Project Selection Criteria	Indicative criteria prepared; final criteria developed in Fund Designer contract	--	--	Procurement in progress	--
(b) 1 Project Development Advisory Service	Project development assistance provided to project sponsors	--	--	75,000	75,000
(c) 1 Indicative Project Pipeline	Indicative projects prepared in 5 countries	100,000	--	--	100,000
1.3 Sub-total Cost		100,000	--	75,000	175,000
<b>Objective Two: Strengthen energy efficiency and renewable energy policies</b>					
<b>2.1 Economic, Institutional and Regulatory Reforms</b>					
(a) 1 Senior Energy Policy Adviser	Policy analysis and advice	--	--	30,000	30,000
(b) 1 Regional Analysis of Policy Reforms	Competitive bid tender	--	--	Procurement in progress	--
(c) 12 Case Studies launched	Prepare case studies on obstacles / barriers to project finance	240,000	--	--	240,000
(d) 12 National energy policy information for the Regional Analysis	Preparation and/or translation energy policy information	120,000	--	--	120,000
(e) 1 Inter-fuel Substitution for Climate Change Mitigation Study	EBC PromGaz analysis of Kolpashevo, Tomsk region	--	--	90,000	90,000
2.1 Sub-total Cost		360,000	--	120,000	480,000

**Table 3: Work Plan First Year Output Costs and Total Output Costs (continued)**

<b>Objective, Activity and Outputs</b>	<b>Comments</b>	<b>National Participating Institutions</b>	<b>Project Management Unit</b>	<b>Consultants &amp; Contractors</b>	<b>Total (US Dollars)</b>
<b>2.2 Energy Efficiency Seminars</b>					
(a) 1 Set Policy Decision Makers identified in each country	National in kind contribution	--	--	--	--
(b) 1 Policy Seminar prepared	Seminar leaders time/travel local costs	--	--	--	--
2.2 Sub-total Cost		--	--	--	--
<b>2.3 Policy Advisory Services</b>					
(a) 12 Energy Policy Case Study Briefing Missions	Policy adviser participation in assessment missions (\$ 2,500 x 12 countries)	--	(see 1.2 above)	30,000	30,000
2.3 Sub-total Cost		--	--	30,000	30,000
<b>Objective Three: Promote opportunities for commercial banks and companies to invest</b>					
<b>3.1 Energy Efficiency Investment Fund</b>					
(a) 1 Public-Private Investment Fund Design	Fund Designer Contract	--	--	Procurement in progress	--
(b) 1 Abridged Proposed Terms of Transaction – Investment Fund	Prepared by UNEP resource person	--	--	--	--
(c) 12 Missions to Potential Investors	Travel costs UNEP resource person (also see 1.2 above)	--	30,000	--	30,000
(d) 1 Report on Public and Private Sector Investor Interest	Based on investor interest assessment missions	--	--	--	--
3.1 Sub-total Cost		--	30,000	--	30,000

**Table 3: Work Plan First Year Output Costs and Total Output Costs (continued)**

<b>Objective, Activity and Outputs</b>	<b>Comments</b>	<b>National Participating Institutions</b>	<b>Project Management Unit</b>	<b>Consultants &amp; Contractors</b>	<b>Total (US Dollars)</b>
<b>3.2 Investment Project Development Standards</b>					
(a) 1 Standards Working Group	Expert meeting costs	--	--	--	--
(b) 1 Standard Format and Software Applications	Expert time	--	--	--	--
3.2 Sub-total Cost		--	--	--	--
<b>3.3 Investment Project Pipeline Inventory</b>					
(a) 1 Software Development Team	Website and Communications contractor	--	--	Procurement in progress	--
(b) 1 Project Identification Form	Revised and disseminated	--	--	--	--
(c) 1 Project Pipeline Software Package	Expert time develop software	--	--	--	--
(d) 1 Pipeline Data for Dissemination to Local Teams and Fund Manager	Website posting, publication and oversight			Procurement in progress	
(e) 1 Project Pipeline Inventory of Projects	Develop, maintain database	--	--	--	--
3.3 Sub-total Cost		--	--	--	--
<b>Total Output Costs</b>		<b>595,000</b>	<b>90,000</b>	<b>420,000</b>	<b>1,105,000</b>

**Table 3: Work Plan First Year Output Costs and Total Output Costs (continued)**

<b>Item of Expenditure</b>	<b>Comments</b>	<b>National Participating Institutions</b>	<b>Project Management Unit</b>	<b>Consultants &amp; Contractors</b>	<b>Total (US Dollars)</b>
Total Output Costs	See table outputs & cost above	595,000	90,000	420,000	1,105,000
Travel PMU not specified above	Travel costs 60,000 per year	--	30,000	--	30,000
General Operating Costs, Equipment	PMU Operating costs, IT equipment, external printing	--	20,000	--	20,000
Monitoring, Evaluation	UNFIP	--	--	25,000	25,000
Project Manager L-5	Geneva (6 months)	--	110,000	--	110,000
Associate Programme Officer L-2	Geneva (6 months)	--	80,000	--	80,000
<b>Total Project Costs*</b>		<b>595,000</b>	<b>330,000</b>	<b>445,000</b>	<b>1,370,000</b>

\* In view of the UNOG procurement process for the three tenders, the work plan budget break cannot show any cost allocations foreseen for the regional analysis, website or fund designer contracts. Therefore this is a partial budget which will need to be revised when contracts are awarded later this year.

## ANNEX 1

### TERMS OF REFERENCE FOR NATIONAL COORDINATORS

Under the guidance of and in co-operation with the UN ECE Project Manager, the National Coordinator will:

1. Is responsible for the overall coordination of the Project, including the appointment of the National Participating Institution (NPI), which carries out the day-to-day management of the National Coordination Unit located in national capitals, including administration, accounting, technical expertise and actual project implementation.
2. Provide support and input regarding directions of work for consultants and experts designated by the Programme Management Unit (PMU, see Annex 5), including facilitating the contacts with the administrations and local authorities, participating in these contacts and suggesting complementary approaches, organising the logistics, coordinating the work in the field of the various experts susceptible to intervene and ensure there will be no duplication of efforts and good liaison among these experts and consultants, review of technical reports, measurement of project achievements and cost control.
3. Identify and propose to PMU for possible selection CVs of local staff and experts for local and/or international training.
4. Support the organisation of training workshops/seminars and suggest venues for the events.
5. Liaise with the national, regional and city authorities on policy, co-ordination and dissemination in the implementation of the project activities, in order to ensure the maximum coverage regarding project awareness and understanding.
6. Ensure smooth coordination of the project's local activities with those being implemented under those of other national and international programmes.

#### Qualifications and Experience:

The National Co-ordinator should possess at least a Bachelors degree in engineering with a minimum of 10 years of experience and some knowledge of energy efficiency systems. He/she should also possess a strong background in economics, investment project development and project management.

Duration: An initial appointment of one year with possibility of extension.

## ANNEX 2

### **TERMS OF REFERENCE FOR NATIONAL PARTICIPATING INSTITUTIONS**

The national government Ministry or agency responsible for implementing sustainable energy policies will establish the project management structure and coordination effort of each country. In consultation with the relevant GEF Focal Point, government of each participating country will appoint a National Coordinator (NC), normally a senior representative of the country's National Participating Institution (NPI). The NPI is a government Ministry, agency or professional non-governmental organisation assigned the responsibility for international sustainable energy and climate change mitigation projects.

National Participating Institutions:

1. Serve as the host institution for a National Coordination Unit (NCU) which provides the national coordination of project operations;
2. Maintain international co-ordination with the Project Management Unit (PMU) located within the UNECE secretariat in Geneva and with the NCUs in other participating countries;
3. Provide national level coordination with local offices of the UN system, as required by the PMU;
4. Maintain local coordination with the managers of relevant international projects and financing mechanisms including projects supported by the GEF, EBRD, World Bank, IFC, European Commission, USAID, USEPA and bilateral programmes.
5. Identify and suggest to PMU municipalities and industrial plants to participate in investment project development activities;
6. Serve as the webmaster, either directly or through sub-contract, for the project network of national and international counterparts;
7. Work with the PMU and international counterparts to support the organisation of project training courses, workshops, and seminars;
8. Provide information, data and assistance for the preparation of the regional energy efficiency policy review, project case studies and the identification of barriers to the implementation of investment projects;
9. Disseminate the results of project activities through local language publications, Internet posting of relevant project materials, radio and television broadcasts;
10. Contribute 'in-kind' resources to support project activities.

The NPI will ensure close coordination and follow-up on policy analyses by providing the information or documentation needed to implement local policy, administrative, regulatory or institutional reforms that support energy efficiency investment projects. This will include assistance in the preparation of international seminars for senior decision makers and/or parliamentarians in the framework of the project.

## ANNEX 3

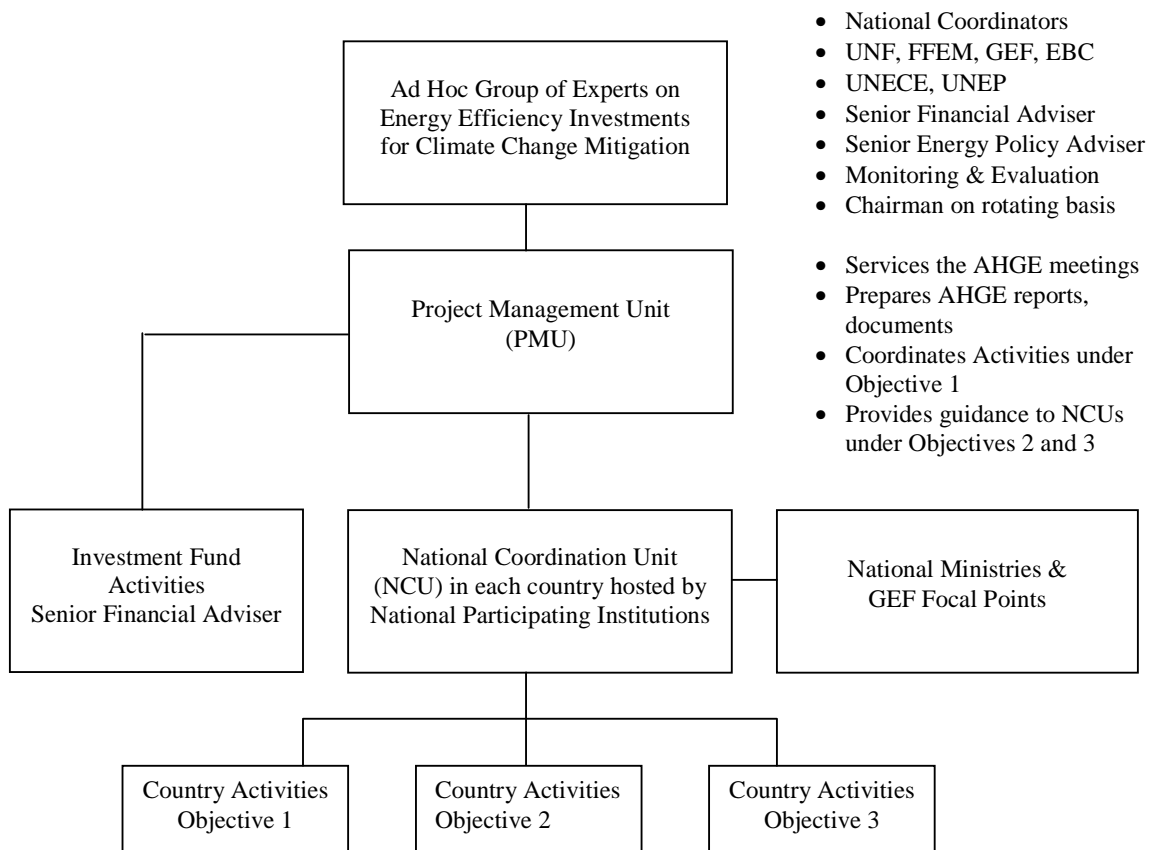
**ANNOTATED OUTLINE FOR THE REGIONAL ANALYSIS OF POLICY REFORMS  
TO PROMOTE ENERGY EFFICIENCY AND RENEWABLE ENERGY  
INVESTMENTS**

A. The second objective of the project is to strengthen energy efficiency and renewable energy policies through a wide-ranging regional assessment, case studies, workshops and policy maker seminars. The process begins with a **broad analysis of policy reforms** needed to promote energy efficiency and renewable energy investments and reduce fuel poverty in the twelve participating countries. It will include **twelve case studies** of individual projects or classes of projects. The regional analysis of the policy reforms include the sections on the following subjects:

1. Recent developments of economic transition in the energy sector
  - (a) Energy supply, demand and economic structure
  - (b) Energy intensity: evolution and regional comparisons
  - (c) Policy making and government structural reforms
  - (d) Administrative, institutional and regulatory reforms
  - (e) Reforming energy prices and subsidies
  - (f) Eliminating non-payment and barter payments
2. New reforms to introduce market-based energy systems
  - (a) Increasing awareness and institutional capacity
  - (b) Market based legal framework
  - (c) Formation of municipal budgets
  - (d) Promoting foreign direct investments
  - (f) Resolving cross subsidies
  - (g) Enhancing opportunities for private entities
3. Specific policy 'bottlenecks' to energy efficiency and renewable energy market development
4. Case Studies of policy reforms to promote bankable investment projects
  - (a) The case studies are to inform policy makers at different levels of the direct social, environmental and financial benefits that would be forthcoming from a specific energy efficiency investment project or series of projects if particular policy reforms are made. These may be economic, financial, energy pricing and tariff structure, institutional or comparatively simple administrative reforms. But they are often necessary changes that can transform economically attractive and pre-feasibility study business plans into bankable projects that could be considered for financing by the investment fund or its third party financing entities.
  - (b) The case studies will be based on three workshops with international and local experts through the following activities:
    - (i) Review the key policy changes in the energy sector of economic transition to help identify new reforms required to introduce market based energy systems;
    - (ii) Select specific policy 'bottlenecks' to energy efficiency, renewable energy projects;
    - (iii) Identify sets of bankable investment projects that require the selected reforms.

**ANNEX 4**

**STRUCTURE OF THE PROJECT AND EXECUTION MODALITIES**



## ANNEX 5

### Project Management Unit

The execution of the project is under the purview of the Executive Secretary of UNECE. The Project Management Unit is located in the Sustainable Energy Division of the UNECE secretariat under the responsibility and supervision of the Division Director; comprising one Project Manager (L-5) responsible for the project implementation, currently under recruitment; one Junior Professional Officer (JPO) (L-2); one Associate Programme Officer (L-2) currently under recruitment, all provided by extra-budgetary support.

The PMU will be also assisted by a Senior Energy Economist (P-5) currently under recruitment; one Regional Adviser on Energy (L-5); one Energy Economist (P-4) and the secretary (G-7), all on the UN regular budget.

**Division Director:** Under the guidance of the Executive Secretary of the UNECE, the Director provides an overall vision and leadership of the substantive work programme on sustainable energy, taking into account

the concerns, situation and challenges of the ECE region, as well as the comparative assets of the ECE and work with other relevant organisation active in these fields. While the Director is responsible for the implementation of project activities, daily operations are the responsibility of the Project Manager of the Energy Efficiency 21 Project.

**Project Manager (L-5):** Under the supervision of the Director of the Sustainable Energy Division, the incumbent is responsible for the implementing the Financing Energy Efficiency Investments for Climate Change Mitigation Project and leads its Project Management Unit (PMU). The incumbent provides advice and assistance to all participants of the project for the promotion and development of the Eastern European Energy Efficiency Fund and on other project activities related to the investment fund including the project steering committee. Duties include advising the project steering committee, National Coordinators and the project management unit on the development of the investment fund; participation in the procurement process for the selection of the contractors for the Investment Fund Designer and Regional Analysis of Energy Policy Reforms; participation in consultations with potential investors from the public and private sectors; appraisal of the potential of public and private sector financial institutions in participating countries on their abilities to work with the proposed investment fund; maintenance of relations with international financial institutions such as the EBRD, World Bank, IFC, EIB and relevant projects on financing investments for climate change mitigation in the ECE region; serving as liaison between the project and contractor selected and the Investment Fund Designer and the Fund Manager once established; assessment of national capacities operate or develop the equity participation in projects, third party finance capacities, ESCO's and performance contracting; development of business development courses to raise the capacities of local project counterparts to prepare investment projects for equity and mezzanine financing, in cooperation with the Energy Policy Adviser, oversight of the Regional Analysis of Energy Policy Reforms, advise on the preparation of Energy Policy Seminars and Workshops.

**Junior Professional Officer (L-2):** Within the Project Management Unit, under the general supervision of the Project Manager, the incumbent assists in providing support to the management of the Financing Energy Efficiency Investments for Climate Change Mitigation Project. He/ She provides assistance in in-house coordination of activities related to the implementation of the Project, including the technical assistance activities related to energy efficiency and renewable sources of energy investment funds in economies in transition, and assists in the drafting process of background documentation and the

organization of Financing Energy Efficiency Investments for Climate Change Mitigation Project meetings, workshops and other international events.

**Associate Programme Officer (L-2):** The extra-budgetary position is located in the Project Management Unit, in the Sustainable Energy Division. The incumbent reports to the Project Manager of the Financing Energy Efficiency Investments for Climate Change Mitigation Project. Services and makes all necessary practical arrangements for communications, correspondence, meetings, workshops, seminars in Geneva and abroad. Provides general assistance regarding fund raising activities for the Section trust funds; processes invoices on a case-by-case basis, acknowledges contributions; ensures that information on web pages is up to date; prepares documents in HTML and PDF format for Internet. Updates a central meeting/conference participant database; assists relevant secretariat professionals and the PMU members with the preparation of PowerPoint presentations related to the project. Contacts UNOG Personnel Service regarding staff member entitlements. Provides administrative support for holding meetings; organizes meetings, hotel bookings, experts recruitment; prepares documents (agenda, list of participants, minutes, reports).

**Senior Energy Economist (P-5):** Under the general supervision of the Director, Sustainable Energy Division, the incumbent: advises the Director of Division on energy industry developments, sustainable energy issues and energy policy in EECCA countries and is broadly responsible for ensuring internal and external support for extra-budgetary projects and fund-raising, in particular, for energy efficiency and energy security. As Chief of the Sustainable Energy Section, the incumbent assists the operations of the Project Management Unit. These responsibilities include negotiations with and reporting to donors, government departments, private foundations, public-sector energy companies and international organisations, the drafting and negotiation of inter-agency agreements, grants and project documents with donor institutions on projects for which the UNECE serves as the Executing Agency.

**Regional Adviser on Energy (L-5):** Reporting to the Director of the Sustainable Energy Division and working closely one-half time with the Project Management Unit, the main responsibility of the Regional Adviser on Energy is to promote sub-regional cooperation and strengthen inter-state collaboration and partnerships among countries in Eastern Europe, Southeast Europe, the Caucasus and Central Asia as well as other developing countries of the ECE region in order to more fully integrate the energy systems and infrastructure of countries at the sub-regional and regional level, provide senior government officials with expertise and advice on energy issues, promote capacity and institution building aimed at raising the overall effectiveness and efficiency of the energy sector, as well as to promote effective sustainable energy policies.

**Energy Economist (P-4):** Under the supervision of the Chief of Sustainable Energy section and with a guidance by the Project Manager within the PMU, the energy economist on the UN regular budget assists in the implementation of the Financing Energy Efficiency Investments for Climate Change Mitigation project concerning energy conservation policy matters, energy efficiency norms and standards especially in relation to the UNECE Committee on Sustainable Energy and the Committee on Environmental Policy. Responsibilities include the coordination of project activities with the Energy Efficiency 21 project for which the incumbent serves as the Project Manager reporting to the Chief, Sustainable Energy Section. Duties include the formulation of proposals for strategies, policies and measures for presentation to intergovernmental bodies; organisation of expert group meetings, seminars, and workshops on energy efficiency issues; design, implementation and monitoring technical cooperation projects in economies in transition; undertaking missions to member states, either alone or as a participant in a diverse team, as part of the Organisation's technical cooperation activities; conduct training seminars and workshops for government officials and others; formulation of the technical modalities for the evaluation of technical cooperation projects.

**Secretary (G-7):** Reporting to the Chief of Section of the Sustainable Energy Section, the incumbent of this regular budget position has a one-half time commitment in the Project Management Unit, services and makes all necessary practical arrangements for meetings, workshops, seminars in Geneva; organizes, prepares, processes and follows up staff members' official travel missions, including hotel bookings, contacts with CWL, UNOG finance, UNOG Travel Unit and Executive Office on IMIS. Processes documentation related to meetings /conferences through the DRITS' system.

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