

**UNITED STATES AGENCY FOR INTERNATIONAL  
DEVELOPMENT**

**Enterprise Energy Efficiency (3E)**

IQC Contract # EPP-I-00-03-00004-00  
Task Order # 12

***FOURTH QUARTERLY PROGRESS REPORT***

***January 1, 2011 – March 31, 2011***

**Authors: Project Team**

**May 16, 2011**

Implemented by:  
Advanced Engineering Associates International, Inc. (AEAI)



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## I. Executive Summary

Much of this quarter 3E focused on pilot project identification and site visits. A number of Pilot Project Proposals were visited in order to gather more information on each proposed project for the selection process for the second Batch of Pilot Projects. In addition, USAID 3E conducted an Environmental Due Diligence examination for the Mechanical Engineering Faculty (MEF) Pilot Project, which was approved by USAID. A solicitation for a “turn key” project for the reconstruction of part of the boiler room at MEF was sent to all prequalified companies, and a total of 10 valid bids were submitted before the specified solicitation deadline. The USAID 3E and MEF representatives accepted the system for monitoring and verification of energy consumption at MEF installed by VmS group d.o.o Sarajevo. With regard to public outreach efforts, 3E had contacts with the Tuzla and Livno Municipalities to organize the Energy Efficiency Knowledge Days. The draft prospectus for the Multimedia Center for Energy Efficiency (MCEE) initiative was developed and approved by USAID. Partnership options have also been developed intended to attract potential partners to join the initiative.

## II. Project Progress for the Fourth Quarter

### Task Objective 1: Support development of initiatives and technologies

#### ▪ *Site visits of Pilot Project Proposals*

The following Pilot Project Proposal sites were visited:

##### – *Site visit Zenica:*

USAID and USAID 3E representatives met with the Mayor of Zenica. At the meeting, the Mayor reiterated his support for the Apartment Building pilot project, and he inquired if Zenica could submit one more pilot project proposal for a home for children without parental care. USAID 3E consequently visited the home for children without parental care “Dom – Porodica”. The project proposal is to replace the windows, install thermal insulation on the facade as there is no insulation currently, and install insulation for the roof of the building. Along with work on the building envelope, the proposal is to replace the heating substation, and install a monitoring and verification system.

##### – *Site visit Lukavac:*

USAID and USAID 3E representatives met with the acting Mayor of Lukavac. At the meeting, the acting Mayor reiterated his support for the Lukavac Street Light pilot project. Representatives of the Municipality mentioned that the Municipality is in contact with the FBiH Government Foundation OdRaz (Foundation for Sustainable Development), and the Foundation could finance part of the pilot project. It was agreed at the meeting that the Lukavac Pilot Project will be left for a later batch of 3E pilot projects once the scope and co-financing of the pilot project is known with more certainty.

##### – *Site visit Tuzla:*

USAID and USAID 3E representatives met with the Assistant to the Mayor of Tuzla. At the meeting, the Assistant to the Mayor of Tuzla reiterated his support for the three pilot projects that the Tuzla Municipality proposed. Representatives of the Municipality mentioned that the Municipality has funds to support the projects and that their co-financing, depending on the project scope, could be up to 50%.

- **Site visit Olovo:**  
USAID and USAID 3E representatives met with the Directors of two schools in Olovo, the Secondary Polytechnic School and the Elementary School Olovo. At the meetings, both Directors reiterated their support for the respected projects. The USAID and USAID 3E representatives urged the Directors to contact the Olovo Municipality and Cantonal Institutions to seek co-financing for the projects. The Directors agreed to contact USAID 3E to update the project proposals.
- **Site visit Pazaric:**  
USAID 3E representatives visited the country house in Pazaric. The house is planned as a country house but also could be used as a motel because of its proximity to the ski resort Bjelasnica. The structural works are complete, the roof and triple glazed windows installed, and the works on interior installation (wiring, plumbing) have started. There is a greenhouse near the house that is used for vegetables for family use. With proper insulation of the outside walls and roof, this house could become a low energy house whose cooling and heating needs would be provided by a heat pump installation. However, the owners currently have no funds for co-financing but are considering taking out a loan.
- **Site visit Mostar:**  
USAID 3E representatives met with the principal of the High School “Gimnazija” and the representative of the City of Mostar. The purpose of the visit was to gather more information about the heating system design and operating system and the needs of the school related to the improvement of the system. The second meeting between USAID, 3E representatives and the representatives of the City of Mostar and the principal of the High School “Gimnazija” was on February 24, 2011. At the meeting, they reiterated their support for the project of improvement of energy efficiency in the existing central heating system in this school.
- **Site visit Livno:**  
USAID and 3E representatives met with the Mayor of Livno Municipality February 25, 2011, to discuss the pilot project proposal for thermal insulation of the Elementary School Ivan Goran Kovačić, Kindergarden “Pčelice” and the town sport hall. USAID 3E representative discussed the financing options for this pilot project proposal, and the Mayor agreed to make a budget for the projects and to specify co-financing by the Municipality.
- **Site visit Grude:**  
USAID 3E representative met with the Mayor of Grude Municipality and the Director of the public utility company “Vrilo” on February 25, 2011. The Grude Municipality pilot project proposal “Project for replacement of high pressurized mercury light bulbs and sodium bulbs with LED bulbs and energy saving bulbs in Grude Municipality” was discussed at the meeting. USAID 3E representative discussed the financing options for this pilot project proposal, and the Mayor agreed to search for co-financing in the amount of 30,000 KM for this pilot project.
- **Site visit Nova Bila:**  
USAID 3E representatives met with the director of the hospital in Nova Bila. The hospital was built and equipped by the government of Croatia as a gift to the local people. Its architectural design with a large surface area of outside walls and flat roofs is not suitable for the local climate, and heating costs are very high. In addition, the wood frame windows installed in 1997 are in poor condition, not sealing properly and allowing excessive amounts of air into the building. The hospital has modern heating and ventilation equipment; replacement of windows is clearly the top priority in reducing heating costs.

- **Site visit Travnik:**

USAID 3E representatives met with the Head of the Department of Economy. The municipality is spending a significant amount for heating for its administration building and proposes to reduce the heating costs by insulating the outside walls, replacing windows and reconstructing flat roofs into slanted roofs. All these measures are necessary, the first two being a priority. The Municipality administration building is heated by the district heating, and the heat costs are consumption based since a heat meter is installed in the heating substation. The building has a newly built floor with new windows and noticeably better thermal comfort.
- **Site visit Jajce:**

USAID 3E representatives met with the Mayor of Jajce. The municipality is spending a significant amount for heating of its administration building and proposes to reduce the heating costs by replacing single pane glass in the window frames with double pane glass. Double pane glass was originally installed, but the windows were destroyed during the war and replaced with single pane glass. In some areas, the replacement has already been done resulting in a noticeably better thermal comfort.
- **Site visit Dobož:**

USAID 3E representatives met with the deputy mayor of Dobož, and an architect working in the department for spatial planning. The project proposed to USAID 3E is the reconstruction of an army building (Dom Armije), which has been given to the City of Dobož. The building has no thermal insulation and the windows are in poor condition; it is connected to the district heating network. The building houses the largest hall in Dobož, which is continuously used for various purposes, such as City Council meetings, plays and concerts. The City started reconstructing one section of the building and developed a concept for the reconstruction of the whole building. In the next couple of months, the City will have a detailed design completed and schedule for the reconstruction that they will submit to USAID 3E. Once the documents are submitted, USAID 3E will evaluate this proposal further.
- **Site visit Cazin:**

USAID 3E representative met with the Mayor of Cazin and the advisor to the Mayor. The goal of the meeting was to discuss their pilot project proposal – closing the glass covered openings in the roof of the sports hall. The sports hall has no heating or cooling, so the heat loss/gain through these surfaces results in thermal discomfort. The project documentation of the sports hall includes heating and cooling but only a small part is actually implemented. This sport hall is extremely important for Cazin, since it is the only one and all schools (11 elementary and 5 high schools) use it. It was agreed that they will expand the project proposal to include the design of heating and cooling and send it to USAID 3E for consideration.
- **Site visit Bihac:**

A USAID 3E representative met the director of the Cultural Center, advisor to the Cantonal Minister of Culture, Sport, Science and Education, Assistant to the Mayor for Social Activities and Youth, the director of the Arts school, the director of the Cantonal Museum, and the director of the Cantonal Heritage Museum. The goal of the meeting was to discuss their pilot project proposal – installation of a central heating system for all institutions based on a biomass (pellet) boiler and heating distribution network. A boiler room in the Cultural Center already exists, where a boiler fueled with heating oil is located. This boiler is out of operation, and the Cultural Center is using electricity for heating. Currently, each institution is heated separately using coal, wood and electricity. The project proposal for a heating system has been completed and given to USAID 3E to review.

- **Site visit Prijedor:**  
USAID 3E representative met with the Project Manager of the Agency for Economic Development of the Prijedor Municipality and the Director of the primary school “Branko Copic”. The project proposed to USAID 3E is the reconstruction of the primary school “Branko Copic.” The building has no thermal insulation, and the windows are in very poor condition. The school has the ability to be connected to the district heating network, but because of high costs and not enough money for payment, the school has been disconnected and is currently heated by a wood furnace.
- **Site visit Gradiska:**  
USAID 3E representative met with the Manager of the Development Service of the Gradiska Municipality, and the Director of the kindergarten “Lepa Radic”. The project proposed to USAID 3E is the reconstruction of the primary school “Branko Copic”. The building has no thermal insulation and the windows are in very poor condition and the central heating system needs to be reconstructed and the existing inefficient boiler replaced.
- **Pilot Project Development Pipeline, 3-31-2011**
  - 3E developed a shortlist of 30 Pilot Projects that are in the pipeline for analysis and development by 3E, as per the 3E Work Plan. Out of these 30 projects, 3E plans to support implementation of 20 Pilot Projects. This list is susceptible to minor changes if outstanding pilot projects are identified by 3E, but generally is the pipeline which 3E is following.
- **List of prequalified SMEs, as of 01-28-2011.**  
A total of 34 firms sent filled-out prequalification forms and the required accompanying documents. 23 firms from different cities were deemed prequalified. A Solicitation for the different works at the Mechanical Engineering Faculty and other tenders will be sent to all firms that deal with the specific area requested. USAID 3E will continue its efforts to increase the number of prequalified companies with necessary expertise for required works.
- **Pilot Project at the Mechanical Engineering Faculty (MEF) in Sarajevo**
  - **Environmental Checklist for the Mechanical Engineering Faculty Sarajevo Pilot Project.**  
USAID 3E conducted an Environmental Due Diligence examination for the Mechanical Engineering Faculty (MEF) Pilot Project. The purpose of this Environmental Determination Review Checklist is to determine whether the proposed actions (scope of work) have a potential for environmental pollution or concern and, if so, to determine the scope and extent of additional environmental evaluation, mitigation, and monitoring necessary to fulfill Federal U.S. environmental requirements. Based on the environmental examination performed by the 3E team, there are no environmental concerns, and the pilot project has no potential for substantial adverse environmental effects. The Environmental Due Diligence Examination has been approved by USAID.



– ***System for remote reading of the energy consumption at the Mechanical Engineering Faculty (MEF) in Sarajevo, 01-13-2010.***

The system is fully functional and sends hourly readings to the Energy Monitoring Information System (EMIS) server. EMIS is set up to receive hourly readings as the shortest time interval, but the system actually reads all meters every 15 minutes and creates a data file that is sent to both USAID 3E and to the project coordinator on behalf of MEF. The Technical Acceptance of the M&V System was completed on 02-18-2011. The functioning of the system will be checked continuously as the data is sent daily to EMIS. In the contract between USAID 3E and VmS group d.o.o Sarajevo maintenance service is included that will ensure prompt rectification of system malfunctions, should they occur.

– ***“Turn key“ project for the reconstruction of part of the boiler room at the Mechanical Engineering Faculty in Sarajevo (MEF)***

A solicitation for a “turn key” project for the reconstruction of part of the boiler room at MEF was sent to all prequalified companies. The deadline for submission of proposals was March 24, 2011, at 4:00 p.m. In the solicitation, the companies were invited to visit the MEF and view its premises on 03-14-2011 at 9:30. A total of 12 companies came to view the premises. The representatives had the opportunity to view the boiler room, heating substation and the main distribution piping in the basement of the MEF west (old) building. A total of 10 valid bids were submitted before the specified deadline. One of the companies was not prequalified and their bid was not considered. The bids were opened on 03-25-2011.

▪ ***USAID, UNDP and GIZ Memorandum of Understanding fulfillment***

- USAID 3E Chief of Party met with the representative from GIZ to discuss potential locations for Pilot Projects. 3E received a number of pilot project proposals from the Livno Municipality; GIZ is currently assisting the Livno Municipality to complete the SEAP (Sustainable Energy Action Plan). 3E is investigating Pilot Projects from the Livno Municipality.

▪ ***Cooperation with UNDP on pilot projects***

- USAID 3E representatives met with UNDP representatives to discuss cooperation on pilot projects. UNDP confirmed it would cooperate with USAID 3E on the Old High School project in Mostar. The following projects were selected for possible cooperation:
1. Gradiska, Kindergarten
  2. Zenica, Health institution
  3. Bihac, School-museum-cultural center
  4. Travnik, Municipality building
  5. Jajce, Monument illumination
  6. Banja Luka, Project To Be Determined
  7. Livno, Sports Hall
  8. Trebinje, Street Lighting
  9. Prijedor, Primary school
  10. Doboje, Administration building
  11. Sarajevo, Olympic swimming pool

▪ ***Cooperation with the European Commission Project***

- USAID 3E Chief of Party met with DELTER team leader, who explained that DELTER is still in the inception phase and that they are redefining the scope of the project. DELTER is exploring the possibility of focusing on 10 pilot projects throughout BiH instead of two

municipalities as they intended earlier. Once the inception phase is completed, 3E will meet again with DELTER to discuss possible collaboration on pilot projects.

▪ ***Suisse Caritas Pilot Project, 20 homes in central BiH area***

- After the Suisse Caritas Headquarters in Lucerne reported that their partner for the project was unable to raise requisite financing, the scope of the project was reduced from 100 homes to 20 homes. Suisse Caritas Head delegate for BiH confirmed that Suisse Caritas will be able to secure \$26,000 for their project management costs for the implementation of energy efficiency measures in 20 houses. It was agreed that Suisse Caritas will send a list of 30 houses to 3E out of which 3E will choose 20 houses for implementation. After this list is received, 3E will revise the pilot project proposal and send it to USAID for approval.



▪ ***Meetings with CRS (Catholic Relief Services)***

- A USAID representative met with the Senior Project Officer at CRS. The purpose of the meeting was to discuss possible cooperation with CRS on a CRS building project in Foca, using funding from the U.S. Embassy. The building will have 14 apartments and space for 3 offices, being built for social welfare housing. 3E could co-fund this project to improve the Energy Efficiency of the building, in turn further lowering the price of living for families with low salaries. Two other similar but smaller buildings were also proposed to be included in the joint activity in the vicinity of the town of Foca.
- At a follow up meeting that was held on 03-18-2011, CRS proposed one more project in Zenica, a health institution where the heating substation needs to be changed. Currently, the façade is being finished and the windows have been replaced.

▪ ***Meeting with the Deputy Mayor of the Srebrenica Municipality***

- A USAID 3E Representative met with the Deputy Mayor of Srebrenica Municipality, in Srebrenica on 03-21-2011. The purpose of the meeting was to discuss possible pilot project proposals from the Srebrenica Municipality. The 3E project was introduced to the Srebrenica Mayor in more detail, with emphasis on 3E activities to date with regard to pilot projects, capacity building and public outreach activities. The Mayor mentioned three possible pilot projects: an apartment building which needs a new building envelope (facade and windows), a building used by the primary, secondary schools and faculty in Srebrenica, (this project is too large for the 3E scope) and the Srebrenica street lighting system. The Deputy Mayor regarded the latter as the most important project because of the large savings potential. The Municipality does not have enough funds and has to turn the lights in the town off in order to save money. The mayor stated that the Municipality will submit this as a pilot project proposal.

▪ ***Meeting with Hilfswerk Austria, 3-28-2011***

USAID 3E representatives met with the Hilfswerk Austria Head of Mission to BiH and their assistants. At the meeting, pilot project proposals by Hilfswerk Austria Rogatica – Low income housing, and Sarajevo (Old town) – low income housing were discussed.

- ***Meeting with representatives of Municipality of Livno, 03-29-2011***
  - USAID 3E representatives met with the Mayor of Livno at the USAID 3E office, at the Mayor’s request. The goal of the meeting was to discuss the three pilot project proposals submitted to USAID 3E. The Mayor strongly suggested that the proposal of re-designing the heating system of the sports hall and connecting it to the existing biomass fueled district heating system is the best choice for the Municipality and for USAID 3E.

### **Task Objective 2: Increase public and private sector capacity**

- ***Livno Energy Efficiency Knowledge Days***
    - A USAID 3E representative met with GIZ representative to discuss the idea of organizing “Livno Energy Efficiency Knowledge Days” in Livno. The GIZ representative expressed the organization’s support for this idea and mentioned that GIZ is focused on developing the SEAP with the Livno Municipality. Further, the Mayor of Livno earlier expressed his willingness to support this event. Also discussed was installing a Monitoring and Verification system for energy consumption of the Livno Municipality building and connecting it to the EMIS software. These joint plans will further develop and will promote the MOU on Energy Efficiency signed by USAID, UNDP and GIZ.
  - ***Tuzla Energy Efficiency Knowledge Days***
    - USAID 3E sent a proposal to the Mayor of Tuzla to organize “Tuzla Energy Efficiency Knowledge Days” in Tuzla in June 2011. The Municipality is organizing a Fair on Energy Efficiency at the end of June 2011, so the proposal is to organize the “Tuzla EE Knowledge Days” during this period.
- 
- ***Meetings with the Raiffeisen Bank, UniCredit Bank, and Sparkasse.***
    - A USAID 3E representative met with the representatives of the above-mentioned banks. The UniCredit bank representatives mentioned that the bank still does not have EE credit line for citizens, but only for companies; however, they mentioned that with partnership activities with the 3E project the bank would probably start a process of developing EE credit lines for citizens. The Sparkasse bank representatives informed the USAID 3E of a new credit line for energy efficiency that the bank has prepared. The bank representatives stated that this credit line will be available for the citizens, public and private sectors. The Sparkasse bank representatives also stated that they will prepare a leaflet for 3E explaining their EE credit lines for distribution purposes.

### **Task Objective 3: Raise public awareness**

- ***Building and Reconstruction Fair Skenderija, 3E presentation, 3-30-2011***
  - USAID 3E Deputy Chief of Party presented the USAID 3E project at the Building and Reconstruction Fair in Skenderija on Wednesday, March 30, 2011. The building and reconstruction fair was organized by the Public Company Skenderija to raise awareness in the general public about the benefits of efficient energy consumption and the importance of using the energy efficient materials in the building industry. Several other presentations were also made on the implementation of alternative energy sources, waste treatment, energy certification of buildings, and the like. The presentation by

USAID 3E was “Capacity building through the development and implementation of pilot projects.”

▪ **Multimedia Center for Energy Efficiency (MCEE)**

**MCEE Prospectus and promotional materials**

- The prospectus for the Multimedia Center for Energy Efficiency (MCEE) was completed and approved by USAID.
- The fact sheets intended for potential partners have been finalized. The Fact Sheets clarify what products and technologies could be presented in the thematic areas of MCEE and the key-benefits of becoming a partner-company and exhibitor at the Multimedia Center for Energy Efficiency (MCEE). The Fact Sheets are included as deliverables.



**MCEE Partners**

**Meeting with UNDP, MEF and GIZ, 03-31-201, 3-28-2011 and 03-02-2011**

- USAID 3E Chief of Party met with the UNDP, MEF and GIZ representatives to discuss the MCEE development process. It was agreed at the meeting that 3E and UNDP would cooperate in fundraising for the MCEE, and a further meeting will be held to specify the obligations of the two partners. The works on the southern façade of the MEF building that will house the MCEE have begun: currently the old and war-damaged façade is being torn down to be prepared for new façade installation. The GIZ representatives stated that GIZ is interested in participating in the MCEE project. The proposal is that GIZ considers covering the development of the architectural design, which is the first step to preparing the tendering procedure for the future implementation of works. Also discussed at the meeting was the signing of the Letter of Intent for MCEE development. The text for the letter has been developed by 3E and is now being reviewed by the partners.

**MCEE Fundraising**

**Meeting with the Ministry for Transport of Canton Sarajevo**

- USAID 3E Chief of Party met with the Minister for Transport of the Canton Sarajevo, regarding the MCEE. The Minister gave his initial support for the MCEE idea. He agreed to discuss the Center with his colleagues at Canton Sarajevo and the City of Sarajevo, with the possibility of the Canton covering 5 years operational costs of the center. 3E will prepare a Letter of Commitment to officially define their support.

**Meeting with the Siemens, Rehau, Baumit and AluKönigStahl/Schüko companies,**

- USAID 3E representatives met with the representatives of the Siemens, Rehau, Baumit and AluKönigStahl/Schüko companies to present the MCEE initiative. The representatives of the companies stated that they are all very interested in participating in this project and upon receiving the Proposal for Cooperation from USAID 3E, they will contact their head offices to see to which extent their respective companies will be able to support the initiative.

**Administrative:**

- ***Presentation at U.S. Embassy, for the Economic Working Group on 02-23-2011.***
  - USAID 3E representatives met with the representatives of the Economic Working Group and USAID COTR on 02-23-2011 at the premises of the U.S. Embassy in Sarajevo. The purpose of the meeting was to present the USAID 3E project and its achievements as well as planned future activities.
- ***Meeting with the USAID Senior Deputy Assistant Administrator, USAID Mission Director in BiH, USAID EDO Office Director and USAID COTR, at USAID 3E's Premises on March 03, 2011.***
  - USAID 3E representatives met with USAID Senior Deputy Assistant Administrator, USAID Mission Director in BiH, USAID EDO Office Director and USAID COR at USAID 3E's Premises. The purpose of the meeting was to present the USAID 3E project and its achievements as well as planned future activities.

**III. Anticipated Activities from the Previous Quarterly**

This section takes the anticipated activities from the previous Quarterly Report and indicates, on an item-by-item basis, what was actually accomplished during the quarter.

**Task Objective 1: Support development of initiatives and technologies**

- Identification of potential partners for Batch 2 pilot projects.
  - Completed.
- Continue with establishment of the baseline energy consumption for the Mechanical Engineering Faculty (MEF) Pilot Project.
  - Ongoing.
- Prepare and launch a tender for the MEF pilot project Detailed Design and works, select successful bidder, submit for USAID approval and award contracts.
  - Ongoing.
- Complete technical and financial analysis for the proposed Batch 1 pilot projects.
  - Completed.
- Prioritize on a competitive basis list of proposed Batch 1 pilot projects and submit for USAID approval.
  - Pending.
- Complete compiling the initial list of proposed pilot projects and perform preliminary screening and selection for Batch 2.
  - Completed.
- Identify specific candidates for Batch 2, make initial site visits.
  - Completed.

**Task Objective 2: Increase public and private sector capacity**

- Continue developing contacts with design, installation and construction SMEs and other private sector counterparts in BiH.
  - Ongoing.
- Continue developing contacts with public sector counterparts.
  - Ongoing.

**Task Objective 3: Raise public awareness**

- Manage website content, upload news, announcements, project files, and links regularly,
  - Ongoing.
- Plan PR events.
  - Ongoing.

**IV. Anticipated Activities for the Following Quarter****Task Objective 1: Support development of initiatives and technologies**MEF pilot project

- Prepare and launch the Boiler room reconstruction tender, select successful bidder, submit for USAID approval and award contracts.
- Require permits necessary for renovation/construction works to be obtained by partner.
- Oversee pilot project work.

Batch 1

- Perform energy audit and develop the Conceptual Engineering Design (CED) for the approved Batch 1 projects.
- Initiate the Environmental Due Diligence (EDD) examination for approved Batch 1 Pilot Projects.
- Commence preparation of the Commitment documents for approved Batch 1 Pilot Projects.

Batch 2

- Prepare a technical and financial analysis for the proposed pilot projects.
- Prioritize on a competitive basis list of proposed Batch 2 pilot projects and submit for USAID approval.

Batch 3

- Identify candidates for Batch 3.

**Task Objective 2: Increase public and private sector capacity**

- Continue developing contacts with design, installation and construction SMEs and other private sector counterparts in BiH.
- Continue developing contacts with public sector counterparts.

**Task Objective 3: Raise public awareness**

- Manage website content, upload news, announcements, project files, and links regularly.
- Plan PR events:
  - Organization of the Tuzla Energy Efficiency Knowledge Days.
  - Presentation at two GIZ workshops in Zenica and Prijedor.
  - Presentation at the Tuzla Faculty of Electrical Engineering.

## ANNEX A

<i>Status of overall project progress per impact indicators</i> <sup>1</sup>	PROGRESS TO DATE		
	Completed	In Progress	Deferred
<b>Project Mobilization and Reporting</b>			
Contract signature and authorization to start work.	•		
Inception meetings with USAID CTO, May; project briefing with USAID Mission BiH.	•		
Install 3E systems & equipment: local office.	•		
Introduce project to the stakeholders.	•		
Review and finalize Work Plan with USAID; performance indicators with CTO.	•		
Prepare the Procurement Policy Manual.	•		
Establish relationships with other USAID projects and donors.	•		

<b>Task Objective 1: Support development of initiatives and technologies</b>			
<b>KRA 1</b>	<b>Implement 10 energy efficiency pilot projects.</b>		
KRA 1.1	Identify counterparties.		•
KRA 1.1.1	Identify all project stakeholders (potential partners for pilot projects).		•
KRA 1.1.2	Identify and prequalify SMEs that can or could participate in project development and implementation.		•
KRA 1.1.3	Identify consumer associations, local chambers of commerce/economy, local chambers of crafts, and other NGOs who are or could be active in EE.	•	
KRA 1.2	Prepare and implement 3 kick-off workshops for project stakeholders. (USAID to approve workshop content within one week of submission.)	•	
KRA 1.3	Activate process for selecting and implementing pilot projects.	•	

<b>KRA 1.3.1</b>	<b>First pilot project.</b>		
KRA 1.3.1.1	Compile initial list of proposed pilot projects and perform preliminary screening and selection.	•	
KRA 1.3.1.2	Identify candidates for first pilot project.	•	
KRA 1.3.1.3	Make initial site visits.	•	
KRA 1.3.1.4	Fill out the Environmental Checklist.	•	
KRA 1.3.1.5	Prepare a technical and financial analysis for the proposed pilot projects.	•	
KRA 1.3.1.6	Prioritize on a competitive basis list of proposed pilot projects and submit for USAID approval.	•	

<sup>1</sup> KRAs which have not yet been commenced have no indicators.

	(USAID to approve within two weeks of submission.)			
KRA 1.3.1.7	Commitment document signed.	•		
KRA 1.3.1.8	Perform energy audit and develop the Conceptual Engineering Design (CED) for the approved project.	•		
KRA 1.3.1.9	Conduct an Environmental Due Diligence (EDD) examination.	•		
KRA 1.3.1.10	Prepare a bankable project proposal.			
KRA 1.3.1.11	Presentation to lender for financing under the DCA facility if requested by the pilot project partner.			
KRA 1.3.1.12	Establish baseline energy consumption.		•	
KRA 1.3.1.13	Prepare, launch tender, select successful bidder, submit for USAID approval and award contracts for pilot project Detailed Design (DD) and implementation. (USAID to approve within one week of submission.)		•	
KRA 1.3.1.14	Partner identifies independent supervisor for works.		•	
KRA 1.3.1.15	Require permits necessary for renovation/construction works to be obtained by partner.	•		
KRA 1.3.1.16	Oversee pilot project work.			
KRA 1.3.1.17	3E, project partner and independent supervisor sign off on PP implementation completion.			
KRA 1.3.1.18	Perform post-installation monitoring and verification.			

<b>KRA 1.3.2</b>	<b>Batch #1 (3 of 9)</b>			
KRA 1.3.2.1	Compile initial list of proposed pilot projects and perform preliminary screening and selection.	•		
KRA 1.3.2.2	Identify candidates for Batch #1.	•		
KRA 1.3.2.3	Make initial site visits.	•		
KRA 1.3.2.4	Fill out the Environmental Checklist.		•	
KRA 1.3.2.5	Prepare a technical and financial analysis for the proposed pilot projects.		•	
KRA 1.3.2.6	Prioritize on a competitive basis list of proposed pilot projects and submit for USAID approval. (USAID to approve within two weeks of submission.)		•	
KRA 1.3.2.7	Commitment documents signed.			
KRA 1.3.2.8	Perform energy audit and develop the Conceptual Engineering Design (CED) for the approved Batch			

	#1 projects.			
KRA 1.3.2.9	Conduct an Environmental Due Diligence (EDD) examination.			
KRA 1.3.2.10	Prepare bankable project proposal.			
KRA 1.3.2.11	Presentation to lender for financing under the DCA facility if requested by the pilot project partner.			
KRA 1.3.2.12	Establish baseline energy consumption.			
KRA 1.3.2.13	Prepare, launch tender, select successful bidder, submit for USAID approval and award contracts for pilot project Detailed Design (DD) and implementation. (USAID to approve within one week of submission.)			
KRA 1.3.2.14	Partner identifies independent supervisor for works.			
KRA 1.3.2.15	Require permits necessary for renovation/construction works to be obtained by partner.			
KRA 1.3.2.16	Oversee pilot project work.			
KRA 1.3.2.17	3E, project partner and independent supervisor sign off on PP implementation completion.			
KRA 1.3.2.18	Perform post-installation monitoring and verification.			

<b>KRA 1.3.3</b>	<b>Batch #2 (3 of 9)</b>			
KRA 1.3.3.1	Compile initial list of proposed pilot projects and perform preliminary screening and selection.		•	
KRA 1.3.3.2	Identify candidates for Batch #2.		•	
KRA 1.3.3.3	Make initial site visits.		•	
KRA 1.3.3.4	Fill out the Environmental Checklist .			
KRA 1.3.3.5	Prepare a technical and financial analysis for the proposed pilot projects.			
KRA 1.3.3.6	Prioritize on a competitive basis list of proposed pilot projects and submit for USAID approval. (USAID to approve within two weeks of submission.)			
KRA 1.3.3.7	Commitment documents signed.			
KRA 1.3.3.8	Perform energy audit and develop the Conceptual Engineering Design (CED) for the approved Batch #2 projects.			
KRA 1.3.3.9	Conduct an Environmental Due Diligence (EDD) examination.			
KRA 1.3.3.10	Prepare bankable project proposal.			
KRA	Presentation to lender for financing under the DCA			

1.3.3.11	facility if requested by the pilot project partner.			
KRA 1.3.3.12	Establish baseline energy consumption.			
KRA 1.3.3.13	Prepare, launch tender, select successful bidder, submit for USAID approval and award contracts for pilot project Detailed Design (DD) and implementation. (USAID to approve within one week of submission.)			
KRA 1.3.3.14	Partner identifies independent supervisor for works.			
KRA 1.3.3.15	Require permits necessary for renovation/construction works to be obtained by partner.			
KRA 1.3.3.16	Oversee pilot project work.			
KRA 1.3.3.17	3E, project partner and independent supervisor sign off on PP implementation completion.			
KRA 1.3.3.18	Perform post-installation monitoring and verification.			

<b>KRA 1.3.4 Batch #3 (3 of 9)</b>			
KRA 1.3.4.1	Compile initial list of proposed pilot projects and perform preliminary screening and selection.		•
KRA 1.3.4.2	Identify candidates for Batch #3.		•
KRA 1.3.4.3	Make initial site visits.		•
KRA 1.3.4.4	Fill out the Environmental Checklist .		
KRA 1.3.4.5	Prepare a technical and financial analysis for the proposed pilot projects.		
KRA 1.3.4.6	Prioritize on a competitive basis list of proposed pilot projects and submit for USAID approval. (USAID to approve within two weeks of submission.)		
KRA 1.3.4.7	Commitment documents signed.		
KRA 1.3.4.8	Perform energy audit and develop the Conceptual Engineering Design (CED) for the approved Batch #3 projects.		
KRA 1.3.4.9	Conduct an Environmental Due Diligence (EDD) examination.		
KRA 1.3.4.10	Prepare bankable project proposal.		
KRA 1.3.4.11	Presentation to lender for financing under the DCA facility if requested by the pilot project partner.		
KRA 1.3.4.12	Establish baseline energy consumption.		
KRA 1.3.4.13	Prepare, launch tender, select successful bidder, submit for USAID approval and award contracts for		

	pilot project Detailed Design (DD) and implementation. (USAID to approve within one week of submission.)			
KRA 1.3.4.14	Partner identifies independent supervisor for works.			
KRA 1.3.4.15	Require permits necessary for renovation/construction works to be obtained by partner.			
KRA 1.3.4.16	Oversee pilot project work.			
KRA 1.3.4.17	3E, project partner and independent supervisor sign off on PP implementation completion.			
KRA 1.3.4.18	Perform post-installation monitoring and verification.			
<b>KRA 2</b>	<b><i>Increase private sector access to credit for energy efficiency activities.</i></b>			
KRA 2.1	Identify commercial banks extending credit for EE.	•		
KRA 2.2	Organize a round table with the banks on increasing private sector access to EE financing.	•		
<b>KRA 3</b>	<b><i>Train a commercial bank in loan appraisal and financial product development in support of the energy efficiency sector.</i></b>			
KRA 3.1	Identify training needs of Raiffeisen personnel.	•		
KRA 3.2	Prepare and implement agreed training for Raiffeisen Bank to enhance its performance to appraise loan proposals under the DCA facility. (USAID to approve training content within one week of submission.) show	•		
<b>KRA 4</b>	<b><i>Increase the capacity of at least 50 SMEs to directly apply for and/or provide technical assistance for EE loans and investments.</i></b>			
KRA 4.1	Prepare a workshop on “development of bankable EE project proposals” and implement the workshop in the region of each of the 10 pilot project locations. (USAID to approve workshop content within one week of submission.)		•	
<b>KRA 5</b>	<b><i>Increase the capacity of selected public sector counterparts to apply for and repay EE loans and undertake EE investments.</i></b>			
KRA 5.1	Prepare a workshop on “development of bankable EE project proposals” and implement the workshop at public sector counterparts that decide to co-fund their share in pilot projects using loan proceeds under the DCA facility or from other lending source. (USAID to approve workshop content within one week of submission.)		•	

<b>Task Objective 2: Increase public and private sector capacity</b>			
<b>KRA 1</b>	<b><i>Increase the capacity of public sector counterparts to understand and implement energy efficiency programs.</i></b>		
KRA 1.1	Prepare and implement workshops on `Green office` practices at participating public sector buildings. (USAID to approve workshop content within one week of submission.)	•	
KRA 1.2	Prepare and implement EE workshops on energy management in the region of each of the 10 pilot project locations. (USAID to approve workshop content within one week of submission.)	•	
KRA 1.3	Demonstrate and promote case studies of successful implementation of the pilot projects.		

<b>KRA 2</b>	<b><i>Increase the capacity of SMEs to understand and implement energy efficiency programs.</i></b>		
KRA 2.1	Prepare and implement EE workshops for SMEs on energy management in the region of each of the 10 pilot project locations. (USAID to approve workshop content within one week of submission.)	•	
KRA 2.2	Prepare and implement EE workshops for SMEs on “energy auditing in buildings and typical EE measures for buildings” in the region of each of the 10 pilot project locations. (USAID to approve workshop content within one week of submission.)	•	
KRA 2.3	Demonstrate and promote case studies of successful implementation of the pilot projects.		

<b>Task Objective 3: Raise public awareness</b>			
<b>KRA 1</b>	<b><i>Website development and activation.</i></b>		
KRA 1.1	Define technical requirements for website design.	•	
KRA 1.2	Define content structure for website design.	•	
KRA 1.3	Website design.	•	
KRA 1.4	Prepare and upload content for initial functionality of website. (USAID to approve content within one week of submission.)	•	
KRA 1.5	Ongoing website content management, regular upload of news, announcements, project files, links etc. (USAID to approve content within one week of submission.)	•	

<b>KRA 2</b>	<b><i>Media</i></b>		
KRA 2.1	Identify and establish contacts with media members/representatives for potential cooperation (journalists, editors, producers, media associations).	•	
KRA 2.2	Organize media coverage of workshops, trainings, presentations and other PR events.	•	
KRA 2.3	Development of 3E press-packets. (USAID to approve content within one week of submission.)	•	

<b>KRA 3</b>	<b><i>Handouts and Information.</i></b>			
KRA 3.1	Develop 1-page Fact Sheet on 3E project. (USAID to approve fact sheet within one week of submission.)	•		
KRA 3.2	Develop hand-out on EE basics. (USAID to approve hand-out within one week of submission.)	•		
KRA 3.3	Develop press releases on key project activities. (USAID to approve press releases within one week of submission.)	•		
KRA 3.4	Develop one page fact sheet on each pilot project. (USAID to approve fact sheet within one week of submission.)			
<b>KRA 4</b>	<b><i>E Info-boards for public sector.</i></b>			
KRA 4.1	Initial and final design of info-board template. (USAID to approve content within one week of submission.)			
<b>KRA 5</b>	<b><i>3E e-Newsletter.</i></b>			
KRA 5.1	Identification of target groups for e-Newsletter dissemination.			
KRA 5.2	e-Newsletter preparation and dissemination. (USAID to approve content within one week of submission.)			
<b>KRA 6</b>	<b><i>Consumer and Public associations.</i></b>			
KRA 6.1	Develop hand-out for associations. (USAID to approve hand-out within one week of submission.)	•		
KRA 6.2	Prepare workshops for association members. (USAID to approve workshop content within one week of submission.)		•	
KRA 6.3	3E and associations hold joint press conferences. (USAID to approve press releases within one week of submission.)			
<b>KRA 7</b>	<b><i>Promotion of awareness on energy technology.</i></b>			
KRA 7.1	Facilitate presentations of energy-related SMEs on products, services and technology solutions.		•	
<b>KRA 8</b>	<b><i>DCA Information Dissemination.</i></b>			
KRA 8.1	Provide information on financing opportunities under the DCA facility on website.			
KRA 8.2	Disseminate information on DCA through hand-out packages in workshops and presentations.		•	
KRA 8.3	Advise and support RBA in the development of a RBA initiated DCA promotional campaign it chooses to conduct.			

## ANNEX B

### *Performance Based Monitoring Plan (PBMP) <sup>2</sup>*

<b>Indicator 1</b>	<b>Target</b>	<b>Achieved</b>
Number of pilot projects implemented.	<b>10</b>	<b>0</b>
Percentage of cost share.	<b>30%</b>	<b>0%</b>

<b>Indicator 2</b>	<b>Target</b>	<b>Achieved</b>
Energy saved as a result of USG assistance – Standard F indicator.		
Quantity of greenhouse gas emissions, measured in metric tons CO2 equivalent, reduced or sequestered as a result of USG assistance – Standard F indicator.		
Amount of costs saved.		

<b>Indicator 3</b>	<b>Target</b>	<b>Achieved</b>
Number of technical and financial analyses.	<b>30</b>	<b>12</b>
Number of bankable project proposals.	<b>10</b>	<b>0</b>
Number of presentations to lenders. (Amount of private financing mobilized with a DCA guarantee - Standard F indicator)		

<b>Indicator 4</b>	<b>Target</b>	<b>Achieved</b>
Number of bank staff who have passed through energy efficiency project financing training. (Number of people receiving USG supported training in technical energy fields – Standard F indicator)	<b>10</b>	<b>30</b>

<b>Indicator 5</b>	<b>Target</b>	<b>Achieved</b>
Number of public sector counterparts trained on the benefits of energy management (Number of people receiving USG supported training in energy related business systems - Standard F indicator).	<b>20</b>	<b>22</b>

<b>Indicator 6</b>	<b>Target</b>	<b>Achieved</b>
Number of SMEs trained on energy management, technical energy fields, and development of bankable project proposals (Number of people receiving USG supported training in technical energy fields - Standard F indicator).	<b>50</b>	<b>47</b>

<b>Indicator 7</b>	<b>Target</b>	<b>Achieved</b>
Number of EE project applications received as a result of information dissemination.	<b>30</b>	<b>45</b>

<b>Indicator 8</b>	<b>Target</b>	<b>Achieved</b>
Number of website hits.	<b>4500</b>	<b>2605</b>

<sup>2</sup> As indicators occur, they will be added to this chart.

<b>Indicator 9</b>	<b>Target</b>	<b>Achieved</b>
Number of seminars for chambers of commerce and crafts and consumers associations.	11	2

  

<b>Indicator 10</b>	<b>Target</b>	<b>Achieved</b>
Number of technology providers presenting their solutions.	9	9

## ANNEX C

### *Fourth Quarter Deliverables*

- Budget for the Sarajevo EE Knowledge Days, dated 01-10-2011, in English language only.
- Overview of the Sarajevo EE Knowledge Days, dated 01-11-2011, in English language only.
- MCEE Cost Analysis, dated 01-19-2011, in English language only.
- MEF Pilot Project Cost Analysis, dated 01-20-2011, in English language only.
- List of prequalified SMEs, dated 02-11-2011, in English language only.
- Prospectus for the Multimedia Center for Energy Efficiency (MCEE), dated 01-28-2011, in English and local language.
- USAID 3E Memo to USAID COTR Ankica Gavrilovic, Batch 1 Pilot Project Proposal, dated 2-18-2011, in English only.
- Batch 1 Pilot Project Proposals, dated 2-18-2011, in English only.
- USAID 3E Presentation for U.S. Embassy and USAID, dated 2-23-2011, in English only.
- USAID 3E Presentation for USAID, dated 3-3-2011, in English only.
- MCEE Financial Analysis Summary, dated 3-4-2011, in English only.
- Pilot project MEF - measures summary, dated 3-4-2011, in English only.
- Technical Acceptance of M&V System, dated 2-18-2011, in English only.
- Minutes of the meeting at MEF, dated 2-17-2011, in English only.
- Letter to Mostar Gimnazija Principal, dated 2-24-2011, in English and local language.
- Letter to Mayor of Grude Municipality, dated 2-24-2011, in English only and local language.
- Letter to Mayor of Livno Municipality, dated 2-24-2011, in English only and local language.
- Letter to Nova Bila Hospital, dated 3-2-2011, in English only and local language.
- Letter to Jajce Municipality, dated 3-2-2011, in English only and local language.
- Letter to Travnik Municipality, dated 3-2-2011, in English only and local language.
- Letter to Mayor of Tuzla Municipality, dated 3-2-2011, in English and local language.
- ER Checklist, dated 3-10-2011, in English only.
- Offer MCEE architectural design, dated 2-25-2011, in English and local language.
- MCEE Financial Analysis – Summary, dated 3-9-2011, in English only.
- Solicitation for offer MEF, dated 3-8-2011, in English and local language.
- Minutes of visit for boiler room tender, dated 03-14-2011, in English and local language.
- MCEE Partnership package, dated 03-16-2011, in English and local language.
- MCEE Fact Sheet All-in-One, dated 03-16-2011, in English and local language.
- MCEE Memo to partners, dated 03-16-2011, in English and local language.
- MCEE Fact Sheet - Partnership in Reconstruction, dated 03-16-2011, in English and local language.
- Letter to Mayor of Brcko District, dated 03-16-2011, in English and local language.

- Letter to Mayor of Srebrenica Municipality, dated 03-16-2011, in English and local language.
- Letter to Mayor of Trebinje, dated 03-25-2011, in English and local language.
- Question and answers regarding the MEF boiler room tender, dated 03-18-2011, in English and local language.
- Preliminary minutes from the MEF boiler room tender opening, dated 03-24-2011, in English language.
- Email from Swiss Caritas, dated 3-25-2011, in English language.
- Letter to ALUKOENIGSTAHL d.o.o., dated 04-01-2011, in English and local languages
- Letter to BH Glass, dated 04-01-2011, in English and local languages
- Letter to Fargus d.o.o. dated 04-01-2011, in English and local languages
- Letter to FEAL d.o.o. dated 04-01-2011, in English and local languages
- Letter to Kristal dated 04-01-2011, in English and local languages
- Letter to Maxmara d.o.o. dated 04-01-2011, in English and local languages
- Letter to URSA Novoterm d.o.o. dated 04-01-2011, in English and local languages
- Letter to REHAU d.o.o. dated 04-01-2011, in English and local languages
- Letter to Rama Glass - Hano dated 04-01-2011, in English and local languages
- Letter to Primat Invest dated 04-01-2011, in English and local languages
- Letter to Percon d.o.o. dated 04-01-2011, in English and local languages
- Letter to Saplast dated 04-01-2011, in English and local languages
- Letter to Fargus d.o.o. dated 04-01-2011, in English and local languages
- Letter to Siemens dated 04-04-2011, in the English and local languages
- 3E Pilot Project Proposals, dated 3-31-2011, in the English language only.

**ANNEX E*****3E Staff***

<b>Name</b>	<b>Position</b>	<b>Start Date</b>
<b>Jane Wilson</b>	<b><i>Country Project Director</i></b>	<b><i>Effective May 4, 2010*</i></b>
<b>Zoran Morvaj</b>	<b><i>Chief of Party</i></b>	<b><i>Effective May 04, 2010</i></b>
<b>Mak Kamenica</b>	<b><i>Deputy Chief of Party</i></b>	<b><i>June 1, 2010</i></b>
<b>Zoran Bogunovic</b>	<b><i>Senior Public Outreach and Education Specialist</i></b>	<b><i>Effective May 04, 2010</i></b>
<b>Dusan Gvozdenac</b>	<b><i>Senior Engineer</i></b>	<b><i>Effective May 04, 2010</i></b>
<b>Fahrudin Kulic</b>	<b><i>Chief Engineer</i></b>	<b><i>June 01, 2010</i></b>
<b>Dzenita Becic</b>	<b><i>Executive Assistant/Translator</i></b>	<b><i>May 14, 2010</i></b>
<b>Sandra Azman</b>	<b><i>Administrative Assistant/Translator</i></b>	<b><i>May 14, 2010</i></b>

\* Works 50 % of her time for 3E.