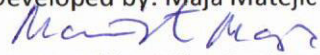


Evaluation Title: Mid-Term Review – Removing Barriers to Promote and Support Energy Management Systems in Municipalities throughout Serbia

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Recommendation 1: Transfer the ownership of EMIS to MoME. After completion of the project all EMIS related administration, maintenance and support activities will need to be handled by MoME. Therefore, the sooner MoME starts preparing itself for that with the Project support - the better. The Project may prepare a 'Handover protocol' where the roles and responsibilities of both parties will be defined over a transitional period. The Handover protocol should also specify what kind of support (technical, financial, capacity strengthening, etc.) the Project will provide to MoME.

Project response: The recommendation is accepted. The project will continue to implement measures in line with the MTR recommendations to ensure full transfer of the ownership of the EMIS to MoME at the completion of the project.

Key activities	Timeframe	Responsible party	Note	
			Comments	Status
1.1 Providing hardware for server hall in the MoME	August-November 2018	Project, MoME	Construction company and IT support shall be contracted	Ongoing
1.2 Preparing a "handover" protocol, including description of the support that the project will provide to the MoME during the transition period.	January – June 2019	Project, UNDP CO		
1.3 Supporting the elaboration of technical rulebook on EMIS to be adopted by MoME.	September 2018 – June 2019	Project, MoME	Expert support shall be contracted	

Recommendation 2: Determining the final status of Central EE support unit. So far, the Unit is staffed by temporary staff. The Project should prepare a document on roles and responsibilities of Central EE support unit, inclusive of an organigram with necessary number of staff, their job description and required qualifications. It should be taken into account that number of EMIS users would increase for current 30-something municipalities towards 90 municipalities which are obliged by the Law to implement energy management practices. The biggest challenge would be limitation for new employment in government institutions.

			Comments	Status
2.1 Preparing a document on the roles and responsibilities of the central EE support unit, including an organigram with necessary number of staff, their job description and required qualifications.	January – December 2019	Project, UNDP CO	Expert support shall be contracted	
2.2 Providing support to inspection service of MoME to enable on site monitoring of introduction of EMS and EMIS in designated municipalities and public entities through Serbia.	September 2018 - June 2020	Project, UNDP CO	Equipment and vehicles shall be procured, local support shall be contracted	
<p>Recommendation 3: Supporting transition from energy data entry to energy management. Entering data on buildings and energy consumption into EMIS is the first step towards the introduction of energy management practice in municipalities. The second step is to start using this data to manage energy consumption on regular basis, and this is much harder. Not all of the nominated energy managers could be expected that they can master these skills easily. The Project team will need to provide continuous hands-on support to energy managers for developing necessary skills and confidence. As a part of the support mechanism, the Project may consider hiring local assistants who could maintain regular contacts with Energy managers.</p>				
<p>Project response: The recommendation is accepted.</p>				
Key activities	Timeframe	Responsible party	Note	
			Comments	Status
3.1 Providing support to designated municipalities in developing three year municipal energy efficiency programme and one year energy efficiency plans	November 2017 – March 2020	Project, MoME	Expert support shall be contracted	Ongoing
3.2 Providing support to introducing automatic billing module in EMIS which shall significantly support the monitoring of energy consumption.	March 2018 – March 2020	Project, MoME	Expert support shall be contracted	Ongoing
3.3 Organizing the network of energy managers assistants in large cities	January 2018 -- March 2020	Project, local technical faculties	Local support shall be provided	Ongoing
<p>Recommendation 4: Transfer web site hosting. As a part of exit strategy, the Project should make arrangements for permanent hosting of the website at some of the partner institutions</p>				
<p>Project response: The recommendation is accepted.</p>				
Key activities	Timeframe	Responsible party	Note	
			Comments	Status
4.1 Arrangement for transfer of web	August 2019 – July 2020	Project, MoME		

site hosting will be discussed with Standing Conference of Towns and Municipalities and Serbian Chamber of Commerce and Industry				
Recommendation 5: EMIS upgrades. It is important that all software upgrades are well documented on the software development side and supported with prepared users guidelines.				
Project response: The recommendation is accepted.				
Key activities	Timeframe	Responsible party	Note	
			Comments	Status
5.1 Upgrading of EMIS is permanent activity. For each new functionality or module the users guidelines will be developed.	June 2016 – June 2020	Project, MoME	Expert support shall be contracted	Ongoing
Recommendation 6: Strengthening outreach to participating municipalities. Project was doing an extensive work on general information dissemination, communication and public awareness. In the upcoming period, the project has to focus on direct communication to Mayors in order to increase their understanding of importance of EMS practice, and of the work energy managers are doing. The Project needs to support energy managers at strengthening their role in municipalities management structures, to safeguard the progress made, and to secure continuation of EMS and EMIS practices. The Project has to aim at supporting municipalities at making changes in municipalities' organigrams and staff jobs description, so that a position of dedicated energy managers is firmly integrated into the municipalities' management structure. Further on, Pancevo and Kragujevac are apparently the most advanced municipalities in the group that the Project is working with. To help other municipalities achieving faster progress, it would be useful to organize number of workshops in Pancevo and Kragujevac, and present their results, practices and approaches to other mayors and energy managers. These events should be co-organized with MEM and SCTM for the sake of continuity and sustainability.				
Project response: The recommendation is accepted.				
Key activities	Timeframe	Responsible party	Note	
			Comments	Status
6.1 Organizing regular conferences of municipal energy managers	September 2018 – June 2020	Project, MoME, SCTM		
6.2 Organizing media presentation of best energy management practice	June 2018 – June 2020	Project, MoME, SCTM		Ongoing
6.3 Providing advocacy support to energy managers	January 2019 – June 2020	Project, SCTM		
Recommendation 7: Supporting networking of Energy Managers. The Project should formalize arrangements with SCTM and defining the role of				

SCTM in supporting energy managers after the Project's completion. The SCTM could provide support to energy managers for annual budget planning for EE as a part of municipal budget preparation.

Project response:

Key activities	Timeframe	Responsible party	Note	
			Comments	Status
7.1 Establishing of energy managers network (EMN) within the structure of Standing Conference of Town and Municipalities	August 2018 – June 2019	Project, SCTM		
7.2 Advocacy activities provided by EMN	January 2018 – June 2020	Project, SCTM	Expert support shall be contracted	
7.3 Study tours to municipalities in Croatia and/or Bosnia and Herzegovina will be organized with the purpose of exchanging information and experience with municipalities in the region which also implement EMIS.	September 2018 – June 2020	Project		

Recommendation 8: Strengthening monitoring and verification of energy savings. The project should prepare technical guidelines for installation of 'smart' energy meters at a time of doing energy audits and implementing retrofit measures, which would be connected to EMIS and used for monitoring and verifying energy savings from demonstration projects. This should be accompanying with instructions on how to calculate and verify energy savings achieved. The Project should focus on 'one-year verifiable monitoring data' collection and analysis. Adequate methodology has to be proposed and documented. It could be either calculation based, or based on installation of dedicated meters which should be connected to EMIS The Project should also insist that during preparation of new investment proposal, monitoring and verification solutions have to be an integral part of a project, and provisions for specific metering arrangements have to be included into the overall investment costs.

Project response: The recommendation is accepted.

Key activities	Timeframe	Responsible party	Note	
			Comments	Status
8.1 Monitoring of the supported demo projects shall be performed through EMIS in order to verify the projected energy savings. The methodology for calculation of energy savings will be proposed and documented.	September 2018 – June 2020	Project, MoME		
8.2 Supporting installation of smart metering systems connected to EMIS in in city of Pancevo and city of Kragujevac and other interested municipalities.	March 2018 – June 2020	Project, city of Pancevo and city of Kragujevac		Ongoing

Recommendation 9: Supporting scaling up of EMS and EMIS practice. As a part of formalization of relationships with SCTM, the Project should

reach an agreement with SCTM to include information sessions on EMS and EMIS in regular SCTM events. Towards the end of the project life time, a Conference of Mayors of Serbia could be organized to promote results and set the stage for scaling up and roll out the EMS and EMIS practices. Additionally, the Project could also promote introduction of EMS and EMIS practice for central government buildings.

Project response: The recommendation is accepted.

Key activities	Timeframe	Responsible party	Note	
			Comments	Status
9.1 EMS and EMIS will be included into regular SCTM events	September 2018 – June 2020	Project,SCTM		
9.2 Support to introduction of EMS and EMIS practice for central government buildings is being provided	January 2018 – June 2020	Project, MoME	Local support shall be provided	Ongoing
9.3 Support to estimation of investment for energy efficiency retrofitting of central government buildings is being provided	January 2018 – June 2020	Project, MoME	Local support shall be provided	Ongoing

Recommendation 10: Modification of Output 4.3 on updating curricula. Updating curricula of schools is highly structured and time-consuming process which may happen only with Ministry of Education strong involvement. It is therefore unrealistic to expect that the Project may be able to achieve this target by the end of the project life time. It is therefore proposed to modify this particular activity, which still should be focused on capacity buildings, but instead of the vocational school, the target could be to develop a course for installer and maintenance staff related to EE and RES measures. The partner for that could be the Centre for Training of Energy Managers at the Faculty of Mechanical Engineering in Belgrade, which was originally supported by JICA. JICA could be approached if interested of extending its support for setting up training program for EE and RES professionals.

Project response: The recommendation is accepted.

Key activities	Timeframe	Responsible party	Note	
			Comments	Status
10.1 New training modules shall be developed for installers/maintenance staff in municipalities	September 2018 – June 2020	Project, MoME, Faculty of Mechanical Engineering		

Recommendation 11: Modification of Output 4.5 Public outreach campaigns, events and facilities (such as EE info offices and stands). As described in the Communication section of the report, Energy management and EMIS have been frequently presented on various occasions (workshops, trainings, national and regional TVs, meetings, international events, etc.). However, setting up EE info offices and stands across Serbia, requires resources beyond the means of the project. The Project could advise municipalities that as a part of their EE action plans, they should plan local promotion and awareness campaigns aiming at providing citizens with information on how they could use energy more efficiently at their homes. The municipalities may decide to set up their own EE info centres. The project should invite providers of EE and RES equipment and services to the events that Project is organizing.

Project response: The recommendation is accepted.

Key activities	Timeframe	Responsible party	Note	
			Comments	Status
11.1 Guidelines for energy managers on public communication and outreach shall be developed.	January 2019 – November 2019	Project, MoME		