

Annex III Job Descriptions

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: To be specified, can be foreign or local.
TITLE: Technical Advisors
DURATION: Short term assignments for consultants over the project period on 'as and when needed' basis.
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: June, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: Technical Advisors will be required to assist the Project Advisory Committee and the Project Director in planning, design, implementation and monitoring of the project. Specifically, assistance will be required for:

1. Review of the project design and strategy and modifications in view of implementation experience elsewhere in the world.
2. Selection of project staff including the Quality Control Supervisors.
3. Development of detailed work plans.
4. Development of systems for project monitoring including data collection, data analysis, project control, and reporting.
5. Preparation of equipment specifications and selection of suppliers.
6. Development of tune-up and related customer services at the demonstration centres, and setting up systems for quality control.
7. Liaison with vehicle manufacturers, distributors and service companies.
8. Assistance to Government agencies on vehicle emission standards and enforcement strategies.
9. Development of methodologies for special studies.

QUALIFICATIONS: To be specified by the Project Advisory Committee on a case by case basis.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 11.02
TITLE: Quality Control Supervisor (Diesel)
DURATION: One year in one mission
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: November, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Quality Control Supervisor (Diesel) will provide technical expertise for the establishment, commissioning and quality control of the diesel tune-up demonstration and training centres. He will assist the Project Manager (Diesel) in the following functions:

1. Installation and testing of tune-up equipment.
2. Development of training programmes and training of trainers.
3. Development of tune-up service suitable for local vehicle fleet and market characteristics.
4. Trial runs and trouble-shooting to ensure customer satisfaction and to maintain productivity at the workshop level.
5. Development, testing and enforcement of quality control standards.
6. Inspection of quality control standards and procedures at all the tune-up centres in the country.
7. Maintenance and trouble-shooting of tune-up equipment.

QUALIFICATIONS: The QC Supervisor should have a diploma in automobile engineering with at least 7 years of hands-on experience in operation of diesel tune-up equipment and customer service with a reputed international manufacturer of vehicles, or at an established workshop of a major dealer. Experience with the type and make of vehicles in use in Pakistan preferred.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 11.03
TITLE: Quality Control Supervisor (Gasoline)
DURATION: One year in one mission
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: November, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Quality Control Supervisor (Gasoline) will provide technical expertise for the establishment, commissioning and quality control of the diesel tune-up demonstration and training centres. He/she will assist the Project Manager (Gasoline) in the following functions:

1. Installation and testing of tune-up equipment.
2. Development of training programmes and training of trainers.
3. Development of tune-up service suitable for local vehicle fleet and market characteristics.
4. Trial runs and trouble-shooting to ensure customer satisfaction and to maintain productivity at the workshop level.
5. Development, testing and enforcement of quality control standards.
6. Inspection of quality control standards and procedures at all the tune-up centres in the country.
7. Maintenance and trouble-shooting of tune-up equipment.

QUALIFICATIONS: The QC Supervisor should have a diploma in automobile engineering with at least 7 years of hands-on experience in operation of tune-up equipment for gasoline engines and customer service with a reputed international manufacturer of vehicles, or at an established workshop of a major dealer. Experience with the type and make of cars being used in Pakistan preferred.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.01
TITLE: Project Director
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: April, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Project Director will have the overall responsibility for the management of the project. He will ensure that the basic short and long term objectives of the project are achieved. He will report to the Managing Director ENERCON. The Project Director will be responsible for:

1. Hiring of the Technical Adviser in consultation with the Managing Director, ENERCON.
2. Review of the project design and strategy, and development of the detailed project workplan.
3. Development of the annual workplans.
4. Coordination with UNDP/GEF, ENERCON, and with Government, non-government, and private sector organizations.
5. Conducting internal evaluations and participating in external evaluations conducted by UNDP/GEF.
6. Identification of areas in which technical assistance is needed in the Government and the private sector for improving and sustaining fuel efficiency of vehicles.
7. Development of proposals, methodologies and workplans for conducting special studies.
8. Ensuring full participation of ENERCON staff in the project activities, and transfer of necessary skills to the ENERCON staff to create a capability for achieving the long term objectives of the project.

QUALIFICATIONS: The Project Director will have a Masters degree in engineering, with at least 20 years of experience. Minimum 5 years experience required in the related field, including design and direction of technical assistance programs, preferably with international donor agencies.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.02
TITLE: Project Administrator
DURATION: Five years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: April, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Project Administrator will assist the Project Director in the overall management of the project. Specifically, he will assist the Project Director in the following areas:

1. Maintaining project records.
2. Managing support services for the project including accounting, travel and secretarial services.
3. Coordination with UNDP/GEF, ENERCON, and with Government, non-government, and private sector organizations.
4. Monitoring of progress and identification of delays in meeting targets and milestones.
5. Compilation and distribution of progress reports and coordination of review and evaluation meetings.
6. Hiring of project staff.
7. Compliance with local laws and applicable UNDP/GEF regulations and procedures.
8. Procurement of equipment.
9. Selection of consultants and management of subcontracts.
10. Establishment of the revolving loan fund including selection of lending institutions.

The Project Administrator will also assist ENERCON in monitoring the operation of the revolving loan fund through the fourth and the fifth year of the project.

QUALIFICATIONS: The Project Administrator will have a Masters degree in engineering or business administration, with at least 15 years of experience. Minimum 5 years experience required in management and administration of projects funded by international donor organizations, preferably in the energy sector.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.03
TITLE: Project Manager (Diesel)
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: April, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Project Manager (Diesel) will be independently responsible for the management of the diesel section of the programme, and will report to the Project Director. He/she will be assisted by the Quality Control Specialist (Diesel) in establishment and commissioning of the tune-up demonstration and training centres. Specifically, he/she will be responsible for:

1. Selection of sites for the demonstration centres.
2. Installation and testing of tune-up equipment.
3. Development of training programmes and training of trainers.
4. Development of tune-up service suitable for local vehicle fleet and market characteristics.
5. Trial runs and trouble-shooting to ensure customer satisfaction and to maintain productivity at the workshop level.
6. Development, testing and enforcement of quality control standards.
7. Inspection of quality control standards and procedures at all the tune-up centres in the country.
8. Maintenance and trouble-shooting of tune-up equipment.
9. Providing directions, guidelines and inputs to the Information and Outreach Specialist on the design and implementation of customer awareness programmes.
10. Providing directions and guidelines to the Database Specialist on information and data needs, data collection procedures and systems, and requirements for analysis and reports.
11. Ensuring collection and timely transmittal of data required by the Database Specialist.
12. Providing inputs and information to the Project Administrator for preparation of progress reports, and project reviews and evaluation.
13. Hiring of project staff for the diesel tune-up demonstration and training centres.

QUALIFICATIONS: The Project Manager (Diesel) will have a Graduate degree in mechanical or automobile engineering, with at least 12 years of experience. Minimum 5 years of experience required in maintenance and operation of vehicle fleets, including light and heavy diesel vehicles.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.04
TITLE: Project Manager (Gasoline)
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: April, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Project Manager (Gasoline) will be independently responsible for the management of the gasoline section of the programme, and will report to the Project Director. He will be assisted by the Quality Control Specialist (Gasoline) in establishment and commissioning of the tune-up demonstration and training centres. Specifically, he will be responsible for:

1. Selection of sites for the demonstration centres.
2. Installation and testing of tune-up equipment.
3. Development of training programmes and training of trainers.
4. Development of tune-up service suitable for local vehicle fleet and market characteristics.
5. Trial runs and trouble-shooting to ensure customer satisfaction and to maintain productivity at the workshop level.
6. Development, testing and enforcement of quality control standards.
7. Inspection of quality control standards and procedures at all the tune-up centres in the country.
8. Maintenance and trouble-shooting of tune-up equipment.
9. Providing directions, guidelines and inputs to the Information and Outreach Specialist on the design and implementation of customer awareness programmes.
10. Providing directions and guidelines to the Database Specialist on information and data needs, data collection procedures and systems, and requirements for analysis and reports.
11. Ensuring collection and timely transmittal of data required by the Database Specialist.
12. Providing inputs and information to the Project Administrator for preparation of progress reports, and project reviews and evaluation.
13. Hiring of project staff for the diesel tune-up demonstration and training centres.

QUALIFICATIONS: The Project Manager (Gasoline) will have a Graduate degree in mechanical or automobile engineering, with at least 12 years of experience. Minimum 5 years of experience required in maintenance and operation of gasoline vehicles and fleets.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.05 (Eight positions)
TITLE: Project Engineer
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: October, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Project Engineer will be responsible for the operation of the tune-up centre and conducting the training programmes. He will report to the Project Manager (Diesel or Gasoline), and will be assisted by the Workshop Supervisors in performing his functions. In addition to the management of tune-up demonstration centre, he will assist the Project Managers in:

1. Installation and testing of tune-up equipment.
2. Equipment trial runs and trouble-shooting.
3. Enforcement of quality control standards.
4. Inspection of quality control standards and procedures.
5. Maintenance and trouble-shooting of tune-up equipment.
6. Collecting data and transmitting data to the Database Specialist on the tune-up services provided and emissions recorded for vehicles tuned.
7. Providing inputs and information to the Project Administrator for preparation of progress reports, and project reviews and evaluation.

QUALIFICATIONS: The Project Engineer will have a Graduate degree in mechanical or automobile engineering, with at least 10 years of experience. Minimum 3 years of experience required in maintenance and operation of gasoline and diesel vehicles and fleets.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.06 (eight positions)
TITLE: Workshop Supervisor
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: October, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Workshop Supervisor will assist the Project Engineer in operation of the tune-up centre and conducting the training programmes. The Workshop Supervisor will work in close association with the mechanics and technicians at the shop floor level. Specifically, he will assist the Project Engineer in:

1. Operation of the tune-up equipment.
2. Maintenance and trouble-shooting of the tune-up equipment.
3. Conducting the practical and hands-on part of the training.
4. Collection of data on the tune-up services provided and emissions recorded for vehicles tuned.

QUALIFICATIONS: The Workshop Supervisor will have a diploma in mechanical or automobile engineering, with at least 10 years of experience. Minimum 3 years of experience required in maintenance and operation of gasoline and diesel vehicles and fleets.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.07
TITLE: Information and Outreach Specialist
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: October, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Information and Outreach (I & O) Specialist will be responsible for the design and implementation of the mass awareness campaign for publicizing and promoting vehicle tune-up services. His responsibilities will include:

1. Development of a communication strategy.
2. Coordination with the government and private sector organizations and vehicle owners in development of the communication strategy, information materials and advertising campaigns.
3. Selection and management of subcontractors for preparation of information materials and advertising campaigns.
4. Evaluation of the effectiveness of advertising campaigns.

QUALIFICATIONS: The I&O Specialist will have a graduate degree, preferably in mass communications. He should be proficient in the use of state of the art computer software and techniques for preparation of information materials such as leaflets, posters, and information booklets, and should have good writing skills. Minimum 5 years of experience required in design and implementation of mass awareness campaigns on a nation-wide scale, preferably in promotion of engineering services.

LANGUAGES: English

PROJECT: PAK/92/G31, Fuel Efficiency in the Road Transport Sector
POST: 17.08
TITLE: Database Specialist
DURATION: Three years
DUTY STATION: Islamabad with regular travel to project sites
STARTING DATE: October, 1996

BACKGROUND: Under the Global Environment Facility (GEF), UNDP is providing assistance to ENERCON, the National Energy Conservation Centre, for implementing a project on improving fuel efficiency in the road transport sector. Main features of the project are establishment and operation of gasoline and diesel tune-up demonstration and training centres in the country, establishment of a revolving loan fund for financing procurement of equipment by the private sector service companies, and special studies to support the development of policies and legislation to improve the fuel efficiency of the vehicle fleet. Assistance from UNDP covers project management, technical expertise, mass awareness programmes, training programmes, equipment, and financing for the revolving loan fund.

DUTIES: The Database Specialist will be responsible for the design and implementation of a management information system for the project. His responsibilities will include:

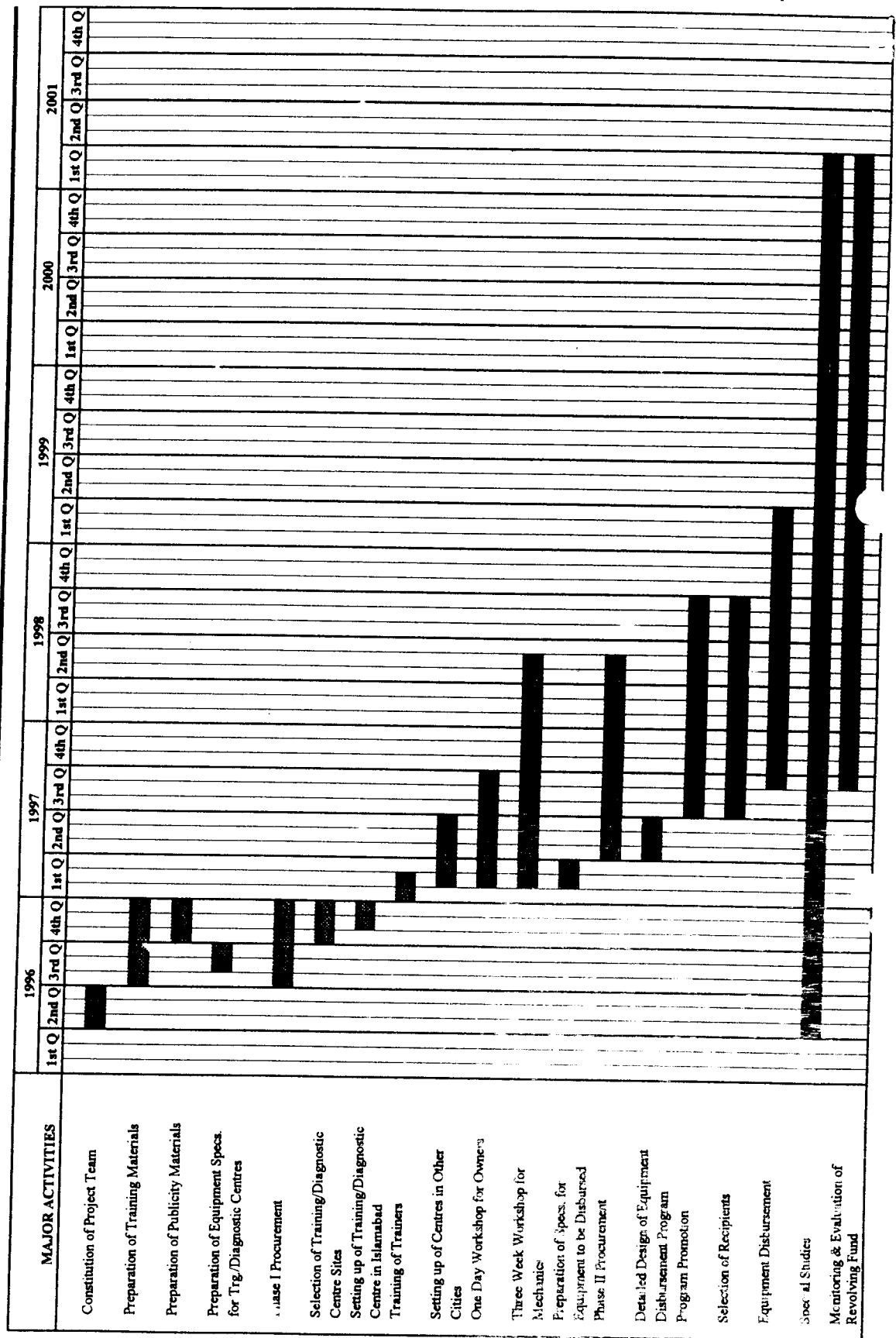
1. Assessment of data and information needs of the project.
2. Development and documentation of systems for collection, analysis and reporting of data and information.
3. Coordination with the project staff and other government and private sector organizations to ensure that the relevant data is collected and the required reports are produced.
4. Overall management of the data collection activities.
5. Screening of data and evaluation of the quality of the data.
6. Preparation of periodic, special and end of project reports based on the data collected.

QUALIFICATIONS: The Database Specialist should have a Graduate degree in science or engineering, with a strong background in statistics. He/she should be proficient in the use of state of the art computer database software such as Foxpro. Minimum 5 years of experience required in design and implementation of data bases and management information systems, preferably relating to production and engineering services.

LANGUAGES: English

Annex IV Work Plan

Phasing of Physical Work



Annex V The Organizational Framework

The Organizational Framework has been prepared with the objective to incorporate the recommendations from the ESMAP Phase II assistance which calls for a restructuring of ENERCON based on a *Programme Management* approach. This approach emphasizes the shift from a sector- to a programme/project-based approach. The organizational structure has been modified to facilitate the allocation of resources and responsibilities to all levels of programme management staff, in a flexible, timely and cost effective manner. In this structure, staff would be put together into service groupings which reflect their skills, experience and the tasks which they would be required to undertake. The structure has the following service groupings:

- (i) **Programme/Project Execution Services** - will manage all new programmes.
- (ii) **Training and Outreach Services** will provide the necessary skills to market the work of programmes to the target audiences.
- (iii) **Administration and Reporting Services** will concentrate on providing the contractual and administrative support and the information necessary for the management of ENERCON. This includes the financial/budgeting systems to comply with GEF-UNDP and other donors reporting requirements.
- (iv) **Sector Specialist Services** will provide input as required to the various programmes by Project directors.

The organizational structure proposed by ESMAP is presented below in figure 1. For the purpose of the implementation of this project, the new structure would facilitate the:

- institutional strengthening of the host government organizations involved;
- technology transfer to the local participants; and
- smooth and effective implementation of the tune-up demonstration and training programmes.

ESMAP also mapped out a Project Management Team Structure which is reflected in figure 2.

The Project Director will be responsible to the Managing Director of ENERCON. The MD ENERCON will ensure that the overall objectives of the project are met, and will help the Project Director in coordination with other government and private organizations. The Project Advisory Committee (PAC) consisting of the MD ENERCON, representatives of UNDP/GEF, and the Project Director will be responsible for hiring of the project staff, control of budget and expenditures, procurement of major items of equipment, and selection of training and demonstration centre sites. The Specialist, Planning and Evaluation will work closely with the Project Director and assist him in the design, monitoring and evaluation of the project activities. A Project Administrator will assist the Project Director in coordination with UNDP/GEF, the Government, and the private sector organizations, and in ensuring compliance

with the requirements of the Project Document and other applicable protocols. The functional set-up includes the project staff for establishment and operation of tune-up demonstration and training centres, consisting of the Project Managers, Project Engineers, and Supervisors. Short term consultants will be hired over the project period to provide specialized technical support to the Project Director. The Quality Control Supervisors will assist the Project Managers. Other support functions organized under the Project Director are database, information and outreach, and training. The project staff provided by UNDP and the host country will have common reporting channels.

Project Director
Project Managers
Project Engineers
Supervisors
Quality Control Supervisors
Database, Information and Outreach
Training

Project Director
Project Managers
Project Engineers
Supervisors
Quality Control Supervisors
Database, Information and Outreach
Training

Project Director

Project Managers

Project Engineers

Supervisors

Quality Control Supervisors

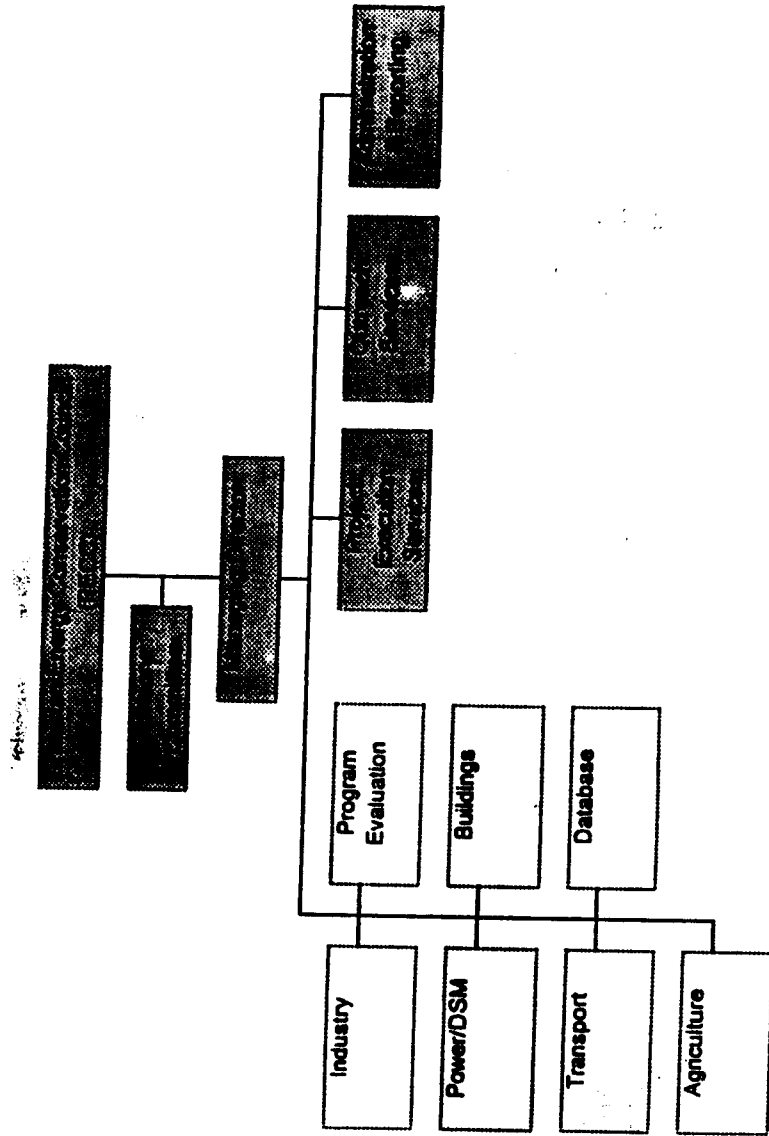
Database, Information and Outreach

Training

Governance and Management of ENERCON

Figure 1

PAKISTAN
ENERGY EFFICIENCY AND CONSERVATION
GOVERNANCE AND MANAGEMENT OF ENERCON



Project Organogram

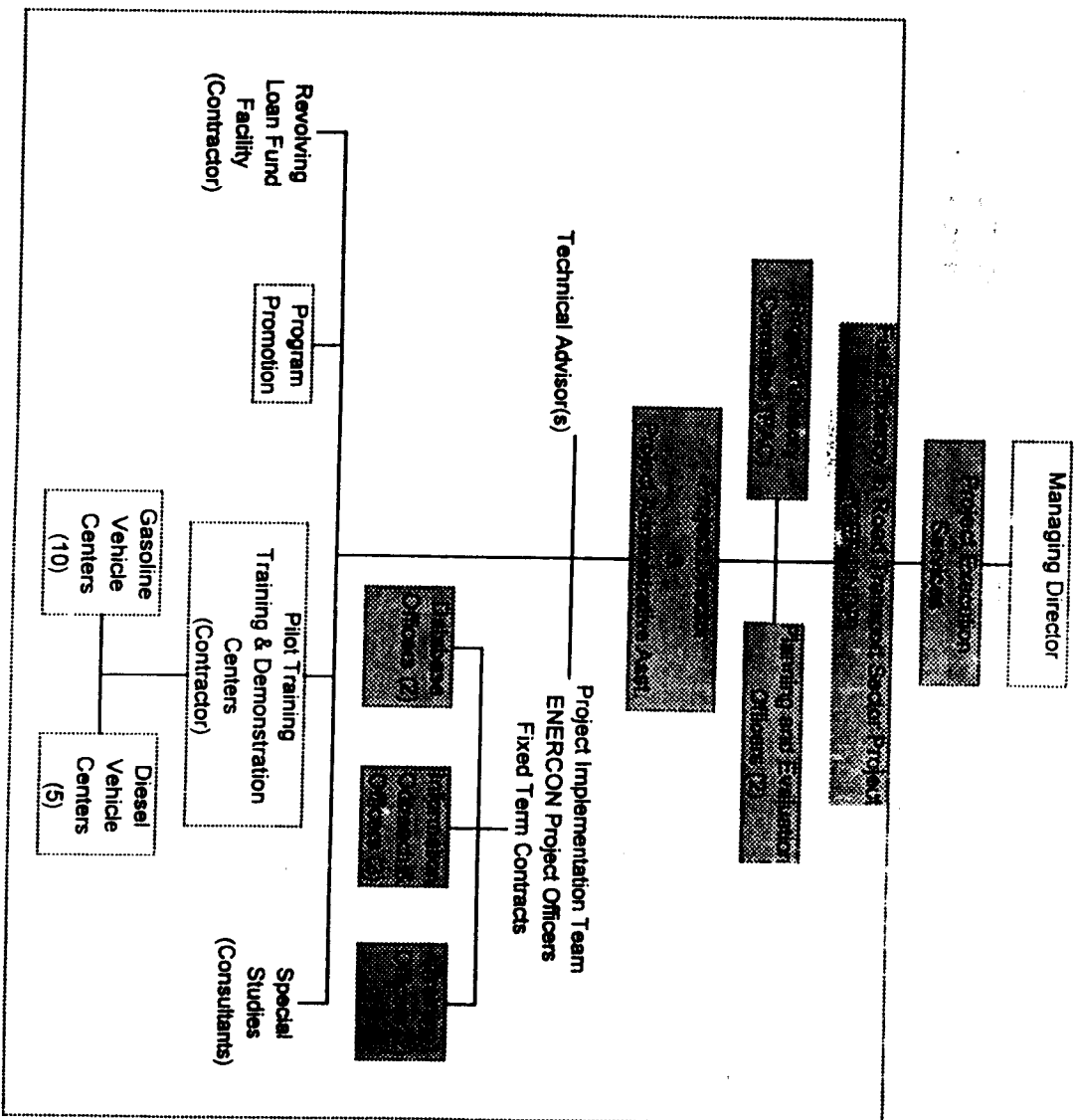


Figure 2

Annex VI Selection Criteria for Tune-up Demonstration Sites

1. The demonstration centers will be set up at the gasoline/diesel stations and the applications of interested stations will be routed through the respective oil companies, who will make the first selection based on the criteria provided to them (para 3).
2. The selected participants will be required to place an initial deposit of 20% of the value of tune-up equipment while the rest 30% on half yearly payment basis @ 10% (i.e. after every 6 months in 3 installments).
3. Consultative Proposal Evaluation Committee (CPEC) comprised of five (5) members, including two (2) members appointed by UNDP including, if available, representative(s) from UNIDO having past experience in similar projects implemented in other parts of the world, will finally select the demonstration sites for tune-up centers with the approval of the PAC.
 - a) The evaluation of the sites will be done on the following lines:
 - Present business volume and financial strength 30% marks
 - Management and technical capabilities 20% marks
 - Facilities and location 30% marks
 - Interest and prospects of purchasing tune-up equipment 20% marks

To qualify the technical evaluation, the facilities will have to secure at least 70 % marks

