**Annex 2\_Tender tasks, timeline and deliverables**

The preparation of Transitional Plans (TP) will rely on the multi-level perspective[[1]](#footnote-2) approach for planning sustainable transitions, which will be refined for the needs of Bosnia and Herzegovina.

Annex 1 of the Transitional Plan will be an operational 3-year plan with short-term measures, that will be the subject of the adoption at the local council.

The SEI is looking to engage a consulting team (the “Consultant”) to support the preparation of Transitional Plans in three local self-government units in BiH – Municipality of Gacko, the Municipality of Kakanj and the City of Gradiška within the area of Circular Economy.

SEI has implemented preparatory activities, including 1) obtained local decisions on the intentions of LSGUs to participate in the project and 2) local decisions on the establishment of planning teams, 3) stakeholder mapping, 4) collected relevant local documents, 5) prepared draft baseline assessments-situation analysis, 6) conducted visioning exercise and initial stakeholder engagement.

The experts are expected to closely collaborate with the SEI thematic experts (that will provide advisory services per area), SEI Programme Manager and Senior Programme Coordinator (located in Sarajevo). SEI also has contracted a local partner (consortium CENER 21-Enova) that will support logistical arrangements and organization and provide support where needed with the compilation or collection of documents.

**Scope of work**

1. **Initiation of the work**

During the initiation phase, the first 2 weeks after the contract signing, the following tasks are envisaged:

* 1. the Consultant will familiarize themselves with the Methodology and with what has been done so far, in the inception phase:
     + the draft baseline assessment prepared based on the existing official documents.
     + the minutes of the meeting from the visioning exercise events.
     + the draft stakeholder mapping.
  2. Attend a joint meeting between SEI, local governments, and LP; the meeting will last one day and be held online. During the meeting, the preliminary plan and the stakeholder engagement approach will be discussed.

The main output of this phase will be the 1) preliminary work plan and the 2) plan for stakeholder engagement. The outputs will be prepared jointly with SEI and coordinators form the partner local governments.

1. **Drafting the Transitional Plans** 
   1. **Support LSGUs to establish (and run) working groups:** This activity involves consultations with coordinators form the local governments and the establishment of Working Group (WG) for the Circular Economy thematic area for the deeper analytical work. Five working groups are envisaged, reflecting priorities of the Green Agenda for the Western Balkans. Working Group Lead will be in charge for collaboration with team members, assignment of tasks and follow-up, as well as regular communication and coordination. If needed, the SEI will develop Term of Reference for the Working Group as part of this activity.
   2. **Mapping the Transition Landscape**

The main objective of this activity is to map and analyze international, regional, national, and local obligations, policies, strategies, and legislations that could be supporting or hindering the sustainable transition. This mapping will encompass an overview and summary of relevant international/BiH/entity/cantonal/local documents/policy framework for the areas within the scope of this procurement. The overview should provide relevant context, emerging issues, the strategic direction of BiH/entity in the area, trends, and forthcoming policies, as well as any indication of technological preferences/approaches in the area and scenarios/modeling used.

The summary will be available as a separate document, while the Transitional Plans should show the harmonization with other relevant strategic documents. It is important to seek complementary socioeconomic aspirations (e.g. goals and targets related to innovation, education and skills, health, equity considerations, etc.), or define them during the preparation of pathways and options (Chapter 2.4)*.*

SEI will support the identification of relevant documents regarding socio-economic aspirations. Additionally, SEI has already collected majority of requirement documents that the Consultant will supplement. The Consultant should be explicit when working/using documents that are not officially adopted (draft phase).

* 1. **Review and Supplementation of a Situation Analysis**
     1. SEI has prepared a draft situation analysis based on available data and documents. The Consultant should review and broaden the technical assessment of relevant sectors, where/if needed, including the establishment/selection of relevant indicators. The baseline assessment should also reflect the links between environmental/sectoral issues and relevant provisioning systems and behaviors and social norms that influence available choices.
     2. Review of the visioning exercise and drawing up elements for preparation of development pathways.
  2. **Preparation of Transitional Pathways and Stakeholder Consultations**

The main objective of this activity is to prepare a transitional pathway, that outline one or more “paths” that a partner LSGUs can take to get from ‘Point A’ (the current states of things) to ‘Point B’ (a desired future state - vision). Pathways help outline what needs to be considered, and what will matter, when assessing whether a given idea or concept is capable of getting us from A to B, identifying what barriers or factors need to be considered or addressed when opting to pursue a particular goal.

The Consultant will contribute to Transitional Pathway from the scope of this procurement, showing how Circular Economy as one of the priorities of the Green Agenda will contribute to the systematic change in selected LSGUs.

This task will be led by SEI experts, while the consultants will provide inputs for the Transitional Pathway document, as well as participate in the meeting to reach a consensus about it.

* Selection of one or more foresight methods, application and preparation of the alternative futures and pathways. The selection of methods should consider existing modelling and scenario development based on Green Agenda for Western Balkan targets. QA will be done by SEI experts.
* First Stakeholder Consultationsaims tocollect views from both internal and external stakeholders on the current situation, but also to discuss the possible pathways. A wide range of local and regional participants should be considered for invitation to the workshop including NGOs, universities, and research institutions with expertise relevant to sectors covered. The Consultant will prepare the agenda together with other WG leaders and based on pre-existing stakeholder mapping and engagement plan (look at Chapter 1 of this document). The Local Partner will be in charge of the logistics and invitations. The stakeholder consultations should be organized as a daily hybrid event. Public consultations on selected pathways, that should open the possibility of comments and additional inputs for interested public and experts after the event itself. Local Partner will be in charge to compile the comments, and to communicate with experts in case additional clarifications are needed. Local Partner will also compile the feedback after the consultation period on Transition Pathways.
  1. **Prioritization, development of measures and activities** 
     1. Baseline assessment, stakeholder consultations and selected transitional pathways will refine and show priorities, and the next step will be to define measures for long-term (until 2050), medium-term (2035) and short-term (3 years) measures and activities that will be part of the Operational Plan. Measures should broadly consider the funding of innovation, environment and climate, investments, and integrated economic and social measures.

Some pre-defined[[2]](#footnote-3)areas to be taken into account when developing measures are presented below:

* + - Waste prevention, minimization and if created, transformation into high-quality resources; prevention of plastic pollution.
    - Make further progress in the construction and maintenance of waste management infrastructure for cities and regions.
* Measures addressing the entire life cycle of products, from design and manufacturing to consumption, repair, reuse, recycling, and bringing resources back into the economy.
* The increase of the resources productivity within the economy.
* Using EU best practices in different industrial sectors through the 'best available technique reference documents' (BREFs).
  + - Adoption of Best Available Technologies (BAT).
    - Circular economy and the benefits for SMEs, support to low carbon entrepreneurship, support SMEs in accessing innovative technologies.
* Comprehensive approach to foster sustainable lifestyles and consumption, empowering consumers and public buyers, including green procurement.
  + - Support the establishment of sustainable development and innovation policies for the economies via the implementation of Smart Specialization Strategies.
    - Circularity and climate natural materials in construction and buildings.
* Relevance of industrial policy - a green modernization in enterprises and investments in the co-operative linkages in the industrial eco-systems.
* Innovations and the deployment of effective innovation measures.
  + - Skills - new skills, gaps, education, labour market gaps (reskilling programmes).
    - Relevance of integration to the EU industrial supply chains.

Development of measures will need intense work in working groups, and organization of this work will be left to the discretion of the Consultant, in agreement with Senior Project Coordinator and the Local Partner. The Consultant will have a close cooperation with the SEI thematic experts within working group areas.

Development of the measures should ideally be done in two iterations (2 drafts). The consultant should draw and prepare a longer list of measures that will be communicated with the stakeholders and the LSGU and refined based on the feedback.

These actions can be presented in a table providing an overview of how activities are linked to measures. Beyond the table, each action should have a detailed description and analysis consisting of, but not limited to:

* + Estimated annual implementation and capital expenditure costs per measure;
  + Key stakeholders for implementation (and their roles and responsibilities);
  + Potential sources of finance including the municipal budget, national government, IFIs, donors and the private sector;
  + Estimated cost of pre-investment (feasibility and impact studies, etc.);
  + Indicative implementation and operational timeline;

For the details, please consult Annex 4\_Draft of the Transitional Plan.

This detailed list of actions should be reviewed a second time by the LSGU and its stakeholders to affirm their commitment to the scope of activities identified through the TP.

Short-term measures should be worked out at the activity level, which will be connected with the corresponding measures, deadlines, expected results, responsible parties, and financial allocations and sources.

* + 1. **Second Stakeholder Consultations**, with the aim to refine the 1st draft of measures and corresponding activities for short-term measures, and work towards the second and final draft. The Local Partner will be in charge of the logistics and invitation.

1. **Optimization of the Transitional Plan and its Operational 3-year plan (2027-2029)**

Once complete, the final ‘short-list’ of actions can be integrated into the Transitional Plan and it’s 2027-2029 Operational plan.

The Consultant should provide any additional feedback on comments, if any, which may arise from the LSGUs. This can envisage support to public disclosure/consultations, a summary of the received comments, and revision of TP, and the presentation to LSGU council.

1. **Capacity building**

The Consultant will provide training and capacity building for LSGU officials, as well as other stakeholders who may be implementing actions included in the TPs. Capacity building should aim to provide necessary skills and knowledge for implementing bodies in order to support the implementation and management of sustainable transition actions.

Upon request by SEI and depending on the findings of the capacity buildings needs assessment (not part of this ToR), the Consultant might provide training and capacity building for LSGU officials, as well as other stakeholders who may be implementing actions included in the TPs. Capacity building should aim to provide necessary skills and knowledge for implementing bodies in order to support the implementation and management of sustainable transition actions.

SEI will be in charge of preparing the agenda together with the Consultant and an international expert. Topics will be agreed with the LSGUs, SEI and international experts.

1. **Support in developing ToRs for LSGUs**

The Consultant will support in drafting ToRs for the activities that LSGUs will choose as measures that the BiH SuTra Programme will support in implementing. This task will be undertaken upon request of the LSGUs and if the selected measures are related to the Circular Economy development pathway.

1. **Preparation of a final report for the SEI**

The Consultant is expected to reflect on the process taken in developing the TPs. The Consultant will prepare a Final report that identifies lessons learned for the production of the TPs and further discusses future improvements concerning the Methodology.

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| --- | --- | --- | --- |
| **Deliverables** | **Task/Subtask number** | **Description** | **Tentative date** |
| **Deliverable 1** | 1.2 | * Attending joint meetings with LSGUs and other experts * Preliminary Work Plan * Stakeholder mapping | by the end of February 2026 |
| **Deliverable 2** | 2.1 | Support to LSGUs to establish (and run) working groups | By the end of April 2026 |
| 2.2 | Mapping the Transition Landscape - an overview and summary of relevant international/BiH/entity/cantonal/local documents/policy framework |
| 2.3 | Review and Supplementation of a Situation Analysis |
| 2.4 | Preparation of Transitional Pathways and Stakeholder Consultations (first stakeholder consultation meeting – three LSGUs) |
| **Deliverable 3** | 2.5 | - Prioritization, development of measures and activities (1st draft)  - 2nd stakeholder consultation meeting (three LSGUs)  - Update of measures and activities (2nd draft) | By the end of July 2026 |
| 3 | Transitional plans prepared including Operational 3-year plan (incl. optimization of the Transitional Plan and its Operational 3-year plan 2027 - 2029) |
| **Deliverable 4** | 4 | CB activities (upon request) | By the end of April 2027 |
| 5 | Support to development of short-term activities description for ToRs (upon request) |
| **Deliverable 5** | 6 | Final report | By the end of December 2026 |

**Deliverables**

In summary, the following indicative timeline is allocated to before-mentioned deliverables.

1. Please consult these two publications: <https://www.eea.europa.eu/publications/sustainability-transitions-policy-and-practice>

   <https://ec.europa.eu/regional_policy/sources/studies/report_sust_transit_en.pdf> [↑](#footnote-ref-2)
2. By the Green Agenda for the Western Balkans, and EU Green Deal [↑](#footnote-ref-3)