

MONITORING LOG
for the year: 2013

Project Title and ID: Improving Energy Efficiency in Residential Buildings in the Republic of Belarus
No. 00077154

Activity Title and ID: All activities as per ADWP 2013

Monitoring action	Description	Due date as per 2013 ADWP	Comments	Date of completion
Annual Review	2013 Annual project report	15.12.2013		Dec 12, 2013 (first submitted); Feb 10, 2014 (approved)
Audit	Internal and external audits	Not defined		
Donor report	2013/2014 Progress implementation review (for GEF)	15.07.2014		
Evaluations	Midterm external evaluation	Not defined	Is to be performed by 15.12. 2014	
	Final external evaluation	Not defined	Is to be performed by 15.12. 2016	
Monitor visits	During the year	Not defined		
Work group meetings	First Stakeholders Meeting	Not defined	Discussion of preparedness status of the project pilot sites	Feb 12, 2013
	Second Stakeholders Meeting (inception workshop)	May 15, 2013	Discussion of project baseline deviations and project plan adjustments	June 28, 2013
National reporting	2013 First Progress Report to the Ministry of Economy	Jan 15, 2013		Jan 14, 2013
	2013 Second Progress Report to the Ministry of Economy	July 15, 2013		July 11, 2013

	2014 First Progress Report to the Ministry of Economy	Jan 15, 2014		Jan 6, 2014
Logs	Lessons Learned Log	July 15, 2013 Dec 25, 2013		July 15, 2013; Jan 4, 2014
	Risk Log	July 15, 2013 Dec 25, 2013		July 15, 2013; Jan 4, 2014
	Issues Log	July 15, 2013 Dec 25, 2013		July 15, 2013; Jan 4, 2014
Tripartite meetings	Steering Committee Meetings	May 31, 2013 Dec 31, 2013	Discussion of planning for 2013, status of implementation and major issues Discussion of results of 2013, planning for 2014	Apr 2, 2012; June 28, 2013; Nov 18, 2013

Certified by the Project Manager

Alexandre GREBENKOV
(name and signature)

Approved by the Programme Officer

Igar Tchoulba
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MONITORING LOG

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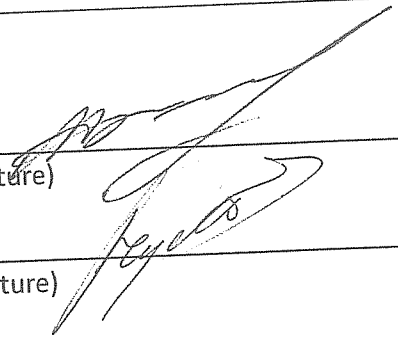
Activity Title and ID: All activities as per ADWP 2014

Monitoring action	Description	Due date as per 2014 ADWP	Comments	Date of completion
Annual Review	2014 Annual project report	01.12.2014		
Audit	Internal and external audits	Not defined		
Donor report	2013/2014 Progress implementation review (for GEF)	15.07.2014	Should be submitted to the UNDP CO not later than June 15, 2014	
Evaluations	Midterm external evaluation	15.12.2014	An international consultant should be hired not later than July 2014	
	Final external evaluation	Not defined	Is to be performed by 15.12. 2016	
Monitor visits	During the year	Not defined		
Work group meetings	Stakeholders Meeting	Not defined	Discussion of project baseline deviations and project plan adjustments, as needed	
National reporting	First Progress Report to the Ministry of Economy	15.01.2014	The results of project activities implemented in the third and fourth quarters of 2013	Jan 6, 2014
	Second Progress Report to the Ministry of Economy	15.07.2014	The results of project activities implemented in the first and second quarters of 2014	
Logs	Lessons Learned Log	15.07.2014		
		25.12.2014		
	Risk Log	15.07.2014 25.12.2014		
	Issues Log	15.07.2014 25.12.2014		

Tripartite meetings	Steering Committee Meetings	31.03.2014	Discussion of ADWP for 2014, status of implementation and major issues.	
		31.12.2013	Discussion of results of 2014, planning for 2015.	

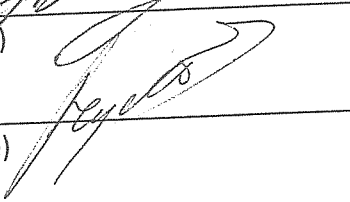
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OFFLINE ISSUES LOG



Project Title: Improving Energy Efficiency in Residential Buildings in the Republic of Belarus | Project ID: 00077154 | Date: Jan 15, 2014

#	Description	Date identified	Type	Impact & Priority	Countermeasures / Management response	Owner	Submitted, updated by	Last update	Status
1	1-year delay in project implementation launch as compared to the due date stipulated in the Project Document because of its late registration by the Ministry of Economy.	Jan 2013	Anticipated but unavoidable	It leads to the shortening of the project implementation period by one year and implies changes in the Logical Framework timing. Priority = 5	Significant changes of timeframe of all project outcomes were introduced in the 2013 ADWP to synchronize and adjust timing to the new shortened period of project implementation. Suggested changes were approved by the PSC on Apr 2, 2013. The project will have to shortly proceed to implementation of at least 70% of activities under Outcome 1 (complete all analytical reviews, draft energy performance standards, and prepare for energy audits), 40% of activities under Outcome 2, at least 20% of activities under Outcome 3 (provide design and construction documents for two of the three pilot buildings), and more than 40% of activities under Outcome 4.	Project manager, UNDP CO	Project manager	Dec 2013	updated
2	Due to the said need of extended efforts during the first year, the project budget for 2013 is relatively big and its full utilisation is under question	Jan 2013	Query	Only fully utilized resources will provide and assure timely implementation of all project activities planned and committed under the 2013 ADWP. Priority = 5	As of June 30, 2013 the project utilized and committed almost 35% of its budget allocated for activities in 2013. As of Dec 31, 2013 the project utilized and committed 87% of its budget allocated for activities in 2013. Thus, the issue has been resolved. To resolve the issue the project had, in due time, to engage all needed local consultants, organize and conduct all travels and trainings/seminars planned and perform an energy audit campaign. The crucial issue was to select a design company capable to develop design and construction documents for pilot projects. The selection tender and contracting of the company were implemented before the budget closure that improved delivery of 2013 budget by 30%.	Project manager	Project manager	Dec 2013	updated

3	There is of an acute need to choose an effective and feasible modality for timely engaging a design organization to address design, construction and monitoring energy efficiency improvement measures in the project's pilot residential buildings	Apr 2013	Problem	In order to assure minimization of the said time-lag in project implementation, the selection process has to be short and feasible to the extent possible. The design work should start not later than the last decade of August, 2013. Priority = 5	It is deemed that without the NEX modality the project will have to enter in a very long process of selection just because of the fact that, according to preliminary screening, there is no potential tenderer, which relevant qualification, skills and experience are not questionable, except for NIPTIS. The PMU and UNDP CO suggested this option for a decision-making at the second PSC meeting held on 28 June, 2013. The PSC recommended the NEX modality to be applied to engaging the NIPTIS as an Implementing Entity. However, in the end of July 2013, when all necessary documents were prepared for NEX contracting, NIPTIS declined the invitation making a choice in favor of regular tender procedures. In order to respond to this issue, the PMU was to promptly prepare another set of documents, including RFP, that was drafted and the tender was announced and disseminated as of Sep 2, 2013 under open international competition. The tender was closed on 18 Oct, 2013 with four proposals from companies in Belarus, Italy, Estonia and Lithuania. As a result of evaluation process, the Contract Award Request was issued in favor of the NIPTIS in the beginning of Nov, 2013.	Project manager, UNDP CO	Project manager	Dec 2013	update
4	During the second quarter of 2013, sufficient reorganization of all state bodies was initiated by the President and accomplished throughout the country.	Apr 2013	Change in environment	The undertaken reform has brought certain changes in authorities, competencies and capacities. It resulted in alterations of many governmental structures and posts. This has impeded decision-making in the key ministries the project collaborated with, especially in the Ministry of Environment. This also affected almost 20% of the PSC actual members who may not be assigned to continue their duties in this body. Priority = 5	The National Implementing Agency (i.e. the Energy Efficiency Department) in cooperation with other stakeholders re-elect those members of PSC who were not any more in a position to take part in the PSC meetings with a right to vote. Mr. Andreyev, MinEnv replaced Mr. Shouravin, RUE "BelarusGeologia".	Project manager, Energy Efficiency Department	Project manager	Dec 2013	update

Submitted by Project Manager

A. Grebenkov

Approved by UNDP Programme Officer

I. Tchoulba

LESSONS LEARNED LOG

Project Title: Improving Energy Efficiency in Residential Buildings in the Republic of Belarus **Project ID:** 00077154 **Date:** Jan 15, 2014

#	Type	Date identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
1.	Project results	June 2013	In line with the 2013 ADWP, the project completed critical analysis and evaluated the best European and other internationally recognized methodologies and practices for energy performance monitoring and calculation as well as existing international and domestic practices for energy audit in residential buildings, and elaborated a provisional programme for the 2013 energy audit campaign, equipment specification and respective equipment procurement plan.	According to elaborated logistics for energy audit, actual measurements should start in mid-September in order to concern the pre-heating season. The 2013 ADWP stipulates for September 30 as the deadline for equipment acquisition. This makes the energy audit campaign missing the first important stage.	Pursuant to the 2013 ADWP, the revealed gaps between the domestic and the best international practices should be further a basis for elaboration of recommendations as to introduction of respective methodologies applicable to different types of residential buildings. The deadline is August 31, 2013 that fits the 2013 energy audit campaign programme. However, the deadline for the procurement, installation and assessment of equipment should be moved to an earlier date, i.e., September 20 the latest making thereby two activities carried out in parallel.	Project Manager
2.	Project results	June 2013		Due to late engagement of international consultants, the project has not yet completed monitoring of potential partners to host two study visits of Belarusian specialists scheduled for 2013.	It is suggested to combine one of the two scheduled study visits with visiting some project sites and meeting with experts of one of the best UNDP/GEF projects dealing with energy efficiency in buildings. It is also worth considering combination of attending relevant international events with visiting energy efficiency housings and meeting respective developers.	Project Manager
3.	Project results	June 2013	Prior to the project's commencement, the project industrial partners have committed to provide underlying financing for respective pilot projects. On Feb 12, 2013 during the first stakeholders meeting organized by the Energy Efficiency Department the project's partners reconfirmed their commitments and agreed to start the development of their respective pilot sites in accordance with a flow chart proposed by the PMU. Relevant formal letters have been received from all three project's partners.	As of June 30, 2013 the Ministry of Natural Resources and Environmental Protection happened to be not clearly certain with regard to its pilot site.	Although there is still enough time to make a decision concerning the said partner's involvement (pursuant to the flow chart of pilot activities the third pilot site's design and development stage is due to commence by quarter IV of 2013), in order to minimize the risk of not meeting the project direct GHG emission reduction targets, it is suggested that the PSC will consider some alternative options, e.g., (i) same project partner with additional project co-partner and same pilot site, (ii) different pilot sites with additional project co-partner, and (iii) different pilot site and another project partner(s).	Project Manager

#	Type	Date identified	Successes	Shortcomings	Recommended Solutions	Subm updates
4.	Project results	June 2013	During two first quarters of 2013, the project helped organize and hold one international seminar (180 attendees), an international workshop dedicated to project inception stage results (40 attendees), one meeting of project stakeholders and two PSC meetings. Project team members took part in four relevant international conferences presenting the project objectives and results. The project prepared and issued one press-release and prepared eight articles published in Belarusian mass-media.	As of June 30, the project still does not have a PR-specialist in its staff.	The project has prepared relevant ToR and should provide timely actions to hire a PR-specialist. The project should progressively intensify further efforts to develop and launch a project's Website.	Project Manaç
5.	Project results	Dec 2013	Based on the results of analysis (see item 1 above), the project elaborated the energy audit methodological guidelines for residential buildings. The guidelines have been discussed and endorsed by stakeholders and specialists during a round-table organized and held by the project. The guidelines were a basic instrument for the energy audit of five selected buildings successfully launched as a baseline assessment of energy performance of future pilot buildings.	Due to the late acquisition of energy audit equipment, the energy audit campaign has missed the pre-heating season.	The project has made timely arrangements for the energy audit to begin with the use of the same certified equipment complimentary offered by one of energy auditors. In addition, the energy audit campaign should be extended until the end of entire heating season of 2013-2014 with measurements during also the after-heating season, i.e., until mid-March. Additional local consultant to provide extended measurements should be hired. The contracts and assignments for one local and one international consultants should be extended accordingly.	Project Manaç
6.	Project results	Dec 2013	In spite of the late engagement of international consultants (see item 2 above), the project has succeeded to follow up the recommended solution. The international consultant has organized and hosted a 5-day study visit in Germany. In addition, due to its good ties with Austrian Energy Agency, the project has successfully accomplished a four-day study visit in Austria. The project also has combined, as recommended, a participation of Belarusian specialists in the Fourth International Forum on Energy for Sustainable Development held in Tbilisi with a one-day filed visit of energy efficiency housings, meeting with respective developers and experts of the best UNDP/GEF projects dealing with energy efficiency in buildings.		In view of importance of study visits as an effective instrument for raising knowledge and experience of decision-makers, upgrading skills and professional development of specialists as well as for promoting energy efficiency improvement of housing, in 2014 the project should extend its activities dedicated to study visits and training campaigns. In this regard, the project should use the invitation by the Department for Energy and Climate Change of the Netherlands' Ministry of Economic Affairs that offers in its letter of Nov 28, 2013 to provide assistance for relevant study and field visits.	Project Manaç

#	Type	Date identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
7.	Project results	Dec 2013	<p>The Ministry of Natural Resources and Environmental Protection late in Oct 2013 informed the UNDP that the Ministry was not able to confirm its commitments given in the beginning of the project with regard to construction of the project's third pilot building. Therefore, in line with one of the recommended solutions (see item 3 above) the project was to immediately perform additional survey and evaluation of a new potential project demonstration site. As result of this survey and further negotiations, the Mahiliou Oblast Executive Committee proposed construction of a residential building in Mahiliou as an alternative demonstration site. In its letter of Nov 11, 2013, the Mahiliou Oblast Executive Committee provided its commitments to prepare all necessary documentations and permissions and assured co-financing for development and construction of a two-entry 10-storey residential building. The PSC meeting held on Nov 18, 2013 approved the Mahiliou Oblast Executive Committee as a new project partner. All 3 demonstration projects have been thereby defined, fully characterized by the project partners and adopted by the PSC. The project partners have proceeded to baseline design. Preparation of design documentation for energy efficiency measures and equipment has started by NIPTIS, a design institution selected via the UNDP tender process, for two demonstration projects out of the three.</p>	<p>Due to the fact that in the end of July 2013 NIPTIS declined its initial agreement for NEX contracting, the project was to prepare and begin a regular tender procedure that was closed only on 18 Oct, 2013. This resulted in delaying the design work for approx. 4 months.</p>	<p>In order to assist NIPTIS it is suggested to extend contract and assignments for one international and six local consultants until the end of the first quarter of 2014. It is also recommended not later than in April 2014 to begin necessary procedures for getting involved in design work a design company, which will be to perform design work for the pilot building in Mogilev. With a view of timely acquisition of equipment, installations and tools for the pilot buildings in line with provisions and specifications of design and construction documentations it is necessary to hire and engage a procurement specialists not later than in May 2014.</p>	Project Manager

Submitted by Project Manager  A. Grebenkov

Approved by UNDP Programme Officer  I. Tchoulba

OFFLINE RISK LOG

Project Title: Improving Energy Efficiency in Residential Buildings in the Republic of Belarus		Project ID: 00077154		Date: Jan 15, 2014					
#	Description	Date identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last update	Status (in comparison with previous evaluation)
1	The local energy pricing policy does not support energy efficiency investments	Nov 2011	Political	Energy efficiency investments are less attractive to the end users. This risk may prevent the project from delivering on its outcomes related to scaling-up and replication of the project results. P = 3 I = 3	With a view to increase incentives for energy efficiency improvement in the housing sector, the Government adopted a road-map and measures to progressively eliminate the cross-subsidy with due regard of economic and financial feasibility as well as the fact that current energy prices in Belarus were getting closer to international market prices. Today world prices of fossil fuels are stable with marginal growth. It is unlikely that fossil fuel price fluctuations will result in significantly low prices in the nearest decades. This makes the risk low. The probability of occurrence of this risk remains high, since under the condition of cross-subsidization, being still exercised in Belarus, energy tariffs may not become equitable in a very long run, and tenants are not well aware of long-term benefits from using energy efficient technologies to be introduced in buildings. As a response, the UNDP/GEF project will initiate an investigation of this case and submit resulting recommendations to the Government on how to increase incentives of end-users to invest in energy efficiency improvement measures and will provide awareness raising activities for tenants.	Project Board	Submitted by Project Proponent, updated by Project Manager	Dec 2013	Increasing
2	No or slow adoption of the proposed revised energy efficient construction norms and minimum energy performance standards by the Government	Nov 2011	Political and regulatory	No policy basis to drive the market transformation for more energy efficient buildings. This risk may prevent the project from delivering on its outcomes related to enforced regulations improving energy efficiency of new buildings. P = 3 I = 3	The Government recently (as of Apr 5, 2013) adopted the State Housing Policy Concept until 2016, which stipulated for newly constructed residential buildings to be in line with improved energy performance standards. Although the said standards have still some gaps from the best EU practice, the state policy is clearly drifted towards energy efficient construction norms and minimum energy performance standards. This poses the political risk manageable. In Belarus, standards usually are adopted as a follow-up of achievable local practice and its feasibility. The construction practice based on energy efficient performance is not yet widely exercised and its feasibility is still questioned. The regulatory risk is therefore relatively high. As a response, the UNDP/GEF project will demonstrate and justify with required background analysis through, <i>inter alia</i> , its pilot projects and benchmarking against EU experience that the best practice is feasible and within easy reach of local developers and builders.	Project Board	Submitted by Project Proponent, updated by Project Manager	Dec 2013	Decreasing

3	Lack of inter-institutional ownership and co-operation in implementing the project activities	Nov 2011	Political and Organizational	<p>Targets requiring institutional co-operation and cross-sectoral ownership not met. This risk may prevent the project from delivering on its major outcomes.</p> <p>P = 2 I = 4</p>	<p>The State Housing Policy Concept until 2016 adopted Apr 5, 2013 and the Complex Energy Efficient Housing Development and Construction Programme until 2020 recently submitted minimize the risk of conflict between the agencies, since all the key stakeholders involved in construction and operation of buildings have agreed to and become responsible for execution of these legislative acts.</p> <p>The said co-operation can be also fostered by early engagement of the key stakeholders in the UNDP/GEF project's activities and using the Project Steering Committee as a complementary platform for raising issues requiring institutional co-operation. Furthermore, the institutional ownership and co-operation is to be further fostered by project's training and awareness raising activities.</p>	Project Board	Submitted by Project Proponent, updated by Project Manager	Dec 2013	No change
4	The adopted construction norms and minimum energy performance standards may not be effectively enforced despite the support provided by the project.	Nov 2011	Political and Organizational	<p>Lower compliance and therefore lower impact of the adopted energy efficiency standards and labels (S&L) schemes.</p> <p>This risk may prevent the project from delivering on its outcomes related to scaling-up and replication of the project results.</p> <p>P = 2 I = 4</p>	<p>The initial surveys and energy audits have confirmed that the compliance with the earlier thermal standards (introduced in 1993, 2005 and 2010) has been quite good. This together with the information from local stakeholders indicates that the risk of inadequate enforcement in Belarus is likely to be lower than in many other GEF programme countries.</p> <p>Nevertheless, the issue will be further studied during the project implementation. International experiences, enforcement models and possible incentives that can be considered to be of interest by taking into account the existing resources, capacities and organisational responsibilities in Belarus will be explored further and presented to local authorities for consideration. This will be accompanied by related capacity building and institutional strengthening.</p>	Project Board. Project Manager	Submitted by Project Proponent, updated by Project Manager	Dec 2013	No change
5	Inadequate local availability of certified, cost-effective construction materials and building appliances to meet the revised energy efficiency targets	Nov 2011	Organizational	<p>Lack of capacity of local producers, suppliers and services to meet perspective demand of respective materials, equipment and maintenance.</p> <p>This risk may prevent the project from delivering on its outcomes related to pilot projects and scaling-up and replication of the project results.</p> <p>P = 3 I = 4</p>	<p>As a result of the ongoing efforts of the Government to improve energy efficiency of buildings, a relatively wide assortment of energy efficient building materials and appliances (such as EE windows) is already available in the market. The lack of availability of certified construction materials is not going to present a major bottleneck to improve the energy efficiency of buildings. Nevertheless, a number of local producers, suppliers and services, their qualification and capacity are not yet at the level required to meet the projected market demand in case of broad application of cellular concrete, heat pumps, solar collectors and PV-panels.</p> <p>The situation will be monitored and further studied during the project implementation. The local and international consultants will evaluate market demand and provide recommendations on how to make existing infrastructure meet the needs. It will be likely necessary to establish and further train specialized units under district's housing & communal services or building management offices.</p>	Project Board. Project Manager	Submitted by Project Proponent, updated by Project Manager	Dec 2013	Increasing

6	Lack of interest of the managers of the construction companies and other building professionals such as architects, building engineers, construction workers and their supervisors to commit time for and to apply in practice the training provided by the project	Nov 2011	Strategic	Low level of compliance and implementation. This risk may prevent the project from delivering on its outcomes related to pilot projects and scaling-up and replication of the project results. P = 3 I = 3	Continuing dialogue and engagement of the private sector by identifying and pursuing the idea of new market opportunities and common benefits. Starting with a limited number of trainees to identify the main drivers guiding the work of different building professionals, to test the different training approaches and to demonstrate the common benefits of the training, thereby gradually raising the interest among the broader group and developing the training up to the point. Using an existing network of extension courses and refresher courses established at key ministries to provide continuing and regular training through engaging and educating first their permanent lecturers.	Project Manager	Submitted by Proponent, updated by Project Manager	Dec 2013	No change
7	Lack of adequate and reliable market data to facilitate the monitoring of project impact and planning of further policy measures	Nov 2011	Strategic	Inadequate information for monitoring project impact and for planning new policy measures. This risk may prevent the project from delivering on its outcomes related to scaling-up and replication of the project results. P = 4 I = 3	Close cooperation with the National Statistical Committee of the Republic of Belarus, Energy Efficiency Department, local construction companies, producers and sellers of different construction materials and equipment, industry associations and specialized institutions collecting relevant statistical information. Introducing a new form of statistical reports showing the specific energy performance of buildings. The energy efficiency performance certificates and labeling systems to be developed and exercised in practice under the project's scope will help address availability and accuracy of the information to be acquired. For required additional data, specific surveys and/or other expanded data collection activities to be initiated. Cross-checking the reliability of the data by comparing the results from different sources and approaches (e.g. top-down / bottom-up).	Project Manager	Submitted by Proponent, updated by Project Manager	Dec 2013	No change

8	<p>Inadequate and/or non-capacitated human resources to successfully implement the project and support the mainstreaming of its results.</p>	Nov 2011	Operational	<p>Project not meeting the stated targets. P = 3 I = 5</p>	<p>Open tendering and thorough screening of the candidates applying for the posts as well as establishing partnerships with recognized international entities and/or individual experts with proven track record of successfully supporting similar actions in Belarus and in other countries.</p> <p>UNDP procurement procedures applied in an efficient way to meet the project support requirements in a timely fashion and to ensure the highest professional level of the support provided.</p> <p>Adequate training of the key project staff and their exposure to international experiences and lessons learnt</p>	UNDP	Submitted by Project Proponent, updated by Project Manager	Dec 2013	No change
9	<p>Lack of projected co-financing</p>	Nov 2011	Operational	<p>Project not meeting the stated targets. P = 4 I = 5</p>	<p>In addition to obtained co-financing letters, re-confirming the co-financing commitments prior to starting the project implementation.</p> <p>Two of the three project industrial partners re-confirmed their co-financing commitments. Intentions of the third industrial partner are still not clear as of June 30, 2013. In order to minimize the risk of not meeting the project direct GHG emission reduction targets, UNDP and PSC suggested and were evaluating alternative options, e.g., same project partner with additional project co-partner and same pilot site, different pilot sites with additional project co-partner, different project site and another project partner(s).</p> <p>Late in Oct 2013, one of the project industrial partners, i.e., Ministry of Natural Resources and Environmental Protection, informed the UNDP and PMU that the Ministry was not able to confirm its commitments given in the beginning of the project with regard to construction of the project's third pilot building, which was initially stipulated pursuant to the Project Document. In view of such a late notice, the PMU was to immediately respond to this new risk, and perform additional survey and evaluation of a new potential project demonstration site. As result of this survey and further negotiations, the Mahiliou Oblast Executive Committee proposed construction of a residential building in Mahiliou as an alternative demonstration site arguing that in the city there was no residential building designed and constructed according to the new energy efficiency standards. In its letter of Nov 11, 2013, the Mahiliou Oblast Executive Committee provided its commitments to prepare all necessary documentations and permissions and assured co-financing for development and construction of a two-entry 10-storey residential building. The PSC meeting held on Nov 18, 2013 approved the Mahiliou Oblast Executive Committee as a new project partner.</p>	UNDP	Submitted by Project Proponent, updated by Project Manager	Dec 2013	No change

Submitted by Project Manager

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