

OFFLINE RISK LOG



Project Title: Support to the Development of a comprehensive framework for international environmental cooperation in the Republic of Belarus”

Award ID: 00076991

Date: 30/06/2014

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Project registration delay	July 2010	Operational	Project registration delay will delay the start of the project that in its turn will lead to reduction in the time available to the planned activities implementation. Tight project implementation schedule can affect adversely the quality of the anticipated project outputs. P = 1 I = 1	<ol style="list-style-type: none"> 1. Project team was recruited in the shortest time; 2. Intensive implementation of the project activities was organized; some activities were implemented earlier than scheduled in the Project Document; 3. National implementing agency (Ministry of Natural resources and Environment Protection (MNP) of Belarus) and the EC decided and extended operational implementation phase of the project up to 12 months of the Financing Agreement between Republic of Belarus and European Commission (till December 15, 2014); 4. Project Steering Committee made a decision on prolongation of the project implementation period till August 11, 2014. The project was duly re-registered with new deadline of the project completion on August 11, 2014. This gave time for completion of all the project activities and achieve all the project goals to full extent. 	UNDP	Project Manager	June 2014	Dead
2	Increase in the cost of designed supplies	July 2010	Financial	Restrictions of program and organizational project activities P = 1	<ol style="list-style-type: none"> 1. Procurements under the project showed that some equipment cost considerably less than planned originally and there were savings; 2. List of equipment to be procured was duly amended and new pieces 	UNDP MNP	Project Manager	June 2014	Dead

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3	Lack of initiative of local communities, limited functional capabilities of local authorities and/or the lack of local leaders and/or frequent changes of representatives of local organizations	July 2010	Organizational Regulatory	I = 1 Restrictions of programmatic project activities P= 1 I= 1	<p>of equipment that could be procured due to the savings raised were included;</p> <p>3. All the originally envisaged equipment and additional equipment that could be purchased due to the savings of the funds was procured.</p> <p>1. Recipient organizations (in Miory, Mosty and Kobrin) provided sufficient collaboration in take-over, start up and operation of pilot projects as well as involvement of local authorities, communities and representatives of local organizations at all the stages of implementation;</p> <p>2. Information and public awareness campaigns were organized and implemented also at the local level. Local counterparts were involved into the dissemination of information. A number of PR events, for example "Cranes and cranberries" festivals were organized in 2012 and in 2013 in Miory that facilitated involvement of all the parties at local level, including local communities, authorities, and other stakeholders;</p> <p>3. The MNREP and Ministry of Housing and Municipal Economy assisted the project to facilitate dialogue and co-operation between citizens, communal, business and governmental organizations to make decisions on updating legal and institutional framework proposed by the project.</p>	UNDP MNREP	Project Manager	June 2014	Dead
4	The pilot project budget is not	July 2010	Financial	Restrictions of organizational project activities	1. Activities implemented in all 3 pilot regions demonstrated that the	UNDP MNREP	Project Manager	June 2014	Dead

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	sufficient to cover the cost of the activities			P=1 I=1	budget is sufficient to cover the cost of the activities and there were savings; 2. Lists of additional equipment to be procured on municipal solid waste management and for Yelnya Reserve were prepared and duly agreed. All the additional equipment on municipal solid waste management and for Yelnya Reserve was procured. A number of activities that were not initially envisaged were implemented (such as development of web-page for regional Aarhus centre in Grodno, production of information stands and procurement of large library for Aarhus centre, production of video films about Yelnya, etc.)				
5	In the process of development of normative documents consensus among different stakeholders sometimes is difficult to achieve. Consultations conducted within the project on various draft regulations reveal the lack of compromise with regards to submitted draft regulations so that the conciliation process extends beyond the project time-frame.	July 2010	Regulatory	Delay in implementation of respective project activities P= 1 I=1	<ol style="list-style-type: none"> The stakeholders concerned were involved at all preparatory stages, and draft documents that were developed under all the project directions were widely disseminated among stakeholders for consideration and comments; All the documents were duly discussed with the MNREP. Final drafts that were acceptable to the MNREP, were submitted for further approval in due order; NGOs working in respective fields were invited to discussions and comments on the draft documents developed within the project; also through dissemination of drafts via special Internet network of Belarusian NGOs; There was no delay in development 	UNDP MNREP	Project Manager	June 2014	Dead

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6	International biddings take long time	April 2012	Operational Strategic	In accordance with the UNDP rules organization of international bids requires several stages: marketing research, expressions of interest, pre-bid conference, evaluation of bids, approval at regional level, conclusion of contract. All this takes up to 6 months. Under the project bulldozers, trucks, containers are procured through international biddings. Due to the long process of international bidding, this can lead to (i) annual under delivery under the project; (ii) delay with supply of the goods and consequent implementation of activities in the pilot regions. P= 1 I=1	<p>of the technical normative documents and normative documents or amendments to the existing ones under all the project directions.</p> <ol style="list-style-type: none"> 1. Technical specifications for the equipment, especially for the complicated (trucks) and unique (biocompostainers) equipment were carefully developed with involvement of local and international experts, local municipal and housing services organizations; 2. Careful and broad marketing research should be ensured before procurement; 3. In order to guarantee success of biddings good practice is to visit potential producers that are to be awarded the contract before the contract is actually awarded in order to check production capabilities of the producer; 4. Question on extension of project implementation period was resolved (see risk No. 1); 5. Procurement of all the equipment and machinery under the project was completed end of 2013. Delivery of equipment (containers of different types) under the last 3 concluded at the end of 2013 contracts was completed in the 2nd quarter 2014. 	UNDP	Project Manager	June 2014	Dead
7	Lack of experience in exploitation of the procured innovative equipment on municipal solid waste	October 2012	Operational	In line with procurement of standard equipment on municipal solid waste management, a number of specific and very innovative	<ol style="list-style-type: none"> 1. Instructions on exploitation of containers and truck should be strictly followed; 2. Biocompostainers were given to private households based on the 	UNDP Mosty and Kobrin municipal and housing services	Project Manager	June 2014	Reducing

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8	Functioning of regional Aarhus centre in Grodno is not guaranteed after the project ends	March 2013	Strategic	In time of establishment of regional Aarhus centre in Grodno, the Ministry of Natural Resources and Environment Protection guaranteed that the centre will function after the project ends, and coordinator of the centre is included into the staff of Grodno regional committee of natural resources and environment protection and thus the coordinator will be paid salary from the state budget. Regional Aarhus centre was established on the basis of Grodno regional committee of natural resources and environment protection based on the application	<ol style="list-style-type: none"> 1. A number of meetings were organized with the management of Grodno regional committee of natural resources and environment protection and staff of the MNREP to discuss importance of further functioning of the regional Aarhus centre, its role in working with the civil societies, and also to receive guarantee that all the equipment and premises will be kept with regional Aarhus centre in Grodno after the project ends; 2. The problem on functioning of the centre after the end of the project was reported to the high management of the MNREP and a number of meeting were organized to resolve this issue; 3. Decision was made by the MNREP on inclusion of the centre into 	UNDP MNREP	Project Manager	June 2014	Dead
	management			equipment and machinery was procured, such as: biocompostainers in amount of 920 pieces, special truck to collect and transport biodegradable waste, zinc-coated containers of 1.1 cubic meters. Improper exploitation of the equipment could result in non-achievement of the main targets on improvement of separate waste collection and transportation. P=2 I=2	<ol style="list-style-type: none"> 3. Permanent monitoring by all the involved parties was ensured, including the project, Ministry of Housing and Municipal Economy, Ministry of Environment, Mosty and Kobrin municipal and housing services organizations; 4. Monitoring over functioning of the improved elements of municipal solid waste management systems in Mosty and Kobrin showed that the equipment procured and transferred to the end-users is exploited properly; no serious problems appeared. 	organizations			

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				<p>received from the committee. However, currently in the country amount of officials financed from the budget is decreased, and there is no opportunity to include coordinator of the centre into the staff of regional committee of natural resources and environment protection.</p> <p>The future of the centre is unclear and there are risks that: (i) the centre is closed after the project ends; (ii) the centre is shifted to another organization but equipment procured within the project that was officially transferred to Grodno regional committee of natural resources and environment protection is left with the committee as well as premises where repair was made within the project.</p> <p>P=1 I=1</p>	<p>Grodno state hydro meteorological centre with allocation of special position for the coordinator of the centre. Appropriate terms of reference for the coordinator of the centre and regulations on the functioning of the centre after the project end in the structure of hydro meteorological centre were developed and approved by the management of hydro meteorological centre. Terms of reference and regulations foresee due function of the centre;</p> <p>4. Based on the decision of the MNREP, the centre will further occupy the premises in Grodno regional committee of natural resources and environment protection. Special renting agreement on the premises will be concluded between Grodno hydro meteorological centre and Grodno regional committee of natural resources and environment protection. In case of necessity, all the equipment procured for the centre can be transferred to Grodno hydro meteorological centre; there is a procedure on this as two institutions (Grodno regional committee of natural resources and environment protection and Grodno hydro meteorological centre work in one structure of the MNREP);</p> <p>5. Activities of Grodno regional Aarhus centre were diversified in 2014 under all the directions foreseen by Aarhus Convention in order the centre can</p>				

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9	Sustainability of the project results	September 2013	Strategic	While sustainability of some project results is guaranteed (e.g. implementation of "Green Schools" program after the project due to official approval of optional course "Green Schools" for 1-9 classes by specialized institution of the Ministry of Education), sustainability of other results achieved by the project is not ensured. This relates to improvement of environmental legislation of the country through official adoption of the normative and technical normative documents developed within the project, effective functioning of ecotrail and visit centre in Yelnya Reserve, attraction and development of ecotourism in Yelnya Reserve, practical implementation of ecological certification of products and accommodation services, etc. Sometimes these issues are beyond the project control.	<p>keep its strong niche in Grodno region.</p> <ol style="list-style-type: none"> 1. Permanent monitoring over development of project results should be ensured, including monitoring over official adoption by the MNREP and the Government of normative documents and technical normative documents developed within the project; control over functioning of visit centre and ecotrail in Yelnya Nature Reserve, functioning of the developed Internet oriented database, etc.; 2. All the efforts were done by the project to build and to increase potential of the involved stakeholders, including training of staff from the pilot regions to use procured municipal solid waste management equipment, training of guides to make excursions over Yelnya raised bog, training of auditors on how to carry out ecological certification of goods and accommodation services, etc.; 3. Meetings with the MNREP and other involved agencies to discuss necessity to preserve and develop project results should be organized on permanent basis; 4. Special mechanisms should be developed by the UNDP to ensure monitoring over sustainability of the results achieved by the projects, especially after the projects end. 	Project Manager, Ministry of Natural Resources and Environment Protection	Project Manager	June 2014	Pending

Project Manager
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OFFLINE ISSUES LOG

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#	Description	Date Identified	Type	Impact & Priority	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of qualified specialists in specific environmental related fields (such as implementation of Aarhus convention)	October 2011	Problem	Lack of qualified specialists lead to delay with implementation of activities related to Aarhus convention. Qualified specialists with good knowledge of practices of Aarhus convention implementation were needed in order to improve environmental legislation in this field properly. Priority = 1	<p>1. The project consulted experienced lawyers and proposed to amend respective project result and prepare amendments to number of legal acts instead of preparing only one legal act regulating implementation of Aarhus convention as was initially envisaged under the project. This facilitated the process;</p> <p>2. The project has conducted a comprehensive market research of the related labour market. The vast target audience of the potentially suitable candidates has been determined within the scientific and professional community. The information about the vacancy was widely disseminated in the related scientific and professional networks. The required consultant was recruited;</p> <p>3. Final drafts of the Law of the Republic of Belarus "On amendments to some laws of the Republic of Belarus on public participation in</p>	Project Manager	Project Manager	June 2014	Resolved

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2	Lack of communication with environmental NGO involved in the implementation of the UNDP projects or other international projects	January 2012	Problem	Poor cooperation and exchange of information with NGOs, especially at local level. Improper involvement of NGOs into the project implementation process. Priority = 2	<p>decision-making and access to justice on environmental issues" and Resolution of the Council of Ministers of the Republic of Belarus on approval of regulations on organization of public hearings of important environmental decisions were prepared, agreed with the stakeholders, including NGOs, and submitted to the MNREP in May 2014.</p> <p>1. The project initiated joint meetings with NGOs and EU to exchange information and results of implementation of international projects and to study possibilities of NGOs participation in this process in 2012;</p> <p>2. The project produced list of the leading environmental NGOs that have experience and participate in the international projects, including financed by the EU;</p> <p>3. The project invited NGOs to the implementation of appropriate activities;</p> <p>4. The project widely disseminated information about the project events, results and draft reports among NGOs, including through special NGOs e-mail network.</p>	Project Manager	Project Manager	June 2014	Resolved
3	Lack of knowledge on implementation of Aarhus Convention and organization of	February 2012	Problem	Coordinator of Grodno regional Aarhus centre to be established within the project was recruited. There was a problem to find a person to	<p>1. Large training programs on ecological legislation, implementation of Aarhus convention, organization of work of Aarhus centre were</p>	Project Manager	Project Manager	June 2014	Resolved

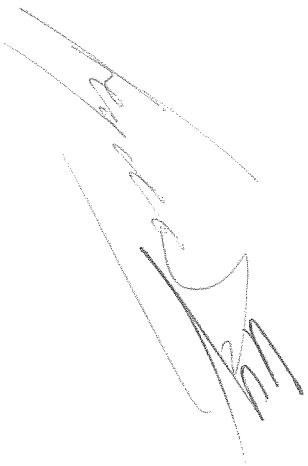
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	work of Aarhus centres			work in Grodno Aarhus centre with good knowledge of Aarhus Convention and organization of work of Aarhus centers in general. Knowledge of the recruited coordinator of the regional Aarhus centre on the mentioned issues was not very good, and this gap needed to be eliminated before official opening of Grodno regional Aarhus centre (planned in October 2012). Priority = 2	developed by high qualified lawyers in 2012 and in 2013. Within the 2012 training program 3 specialized seminars not only for the coordinator of regional Grodno Aarhus centre, but also for the staff of Minsk Aarhus centre and representatives of 4 info centres on sustainable development organized within the previous EU funded project were organized. Within the training programs the coordinator of regional Aarhus Centre underwent the individual courses in Grodno University in 2012 and in 2013; 2.Special study tours to learn experience of work of Aarhus centres were organized in April – May 2012 to Kazakhstan and in March 2014 to Denmark for the staff of Aarhus centres of Belarus; 3. Starting from October 2012 and till the project end lawyer was recruited to work in Grodno regional Aarhus centre. The lawyer assisted coordinator of Grodno Aarhus centre in resolving of juridical issues; 4. Coordinator of Grodno Aarhus regional centre was learning on daily basis through organizing daily work of the centre.				
4	Procurement of specialized waste	March 2012	Problem	Procurement of specialized machinery (trucks, equipment	1. Local project partners from Mosty and Kobrin (local	Project Manager,	Project Manager	June 2014	Solved

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	management machinery and equipment			(containers for separate waste collection of different types, etc.), and sorting lines was envisaged within the project. Some of this equipment (e.g. biocompostainers) is unique for Belarus. Development of technical specifications was complicated, required clear clarifications from engineers. Demands of the end-users (local municipal and housing services organizations) needed to be taken into account. Priority = 1	municipal and housing services organizations) were involved at all the stages of development of technical specifications; 2. International and local experts were recruited and directly participated in the preparation of technical specifications throughout the whole process of procurements; 3. Final drafts of technical specifications were agreed with the specialists from the Ministry of Environment and Ministry of Housing and Municipal Economy; 4. All the originally planned waste management equipment as well as additional equipment (that could be purchased due to the savings of the funds) was procured in 2012-2013.	UNDP			
5	Lack of suppliers of specialized waste management machinery and equipment	November 2012	Problem	Lack of suppliers of specialized waste management equipment (such as special trucks with tail lifting device, trucks for transportation of large containers, biocompostainers, zinc-coated containers) led to limited amount of participants of the biddings. Sometime the contracts were awarded to new companies that never worked at Belarusian market before. Thus, contract for the supply of 7 trucks (for transportation of large containers and with tail lifting device) was awarded to Estonian company that is	1. Careful marketing research was done by the project before and in the process of every tender; 2. 7 trucks, delivery of which was pending, were delivered in February- March 2013; 3. Due to the delay with the delivery, the trucks underwent custom clearances in May- June 2013. From this time they are used by pilot municipal and housing services organizations for transportation of 12 cubic meters containers. Delay in	Project Manager	Project Manager	June 2014	Solved

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				rather known in other CIS countries by never delivered to Belarus before. Due to the logistics problems of the mentioned company actual delivery of 7 trucks was delayed for more than 2 months. Delay resulted in problems with transportation of large containers of 12 cubic meters that were procured and delivered to pilot project regions.	usage of trucks and large containers was not dramatic and did not influence too much at the whole improved systems of municipal solid waste management in the pilot regions, because due to the sever winter conditions in 2013, new sites for the containers to put large 12 cubic meters containers were constructed only in the 2 nd quarter 2013 and there was no opportunity to use 12 cubic meters containers till May 2013.				
6	Delay in construction of ecotrail at Yelnya raised bog	May 2013	Problem	Priority = 1 In January 2013 contract for the construction of ecotrail at Yelnya raised bog was concluded with the land reclamation company "Yaznenskoe PMS" with due time of completion of the works till end of June 2013. However, the contractor did not ensure quality of the construction works, duly impregnation of timber, usage of wooden materials of definite thickness, etc. Due to the control from the project, all these defaults were found out and the contractor guaranteed removal of the problems. However, the contractor refused to continue construction works of the ecotrail due to the economic reasons. This caused a delay in completion of the construction (completion was expected in November 2013)	1.Contract with the land reclamation enterprise "Yaznenskoe PMS" was terminated; 2.New bidding for continuation of construction was organized in the shortest time. New contract for continuation of construction was concluded. Construction of ecotrail was continued from September 2013; 3.The project continued control over construction of ecotrail, including by the project staff and experts, through authors supervision and with involvement of local project partners in Miory, Yelnya Nature Reserve; 4.The project actively promoted ecotourism possibilities at Yelnya. When part of the wooden decking of the ecotrail was ready, tourists could be taken to the	Project Manager, Yelnya Nature Reserve	Project Manager	June 2014	Resolved

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7	Insufficient involvement of local authorities and courts of Grodno region into activities of Grodno regional Aarhus centre	September 2013	Problem	<p>that meant that the ecotrail cannot be used for ecotourism development purposes in the top tourist season in summer and autumn 2013.</p> <p>Priority = 2</p> <p>Grodno regional Aarhus centre was opened in November 2012. Function of Aarhus centre concentrates in three main fields: dissemination of ecological information, ensure public participation in environmental decision-making and access to justice on environmental issues. Aarhus centre should be a special bridge between state authorities and public and NGOs. Thus, Aarhus centre must actively work with state authorities and receive ecological information from them and enhance them to insure public participation in environmental decision-making, as well as courts of Grodno region should be involved into the activities of the centre. However, local authorities did not cooperate actively with the centre and it was a problem sometimes to receive information from them. The courts also didn't express a lot of interest in the work of Aarhus centre. The public and NGOs, on contrary, were satisfied with the centre's functioning.</p>	<p>ecotrail;</p> <p>5. Construction of ecotrail is being completed (completion is planned to end of July 2014).</p> <p>1. Work with Grodno local authorities was intensified, including organization of special meetings with them, meetings between the authorities and public, participation in special lectures organised by the local executive committees for improvement of skills of their staff, participation in information hours organized at the enterprises of Grodno region, involvement of the state authorities into all the activities of the centre as much as possible, etc.;</p> <p>2. As there is no specialization of the courts in Belarus, data base of the cases on environmental issues that were considered by the courts of Grodno region and decisions on these cases was prepared and put at the webpage of the centre;</p> <p>3. Tripartite meeting with involvement of the courts, regional Aarhus centre and public were organized on permanent bases;</p> <p>4. Voluntary team of experts who can be involved in various activities of the centre and provide consultations on</p>	Project Manager	Project Manager	June 2014	Solving

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				Priority = 3	<p>different matters was established. This capacity must be used to provide assistance, where necessary, for local authorities;</p> <p>5. Web-page of Grodno regional Aartus centre is more actively used like an instrument for providing consultations, putting announcements on public hearings organised also by state authorities, dissemination of news, allocation of database of environmental cases, etc.;</p> <p>6. All the mentioned above tools and instruments should be actively used by the Centre after the project end and be intensified.</p>				



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LESSONS LEARNED LOG



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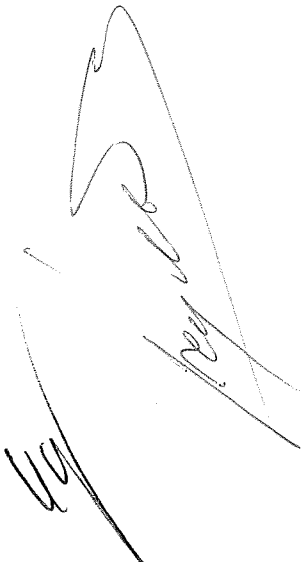
Date: 30/06/2014

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
1	Project management	December 2011	Establishment of regional offices (Mlory, Mosty and Kobrin) facilitated implementation of 3 pilot projects in view of practical activities as well as communication and involvement of local stakeholders and authorities.			Project Manager
2	Strategic	December 2011	Good relationships between 3 main partners (the UNDP, MNREP and the EU), and involvement of wide range of stakeholders (including Ministry of Housing and Municipal Economy, institutions of the National Academy of Sciences, local authorities, administration of Yelnya Reserve, local municipal and housing services organizations, Disna forest enterprise, local communities, special enterprises of the country working with water management and ecological certification, etc.), from the very beginning of the project result in: (i) implementation of the project without delay; (ii) smooth and timely information exchange; and (iii) resolution of issues arising in the process of project execution.			Project Manager
3	Project results	November 2011	Experience, results and findings received within the other projects that have been completed or are being implemented under the UNDP, are very valuable, especially in the field of environmental legislation, peatlands management and ecotourism development. These findings were			Project Manager

4	Human factor	March 2012	used by the project and further developed in order to achieve project goals and tasks.	Taking in account large project budget and especially a lot of directions of the project, having one administrative and financial assistant is not enough to cover all the issues related to financial accounting, recruitment, organization of seminars, etc.	When implementing projects with large budget and especially with a lot of different directions in the project, structure of the project should be very carefully planned.	Project Manager
5	Project management	April 2012		Due to the scope of the project and intensity of project implementation, several different events under all the project components need to be organized simultaneously that can result in delays, problems of implementation of activities, etc.	Mobilization of all the project staff and effective utilization of manpower should be ensured and well as strict control over implementation of all the project activities.	Project Manager
6	Project results	October 2012	A lot of different and complex equipment and machinery, especially on waste management, was procured under the project. Quality of the supplied equipment and machinery was guaranteed by: (i) check of the production process of the equipment by the project staff and engineers; visiting production sites of the producers in Belarus and abroad; check of the first batch of equipment produced; (ii) careful acceptance of every batch of equipment supplied in Minsk, and in all 3 pilot regions (Mory, Mosty, Kobrin) at time of delivery.			Project Manager
7	Project management	October 2012	Organization of field and PR events (like events dedicated to the famous dates (International Wetlands Day, International Birds Day, "Cranes and Cranberries" festival) allowed dissemination of information about the project results, as broad as possible, attracted a lot of republican and local mass media, involved different local and Minsk stakeholders, and facilitated sustainability of project results (e.g. "Cranes and Cranberries" festival gave an impulse for the			Project Manager

			ecotourism development in Mlory (district).			
8	Strategic	June 2013	Organization of study tours to the countries, where the issues to be studied are good developed, with involvement of experts, specialists, practitioners is a good and effective tool for exchange of information and experience, and draw practical, useful and the most updated knowledge into Belarus.			Project Manager
9	Project results	June 2013		Lack of exchange of information and results achieved within the projects/ initiatives implemented in particular spheres not under the UNDP management (e.g. projects financed by the World Bank, projects implemented by NGOs, etc.) results in overlapping in projects implementation. Moreover, if there is databank on results achieved under all the projects/ initiatives under special direction (e.g. biodiversity conservation) the next steps to be implemented within the coming projects/ initiatives are more easily defined and full results achieved earlier are taken into account.	National Ministry responsible for coordination of activities under certain directions (e.g. biodiversity conservation, waste management, etc.) should establish a database with putting there all the results achieved by all the previous projects/ initiatives under this direction. Good tools for sharing information are seminars, conferences, meetings of ad hoc groups, etc.	Project Manager
10	Project results Strategic	November 2013	Due to the fact that optional educational course "Green Schools" for 1-9 classes was officially approved by the specialized institution of the Ministry of Education (the course was developed by the project experts in collaboration with the Ministry of Education based on the experience of implementation of "Green Schools" program in 2011- 2013 in the project pilot areas Mosty, Kobrin, Mlory), this course is included into education programs of the Republic and can be run in all the schools of the Republic. This ensures sustainability of " Green Schools" program.			Project Manager
11	Project results Project	December 2013	Due to a number of factors: effective implementation of procurements that			Project Manager

	management	<p>resulted in savings of funds, good planning of project activities, excellent work of the project team including in the regions, good relationships with the key stakeholders, efficient and timely financial management, a lot of additional activities were implemented. Such extra activities include, for instance, procurement of equipment for the schools from the pilot regions participating in the "Green Schools" program; procurement of a lot of additional equipment for ecotourism development in for Yelnya Reserve; organization of additional study tours to learn European practices in the field of ecological certification, water management; development of web-pages for Grodno regional Aarhus Centre and Yelnya Nature Reserve; development of 7 ecological tests and games; development of training programs on ecological certification of products and services and training of the auditors, etc. These additional activities facilitated sustainability of the project results, practical usage of the normative documents developed within the project, replication of the achievements, etc.</p>			
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Project Manager
Programme Officer