



Annual Report 2014

RESOURCE EFFICIENT AND CLEANER PRODUCTION CENTRE OF UKRAINE

UNIDO PROJECT: *“Promoting the adaptation and adoption of RECP (Resource Efficient and Cleaner Production) through the establishment and operation of a Cleaner Production Centre (CPC) in Ukraine” - UE/UKR/11/001 and UE/UKR/11/002*

FUNDED BY:

**SWISS CONFEDERATION
REPUBLIC OF AUSTRIA**

List of abbreviations

CPC	Cleaner Production Centre (=RECPC)
CP	Cleaner Production
ChL	Chemical Leasing
IE	International Expert
EoI	Expression of Interest
IPA	In-plant assessments
ISO	International Organization for Standardization
NE	National Expert
NEFCO	Nordic Environment Finance Corporation
NTUU “KPI”	National Technical University of Ukraine “Kiev Polytechnic Institute”
RECP	Resource Efficient and Cleaner Production Programme
RECPC	Resource Efficient and Cleaner Production Centre
SAEE&EM	State Agency of Energy Efficiency and Energy Management
SECO	The State Secretariat for Economic Affairs (SECO) is part of the Swiss Federal Department of Economic Affairs
SRC	Swiss Reference Centre
UAH	Code of Ukrainian currency (Hrivna) according to ISO 4217
ULIE	Ukrainian League of Industrialists and Entrepreneurs
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization

Content

Background	4
1. Introduction	6
1.1. Highlights in 2014	6
2. Results achieved in 2014	7
2.1. Technical assistance at plant level	8
2.2. National Capacity Building	9
2.3. Policy Advice	9
2.4. Awareness Raising and Information Dissemination	10
2.5. Technology Transfer and Development of Financial Mechanisms.....	10
2.6. Steering Committee and Advisory Board.....	11
3. Additional activities of the Centre	12
3.1. EU funded project: The “Greening Economies in the Eastern Neighbourhood” (EaP GREEN).....	12
3.2. New projects applications	12
3.3. Partnership development.....	13
4. Gender mainstreaming	14
5. Lessons learned and recommendations	15
6. Outlook.....	16

Annexes

Annex 1: Logical Framework

Annex 2: Results achieved versus the five priorities set out in the work plan for 2014

Annex 3: Monitoring Matrix for Swiss Cooperation Strategy Ukraine 2011-2015

Annex 4: List of Companies involved in RECP assessments in 2013-2014

Annex 5: Draft Resolution On Conclusions of the Roundtable on Policy and Development

Annex 6: Overview of information dissemination activities and PR material

Annex 7: Annual Work Plan with Calendar 2015

Background

The UNIDO project “Promoting the adaptation and adoption of RECP (resource efficient and cleaner production) through the establishment and operation of a Cleaner Production Centre in Ukraine” aims at enhancing the resource productivity, competitiveness and environmental performance of industry in Ukraine. It supports the adaptation and adoption of Resource Efficient and Cleaner Production methods, practices, technologies and policies, providing national industries with the necessary tools to facilitate access to national and regional markets with environmentally sound products and improve the ability of national enterprises to successfully negotiate their position in the global market.

The present 5 year project, supported by the Swiss Confederation and Republic of Austria, builds on the results and lessons learned during the implementation of the previous UNIDO project phase for establishing a National Cleaner Production Programme in Ukraine which has been ongoing since 2007.

The Centre

On 29 January 2013, the official inauguration of the project took place at NTUU KPI and in June 2013, the Centre (“Resource-Efficient and Cleaner Production Centre”, further referred as RECPC) obtained legal status to facilitate the delivery of services to the industries, municipalities and the national government.

Founders of the Centre and three main national project partners are: National Technical University of Ukraine “KPI” (<http://www.inter.kpi.ua/>), Science Park “Kyivska Polytechnika” (<http://www.spark.kpi.ua/>) and Ukrainian League of Industrialist and Entrepreneurs (<http://www.uspp.org.ua/>).

A Swiss consortium under the lead of the University of Applied Science and Arts Northwestern Switzerland (FHNW) was selected as Swiss Reference Centre to provide technical support to the Centre in Ukraine. In October 2013, the Swiss Chief Technical Advisor (CTA) was invited to Ukraine to assist the team of the Centre in technical as well as in strategic development. Due to the political crisis in the country, the CTA renounced beginning of 2014 and left the Centre. A new candidate for the post has been pre-selected and is expected to start the assignment in the first quarter of 2015.

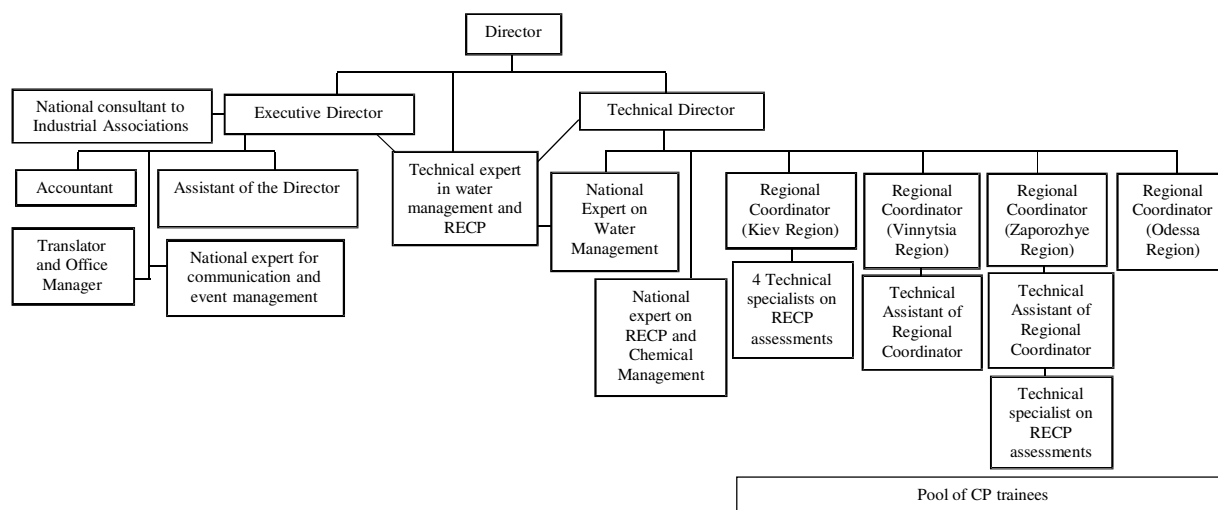
The Centre is located at the premises of the National Technical University of Ukraine and has a professional team of experts from different industrial sectors and academic background. It follows a sector and regional approach focusing on national priority sectors, namely chemicals, agro-processing, metallurgical and metal processing industries. The target regions foreseen in the original project documents are Vinnitsa, Zaporozhe, Kiev, Lviv, Luhansk, Kherson & Crimea.

The 5 core activities of the Centre are:

- 1. Information dissemination and awareness raising*
- 2. National capacity building*
- 3. Technical assistance and in-plant assessments*

4. *Policy advice*
5. *Technology transfer and development of financial mechanisms*

The organizational set-up and structure of the Centre is presented below:



The team of the Centre consists of 25 staff members recruited on part-time and full-time basis in four different regions. In addition, the Centre established a pool of trainees and cooperates with national experts on contract basis.

1. Introduction

The present report provides an overview of activities carried out from January to December 2014 in the framework of the UNIDO project: “Promoting the adaptation and adoption of RECP (Resource Efficient and Cleaner Production) through the establishment and operation of a Cleaner Production Centre (CPC) in Ukraine” and highlights results achieved.

1.1. Highlights in 2014

The following is a summary of the main achievements in 2014:

- *The **national staff of the Centre** has grown from 20 to 25 technical experts and administrative support personal, working on part-time and full-time basis.*
- ***19 RECP assessments** were completed and the following results achieved:*
 - *Total economic savings from identified RECP options amount to Euro 935,000 per year :*
 - *Reduction in materials consumption – 176 t/y*
 - *Reduction in water consumption – 180 769.6 m³/y*
 - *Energy savings – 19 367.1 MWh/y*
 - *Reduction of CO₂ emissions – 4 451 t/y*
- ***39 workshops** organized for **92** trainees (with average number of approx. 12 participants per workshop)*
- ***1** train-the-trainer workshop carried out for **9** experienced national RECP experts*
- ***5** companies signed contracts with the Centre on commercial basis leading to a total income of 22,400 UAH*
- *Extension of **cooperation agreement with IFC** until end of 2015*
- *The Centre engaged in the regional EU funded project “Greening Economies in the Eastern Neighbourhood” (EaP GREEN) as national focal point*
- *The web-site was **re-launched** (www.recpc.kpi.ua)*
- *Regional Focal Points were further strengthened in the four regions **Kyiv, Vinnitsa, Zaporizhia and Odessa***

2. Results achieved in 2014

The Centre achieved significant results in 2014 in improving its operations and networks and the quality of RECP assessment work at company level. Despite the fact that the political and economic crisis in the country slowed down daily work in considerable manner, especially during the first months of the year, the Centre fulfilled its targets to a great extent. The Centre finalized 19 company assessments (target: 23) and initiated cooperation with 17 new companies (target: 20). The professional expertise in the Centre and its regional focal points was further strengthened and 61 new trainees engaged in RECP trainings in four regions, resulting in 122% fulfillment of the target in the work plan. Sector specific RECP work and elaboration of guidelines were initiated but need further attention.

Cooperation with financial institutions was reinforced and the MOU with IFC extended until the end of 2015. In most of the information and awareness seminars organized by the Centre, 3- 4 different financial institutions presented available financial instruments and credit lines to participating companies. Despite these efforts, companies were reluctant to take loans mainly because of two reasons: High interest rates and devaluation of the local currency UAH.

Efforts in bringing RECP policy work forward and in specific obtaining the approval of the National CP strategy were hindered by changes in the Government structure, high-fluctuation of Ministries' staff and the general political instability.

In regard to fostering financial sustainability, the Centre made some progress and generated first income from services provided to companies and engaged in the EU funded "Greening Economies in the Eastern Neighbourhood" (EaP GREEN) that brought additional financial resources. Financial sustainability, however, remains a challenge and participating in additional internationally funded project like the EaP Green should be considered.

Cooperation with the international expert consortium from FHNW further improved, even though, the Chief Technical Advisor (CTA) resigned at the beginning of 2014 because of the political crisis in the country. Efforts to recruit a new expert for this post were on-going in 2014 and it is expected that the new CTA start the assignment in the first quarter of 2015.

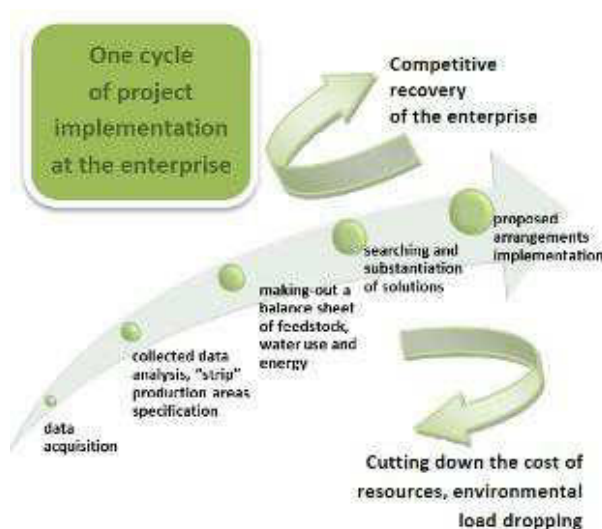
As already stated, the work of the RECP Centre in 2014 was affected by the political and economic crisis in the country which escalated following the decision of the Ukrainian government in November 2013 to suspend the process of signing an Association Agreement with the European Union. This decision led to massive protests in the center of Kyiv, as well as in other cities of Ukraine, called "Euromaidan" in social networks and media.

The crisis made it impossible to fulfill the original plan and establish regional offices in the regions of Crimea, Luhansk and Donetsk regions. During the Steering Committee

meeting at the beginning of 2014, it was, thus, agreed to postpone any further expansion to new regions beyond Kyiv, Zaporizhzhia, Vinnitsa and Odessa.

2.1. Technical assistance at plant level

19 of the 23 RECP company assessments initiated in four region in 2013 were finalized this year 2014, following the below stated project cycle.



One cycle of RECP project implementation at the enterprise

Total economic savings **identified** in 2014 - **more than 935 thousands EUR/y**, derived from:

- Reduction in materials consumption – 176 t/y
- Reduction in water consumption – 180 769.6 m³/y
- Energy savings – 19 367.1 MWh/y
- Reduction of CO₂ emissions – 4 451 t/y

Total economic savings of **implemented** options in 2014 – **more than 94 thousands EUR/y**, derived from:

- Reduction in materials consumption – 160 t/y
- Reduction in water consumption – 74 135,36 m³/y
- Energy savings – 2 059,25 MWh/y
- Reduction of CO₂ emissions – 760,03 t/y

This comparison shows that a large potential for improvement at plant level is still to be explored over the coming months. Experience shows that low cost options are being implemented rather fast while options requiring larger investment take time. In the current economic situation it is rather unlikely to expect that companies will

undertake large investments. This has also become quite clear in discussions with IFC that has frozen its green credit line in Ukraine.

Obtaining reliable data from companies is another challenge faced due to several reasons: Lack of monitoring data at the company side, lack of trust to reveal data to persons from out-side the company and non-availability of adequate measurement instruments. In 2014, additional portable measurement instruments were purchased to facilitate data collection at plant level and make company management better aware of the costs related to inefficient resource consumption. The involvement of experts from the region has proven to be helpful to gain the interest and commitment from companies. Increasing prices for energy also stimulated the interest of companies in RECP work.

The Centre managed to sign five commercial contracts for a total of UAH 22,400 with the following companies: "Kalinivsky machine building plant", OJSC "Kombinat stroyindustrii", OJSC "Mayak", OJSC "Beton ot Kovalskoy" and "OJSC "Ukrgraphit.

From July to December the Centre undertook considerable efforts to involve new companies in RECP work. In total, 17 companies from Vinnitsa, Zaporizhia, Odessa and Kyiv region signed cooperation agreements with the Centre and the respective assessments are going to be finalized in 2015.

For detailed information, please refer to Annex 4 - List of Companies involved in RECP assessments in 2014.

2.2. National Capacity Building

Training for new RECP experts was enhanced and the training portfolio diversified. In total, 92 trainees from four regions took part in RECP expert trainings carried out mainly by Centre staff with some support from international experts. It is planned to involve the trainees that fulfill all requirements and obtain the UNIDO CP Expert Award in future assessment programmes and strengthen the presence in the regions.

A specific train-the-trainers workshop was carried out to train 9 experienced NCPC staff. These trainers will continue to form new RECP experts at national level. In September a training cycle on life cycle assessments (LCA) started in Kiev, followed by workshops in Vinnitsa. In total 20 persons were trained and a core LCA team was established within the Centre.

2.3. Policy Advice

Policy work has been a major challenge during the past years. In 2013, the Centre was invited by the Ministry of Environment to participate in the development of a CP strategy. The strategy paper was elaborated and discussed during two round tables with several Ministries and the Department of Strategy Planning, Economy and Finances and finally adopted by the Ministry of Economy. Unfortunately, the Ministry of Finance

refused the strategy review and as a consequence it has not yet been submitted for approval to the Cabinet of Ministry of Ukraine. The frequent staff changes in the different Ministries together with changes in the overall Government structure and different priorities are hindering forces.

Despite these difficulties, the Centre coordinated the national RECP policy working group and organized several meetings with the different stakeholders. Regional RECP focal point offices were encouraged to participate and to carry out similar initiatives in the respective regions.

2.4. Awareness Raising and Information Dissemination

Awareness on the RECP and the Centre as national focal point for RECP services increased through the organization of thematic events as well as the active participation of the Centre in national and international seminars, fairs, round tables etc.

The cooperation with industrial associations in organizing four RECP information seminars for the members (Chemical Union, Construction, Metal and Agro Associations) brought good results and allowed to better target the interventions. This approach will be further enhanced in the up-coming year.

The organization of the final RECP award conference that took place in the four regions remains a good instrument to attract national industries, government representatives and financial institutions.

Attention was also given to build-up the corporate identity of the Centre by re-designing the webpage and publishing a number of PR materials and being present in the media.

See annex 5: List of awareness raising events and information materials.

2.5. Technology Transfer and Development of Financial Mechanisms

Ukrainian companies face serious obstacles in introducing higher-cost RECP options and technologies due to limited access to finance and lack of financial incentive schemes. In 2014 interest rates for credit line increased up-to 50% and potential investors were reluctant to invest in the country. The devaluation of the local currency and the crisis caused a freeze of the green loans offered by ProCredit Bank and supported by IFC.

The Centre, however, continued and enhanced its cooperation with the following financial institutions and potential funding sources:

- EBRD (UKEEP) SM Business Support Program;
- GIZ;
- GUF (German-Ukrainian Fund);
- Ukreximbank;
- Megabank;

- Ukrprofbank;
- Invest Fund Kalinin;
- NEFCO.

Following the good evaluation of the results coming from the co-operation of the Centre with IFC, the MOU for jointly promoting RECP in Ukraine was renewed and extended until end of 2015.

Delays occurred in the development of sector specific RECP manuals, so far only one manual for the metal sector was elaborated. Main reasons for this being that the Centre needed to gain in-depth experience and know-how on the sector specific application of RECP.

2.6. Steering Committee and Advisory Board

A Steering Committee meeting took place in April 2014. During the meeting, two main decisions were taken: Postpone the expansion to new regions and reduce the target for companies involved in RECP assessment from 10 to five companies per region and year. The possibility to extend by 2 years the project duration without budget increase was positively reviewed by the Steering Committee members. The final decision on the extension, however, will depend on the results of the mid-term evaluation that was planned to take place in 2014 but faced delays.

No Advisory Board meeting took place because many of its members come from different Ministries and governmental institutions that faced drastic changes and staff fluctuation.

3. Additional activities of the Centre

3.1. EU funded project: The “Greening Economies in the Eastern Neighbourhood” (EaP GREEN)”

This regional project is jointly implemented by OECD, UNEP and UNIDO in six countries: Azerbaijan, Armenia, Belarus, Georgia, Moldova and Ukraine.

The UNIDO managed Regional RECP Demonstration Component Projects are part of the Regional Action of the European Union to support the greening of economies in the EaP countries. The UNIDO component supports in each of the six EaP countries individually as well as regionally:

- Creation of human and institutional capacities for RECP;
- Demonstration, dissemination and replication of RECP in priority sectors (chemicals, food and construction materials);
- Transfer of and investment in RECP technologies.

In the case of Ukraine, the Centre was selected as national focal point for the implementation of demonstration and training activities in the construction material sector. EaP Green in the country is supported by the Ministry of Ecology and Natural Resources and the Ministry of Economic Development and Trade.

3.2. New projects applications

In line with the recommendation of the Steering Committee and previous work experiences, the Centre staff sees the need to engage in additional projects to foster its sustainability and carried out the following activities;

- Preparation of an offer to participate in the new project “Supporting investments in sustainable municipal solid waste management and recycling in Ukraine” (EBRD);
- Development of a proposal on “Enhancing International Waters Sustainability through Nutrient Discharge Reduction from WWTP’s and Agricultural Areas in Ukraine”. Result: Presentation of the Project Proposal at CIS-GEF Workshop “Regional Capacity Building for Developing Programmes for Mitigation of Global Environmental Problems” (13-17 October 2014, Vienna);
- Participation in the development of the Terms of Reference for the Project “Energy Audit Ukraine Higher Education” (EIB) prepared;
- Participation in the preparation process for the UNIDO Project “Introduction of the Energy Management System Standards in Ukrainian Industry”.

3.3. Partnership development

Enhancing cooperation with its founding institutions and main stakeholders as well as entering in new partnership were clear objectives of the Centre in 2014.

Overview of partnerships and joint activities:

Partner name	Cooperation/ Joint activities in 2014
Ukrainian League of Industrialists and Entrepreneurs	Agreement on joint coordination of RECP activities in Vinnitsa region (with a Vinnitsa branch of ULIE)
Zaporozhye Chamber of Commerce and Industry	Cooperation Agreement on RECP implementation in Ukraine
Association of Energy Efficiency and Energy Saving	Cooperation Agreement on RECP implementation in Ukraine
Odessa National Academy of Food Technologies	Cooperation Agreement on RECP implementation in Odessa region
Kyiv National University on Design and Technologies	Cooperation Agreement on RECP implementation discussed
National University of Water Management and Land Use, Rivne	Cooperation Agreement on RECP implementation discussed
NGO "Institute of green economy"	Agreement on Cooperation and Coordination of activities related to Green Economy
NGO "Zhiva planeta"	Agreement on Cooperation and Coordination of the activities related to the organization of the International Forum "Green Mind"
World Data Centre of Geoinformatics and sustainable development	Cooperation Agreement on organization of joint public events related to sustainable development
Ukrainian Union of Manufactures of Building Materials and Products	Cooperation Agreement on joint organization of public events related to sustainable development

4. Gender mainstreaming

Following the recommendations of the report on gender mainstreaming into CP activities developed by a national expert in 2013, several internal training took place to include Gender mainstreaming aspects in the operations of the Centre.

In 2014, the gender mainstreaming work focused on:

- Development of a draft gender strategy;
- Collection, monitoring and analysis of gender disaggregated statistics;
- Continuation of internal gender trainings;
- Incorporation of Gender Platform into the revised website of the Centre;
- Initiation of cooperation with other organizations in the countries involved in gender mainstreaming and equity work;
- Planning in cooperation with IFC of a joint national conference on “Women in industry and RECP”.

Gender mainstreaming remains an important element of the Centre’s work and additional efforts need to be undertaken to include qualified women trainees and experts in the RECP work of the Centre.

5. Lessons learned and recommendations

This year's activities have proven that the process of RECP option identification and implementation was built upon mature methodological approaches. However, work in practice and data analysis led to several conclusions in terms of lessons learned and recommendations for the future that are stated hereinafter.

First, the RECP methodology needs to be further targeted to the national reality in the country. This conclusion is closely connected to the fact that political developments in the country need to be considered very thoroughly for each single project across sectors. Project management in the country needs to be accompanied by adequate risk management and analysis of influence factors for industrial development in different regions and sectors.

Second, it was found that sector-specific RECP training was limited and should be addressed more in the up-coming year. Companies expect workshop leaders and RECP experts to be familiar with certain sector-specific processes. A stronger involvement of sector-specific international experts should be considered as this would also facilitate information transfer on new RECP technologies. In this regard the successfully started cooperation with professional associations in the regions can be up-taken as a promising element to not only increase awareness on RECP but to also address company needs according to the sector-specific demand of RECP techniques and technologies.

Third, on a strategic level, a need for developing and implementing efficient RECP up-scaling mechanisms was identified, while at the same time increasing the attempts to systematically collaborate with the large consumers of resources and energy in the regions. Both intents come along with the recommendation to closer cooperate with partners from industry (such as the Ukrainian Union of Industrialists and Entrepreneurs, the Chamber of Commerce in Ukraine) and to achieve a better interaction with local authorities in the development of resources and energy conservation programmes in the regions.

Finally, on a more operational level, it was found that training needs must be analyzed in more detail. It is suggested to adjust training material, be more practical, develop more case studies and to also include gender mainstreaming activities more often in RECP trainings. In this regards, it seems helpful to define clearly job functions of members of the regional teams and bring them to the attention of employees. This could be supported by enhanced planning and organization of international expert missions that adequately refer to specific topics (i.e. RECP expert for agricultural practices, gender experts etc.).

6. Outlook

For 2015 the focus will lay on regional expansion; up-scaling; fine tuning of the country and sector-specific RECP methodology; enhanced gender mainstreaming work; further capacity building in financial engineering and strengthening of the Centre's operations.

Regional expansion: In the second half of 2015 it is planned to initiate assessment and training activities in 10 companies and prepare the ground for the establishment of focal points in two new regions: Lviv and Kharkiv. In both regions a stronger cooperation with UNIDO's up-coming energy standards project is planned.

Up-scaling: The Centre has gained considerable RECP expertise at company level to consider innovative approaches to enhance up-scaling. In this regard, the creation of RECP clubs ("association of enterprises of cleaner technologies" as proposed by the Centre staff) that fuses RECP best practices into a strong network of RECP expertise is being considered.

Country and sector specific RECP methodology: As already mentioned in the previous section, the market demands strong sector know-how. With the support and active engagement of international and national sector-specific experts additional sector specific guidance and guidelines will be developed. In addition, a UNIDO Comfar training will be organized to train the Centre staff and experts on financial engineering and adequate cost and investment calculations.

Gender mainstreaming: The gender strategy will be finalized and training workshops on gender mainstreaming in RECP operations and activities will be carried out in all regional focal offices. In cooperation with IFC a national conference on *women in green industry* will be organized to raise awareness of the role of women in advancing RECP.

Centre's operation: A new CTA is expected to be recruited in the first quarter of 2015 who will support the technical as well as the management work of the Centre. Next steps will be tailored following the results of the in-depth evaluation that will take place in 2015.

Finally, the organization of a study tour to visit selected enterprises and institutions involved in RECP activities in the donor countries Austria and Switzerland should be considered.

Financial summary

Overview

	Expenditures, Euro	Incomes received from companies and other projects, Euro
<ul style="list-style-type: none"> Office equipment in 4 regions, maintenance of the offices in 4 regions (without rent payments) 	7 214,53	43 011,06
<ul style="list-style-type: none"> Measurement equipment in 4 regions 	12 112,16	
<ul style="list-style-type: none"> Office equipment software in 4 regions 	1 238,07	
<ul style="list-style-type: none"> Salaries of RECPC staff 	170 039,30	
<ul style="list-style-type: none"> Rent payments in Kiev, Vinnitsa, Zaporizhya for events and office 	2 571,75	
<ul style="list-style-type: none"> Communication and internet in 4 regions 	417,27	
<ul style="list-style-type: none"> Notary, Lawyer, Auditor 	3 469,35	
<ul style="list-style-type: none"> Stationary and Post services in 4 regions 	1341,74	
<ul style="list-style-type: none"> Translation during events in 4 regions 	2 081,59	
<ul style="list-style-type: none"> Bank services 	403,40	
<ul style="list-style-type: none"> Sector-specific experts in Kiev and Zaporozhye regions 	4 934,54	
<ul style="list-style-type: none"> Travels of the technical experts to the regions 	1 825,92	
<ul style="list-style-type: none"> Organization and participation in conferences, fairs and other events in 4 regions 	9 079,55	
<ul style="list-style-type: none"> PR materials, leaflets, toolkits, all advertising and information printing materials 	4 404,39	
<ul style="list-style-type: none"> Video spots (interviews and advertising spots about Centre and Final Conferences) 	1 334,42	
Total expenditures in 2014 (for the date of 31 st December 2014)	222 467,98	
Total amount received in 2014	281 228,00	
Total incomes received from companies and other projects in 2014		43 011,06
Amount on hand left from the Project (for the date of 31 st December 2014)	58 760,02	

ANNEX 1

Logical Framework

Project title: Promoting the adaptation and adoption of RECP (resource efficient and cleaner production) through the establishment and operation of a Cleaner Production Centre (CPC) in Ukraine		Country/Region: UKRAINE	Project Number / Code:
Objectives and activities	Indicators	Means of verification	Important assumptions
Project objective			
To enhance efficiency, productivity, competitiveness and environmental performance of companies in Ukraine, especially SMEs, through the implementation of Resource Efficient and Cleaner Production methods, practices and technologies	<p>Aspects</p> <ol style="list-style-type: none"> 1. <i>Environment</i>: reduced environmental footprint of companies and other organizations. 2. <i>Production efficiency</i>: increased resource productivity (including energy efficiency) and reduced operational and/or compliance costs to the SME's and other organizations. 3. <i>Policy</i>: implemented and enforced policies and regulations conducive to RECP and RECP promoted at the national level 4. <i>Technologies and Financial mechanisms</i>: increased RECP technology up-take and adaptation by target companies and sectors 	<ul style="list-style-type: none"> ▪ Final project evaluation ▪ Aggregated results from demonstration projects ▪ Project progress reports ▪ Introduction of new policies, legislation and/or guidelines ▪ Regional development reports ▪ Surveys of target sectors ▪ Companies' annual reports ▪ National RECP database 	National stakeholders from government, industry, academia and financial institutions are interested in RECP and prepared to implement it.

Outcomes			
<p>1. <u>RECP(incl. ChL) service delivery capacity</u> - CPC delivers value adding RECP services to companies, government organizations and business service providers that enable and promote the upscaling of RECP implementation</p>	<ul style="list-style-type: none"> ▪ Recognition of the CPC by private and public sectors and civil society ▪ Quality of services and products available increased 	<ul style="list-style-type: none"> ▪ Final project evaluation ▪ Annual reports ▪ Qualitative assessments of services ▪ Professional and scientific publications ▪ RECP conferences and workshops 	<ul style="list-style-type: none"> ▪ Interest in RECP services exists among national industries which have recognized the relevance and benefits of RECP ▪ Potential for up-scaling of RECP exists ▪ Interest in sound chemicals management exist
<p>2. <u>RECP (incl. ChL) applications at company level</u> - RECP concepts, methods, practices and technologies have been implemented by companies and other organizations in Ukraine, and the environmental, resource saving and economic benefits thus achieved have been verified.</p>	<ul style="list-style-type: none"> ▪ Reduced environmental footprint of enterprises ▪ Increased resource productivity and chemical management of enterprises ▪ Reduced operational and compliance costs of enterprises 	<ul style="list-style-type: none"> ▪ Final project evaluation ▪ Annual reports ▪ Environment, financial and/or sustainability reports of companies ▪ Review of results and benefits of demonstration projects ▪ Professional and scientific publications ▪ RECP conferences and workshops 	<ul style="list-style-type: none"> ▪ Inefficient production processes affect the competitiveness of national industry and generate demand for RECP and Chemical Leasing

<p>3. <u>RECP policy and strategy:</u> - Mechanisms for mainstreaming RECP concepts and policy instruments have been created at suitable administrative levels in relevant national and regional policies and regulations</p>	<ul style="list-style-type: none"> ▪ Increased role of RECP in environmental, industrial and other relevant policies at national and regional level and an increased number of relevant policies introduced ▪ RECP practices and technologies embedded in technical guidelines of target sectors ▪ Policies, strategies, incentives and instruments for RECP increased ▪ Increased awareness levels for RECP in key departments and agencies 	<ul style="list-style-type: none"> ▪ Annual report ▪ Final project evaluation ▪ Statistics ▪ Qualitative assessments ▪ Reviews ▪ Workshop and meeting reports ▪ Publication of relevant policies, strategies and guidelines ▪ Active participation of government representatives in the CPC Advisory Board and other RECP-related events 	<ul style="list-style-type: none"> ▪ Stable government willing to cooperate in RECP ▪ Relevant ministries and regional authorities are interest in RECP and are willing to cooperate
<p>4. <u>Technologies and financial mechanisms:</u> - Target companies are implementing RECP technologies and have achieved economic and environmental savings</p>	<ul style="list-style-type: none"> ▪ Increased availability and transfer of RECP technologies ▪ Increased number of financial instruments and cooperation agreements to support RECP technologies developed, promoted and applied in cooperation with IFC and other financial institutions and donors ▪ Increased number of enterprises have implemented the innovation, transfer and development of RECP technologies ▪ Increased financial and human capacity for the adaptation, development and transfer of RECP technologies 	<ul style="list-style-type: none"> ▪ Reports of providers of RECP technologies and trade promotion services ▪ Final project evaluation ▪ Annual report ▪ Case studies ▪ Trade statistics ▪ Discussions ▪ Qualitative assessments ▪ Reports from financial institutions ▪ Surveys 	<ul style="list-style-type: none"> ▪ RECP technologies are relevant and beneficial to industry and national companies are committed to implementing them ▪ Local suppliers are interested in developing and supplying key RECP technologies to enterprises ▪ National industrial sectors and enterprises are interested in the innovation and development of RECP technologies ▪ Financial institutions have RECP technologies in their strategy and are interested in supporting their application

Output Category 1			
RECP service delivery	Indicators Achieved	Indicators Planned according to Project Document	Important Assumptions and Comments
1.1. CPC established and operating as per agreed institutional and governance provisions	<ul style="list-style-type: none"> ▪ 3 Annual Steering Committee meetings organized since the start of the Project ▪ 1 Advisory Board meeting organized ▪ Adequate staffing and facilities for the CPC: by the end of 2014, 12 full time employees and 13 part time employees were working for the Centre in the 4 regional offices established in Vinnitsa, Zaporozhe, Kiev and Odessa. 1 kick-off meeting carried out for starting of the Lviv regional office. Negotiations initiated with Mr. A.Kinakh (ULIE President) to set-up a regional office in the branch of ULIE in Kharkiv. ▪ Draft business plan developed ▪ 5 staff members trained on CPC management and business planning within the framework of cooperation with GIZ 2014 ▪ 3 annual reports drawn up and monitored ▪ 3 annual work plans and reviews drawn up and monitored ▪ Quality management system still to be further developed ▪ Financial monitoring in place ▪ Registration of the CPC as independent legal entity finalized in June 2013 	<ul style="list-style-type: none"> ▪ Regular meetings of the Project Steering Committee and Advisory Board ▪ Adequate staffing and facilities for the CPC ▪ Establishment of 6 regional offices ▪ Business plan developed ▪ Minimum of 10 staff members (including regional coordinators) trained on the CPC management and business planning ▪ Annual reports drawn up and monitored ▪ Annual work plans and reviews drawn up and monitored ▪ Quality management system in place ▪ Financial monitoring in place ▪ Registration of the CPC as independent legal entity ▪ In year 5, the self- financing degree (national costs) will be 50 % 	<p><u>Important Assumptions at the start of the project:</u></p> <ol style="list-style-type: none"> 1. Main national stakeholders are interested in developing a solid institutional foundation and governance arrangements for the CPC 2. Stable economic situation allowing the fulfilment of the CPC business plan. <p><u>Comments:</u></p> <ul style="list-style-type: none"> ▪ Advisory Board: Most of its members are from the Government. The organization of additional Advisory Board meetings was delayed because of the political and economic crisis in Ukraine (end of 2013 – 2014). ▪ Business Plan: Additional work to be done to finalize the plan. ▪ Quality management system: Setting-up a system in line with ISO 9001 is being considered. ▪ Self-financing is a challenge during the present economic and political crises. ▪ The establishment of regional offices in Crime cancelled and the one for Luhansk postponed.

	<ul style="list-style-type: none"> In 2014 (year 3) the self-financing degree was 13,12 % 		
<p>1.2. CPC staff and associated experts trained in basic and advanced RECP methods and applications</p>	<ul style="list-style-type: none"> In total, since the start of the Project 15 staff members trained on RECP methodology 39 experts in 4 regions trained on RECP methodology and certified 3 experts and 9 junior experts trained on ChL activity 16 RECP and ChL trainers trained 18 experts trained on CP related topics (water management issues and LCA) 4 training materials were developed/translated/adopted for Ukraine on RECP (target: 2): Update version of the Ukrainian CP toolkit (water management chapter); Introduction to assessment of meat plant; Compressed Air and Evaporation Exercise Training Presentation; Analysis of material flows and Ishikawa diagram Training Presentation Chl toolkit adopted, translated and printed The current database includes 79 RECP experts 	<ul style="list-style-type: none"> Number of training courses for CPC professional staff and associated experts Minimum 10 staff members (including regional coordinators) trained on RECP methodology Minimum 15 experts trained on RECP methodology per year/region (per 5 years: minimum 380 experts trained) Minimum 30 experts trained on ChL during first 3 years Minimum 3 RECP and ChL trainers trained per year/region (per 5 years: minimum 15 trainers trained) Minimum 4 experts trained on specific CP- related topics per year/per region (per 5 years: minimum 80 experts trained) Minimum of 2 training materials developed/translated/adopted for Ukraine on RECP Minimum 1 training material developed/translated/adopted for Ukraine on ChL Databases on RECP and ChL experts created 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> Availability of qualified national experts interested to be trained on RECP and Chemical Leasing <p><u>Comments:</u></p> <ul style="list-style-type: none"> <u>More staff members trained than planned:</u> 15 staff members were trained on RECP this is 50% higher than the target. <u>RECP experts trained:</u> The target for the first three years was to train 45 certified RECP experts in three regions. By the end of 2014, 39 RECP experts in four regions were certified according to UNIDO's criteria. It should be noted that 61 trainees took part in the trainings but only 39 fulfilled the requirements. <u>Chemical Leasing:</u> Only 3 experts received in-depth training on ChL because the political and economic situation makes it difficult to introduce the model. The model is being amended and the scope broadened to sound chemicals management. <u>More RECP trainers than planned:</u> 16 RECP trainers trained, the target was 15 for five years <u>Experts trained on CP related topics:</u> The target of 36 experts could not be reached because of the need to focus on training of RECP experts.

Output Category 2			
RECP service delivery	Indicators Achieved	Indicators Planned according to Project Document	Important Assumptions and Comments
2.1 Awareness and understanding of RECP opportunities and benefits improved at national and regional levels among companies, authorities and other stakeholders	<ul style="list-style-type: none"> ▪ Website developed and up-dated on regular basis, including a specific gender platform, training materials on RECP and related topics and linked to the UNIDO Knowledge Management System ▪ 13 awareness seminars carried out for key stakeholders and representatives from target groups ▪ 18 promotional and information materials and case studies/articles on RECP and ChL developed ▪ RECP branding developed: Logo, posters, case studies, folders, etc..., available ▪ RECP/ChL is integrated in the master curricula on Ecology, Environmental Protection and Sustainable Use of Natural Resources at NTUU KPI (http://kpi.ua/web_eco-kpi) ▪ Since the start of the Project 2 workshops were jointly carried out with financial institutions and associations: <ul style="list-style-type: none"> • Joint IFC-RECPC workshop 	<ul style="list-style-type: none"> ▪ Website and helpdesk established ▪ Minimum of 5 awareness seminars per year on RECP and ChL organized and attended by key stakeholders and representatives from target groups ▪ Minimum of 5 promotional and information materials and case studies/articles on RECP and ChL developed per year ▪ RECP branding developed ▪ Minimum of 3 Universities have integrated RECP/ChL in their curricula ▪ Minimum of 2 information seminars per year carried out with financial institutions and other industrial associations ▪ Minimum of 5 RECP/ChL related videos for TV-programmes developed ▪ Minimum of 2 ChL 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ Basic interest in information on opportunities for and benefits of RECP among main stakeholders, target sectors and regions exists <p><u>Comments:</u></p> <ul style="list-style-type: none"> ▪ RECP/ChL integration in university curricula: Additional efforts will be undertaken to involve more universities. ▪ ChL activities are delayed and a broader approach to sound chemicals management will be applied in the future because of the economic and political critical situation in the country

	<p>on RECP methodology and financial instruments, April 4th, 2013</p> <ul style="list-style-type: none"> • Workshop “Financial and technical instruments for Resource Efficient and Cleaner Production (RECP) for agro processing sector companies”, June 11th, 2014 • In addition, representatives from different banks and financial institutions participated in information and awarding events of the Centre <ul style="list-style-type: none"> ▪ 8 RECP/ChL related videos were developed and broadcasted for TV-programmes and on YouTube ▪ 5 RECP Award ceremonies organised ▪ 16 fairs/big national events related to RECP attended; see annual report annex 7 	<p>information seminars and one roundtable for countries of the Black Sea region organised</p> <ul style="list-style-type: none"> ▪ 1 ChL Award Ceremony organised ▪ 5 Annual RECP Award Ceremonies organised ▪ Minimum of 3 events as trade fairs/roundtables/ big national or regional conferences related to RECP/ChL attended per year 	
<p>2.2 Demonstrated potential of RECP for the reduction of waste, greenhouse gases (GHG) and other emissions (water, raw material, etc.) as well as Chemical Leasing for the sound management</p>	<ul style="list-style-type: none"> ▪ 31 RECP assessments finalized in 4 regions ▪ 3 ChL demonstration projects developed and 3 companies involved ▪ 16 % of participating companies in 2014 implemented more than 50% of options developed (evaluated at the end of 2014) ▪ 	<ul style="list-style-type: none"> ▪ Minimum of 10 RECP assessments per year/region (per 5 years: minimum 200 assessments) ▪ Minimum of 10 ChL demonstration projects developed and 20 companies involved ▪ Minimum of 70 % of participating companies implemented more than 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ Companies are interested in implementing RECP and ChL <p><u>Comments:</u></p> <ul style="list-style-type: none"> ▪ During the Steering Committee Meeting in 2014, the members agreed to reduce the original target of 10 RECP assessments per year/region (per 5 years: minimum

<p>of chemicals and energy efficiency</p>	<ul style="list-style-type: none"> ▪ 1 sector specific RECP manual for the metal sector developed prepared ▪ 1 ChL manual published ▪ Database on target sectors and sector-specific RECP and Chemical Leasing case studies developed ▪ Data base containing RECP technical options developed 	<p>50% of options developed</p> <ul style="list-style-type: none"> ▪ 3 sector specific RECP manuals published ▪ 1 ChL manual published ▪ Database on target sectors and sector-specific RECP and Chemical Leasing case studies developed 	<p>200 assessments) to 5 RECP assessments per year/region.</p> <ul style="list-style-type: none"> ▪ The target for implementation of RECP options is not achieved: Main reasons for this are the economic and political crises in the country and the lack of access to financial sources and viable credit lines. ▪ <u>Recommendation:</u> Review this target and discuss new approaches for fostering implementation of RECP options at plant level. ▪ Give priority to the development of sector specific manuals
<p>2.3. Mechanisms established for the sector-based replication and up-scaling of RECP results and opportunities in business</p>	<ul style="list-style-type: none"> ▪ First documents were developed (pre-assessment questionnaires for companies) to serve as sector-based self-assessment tools, benchmarks and guidelines ▪ First initiatives started for agriculture on group-based training and assistance model for the up-scaling of RECP 	<ul style="list-style-type: none"> ▪ Sector-based self-assessment tools, benchmarks and guidelines for minimum of 3 sectors developed ▪ Group-based training and assistance model for the up-scaling of RECP created 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ Sufficient market for the replication of results of RECP assessment projects <p><u>Comments:</u></p> <ul style="list-style-type: none"> ▪ The development and implementation of efficient RECP up-scaling mechanisms should be an important focus for the next years. The Centre has by now gained sufficient experience to address this matter.
<p>2.4. Results and benefits of RECP and ChL demonstrations documented in verifiable and transparent manner</p>	<ul style="list-style-type: none"> ▪ National specific indicator framework for measuring RECP benefits at company level established and based on general RECP programme indicators ▪ Global sustainability criteria for ChL business models applied 	<ul style="list-style-type: none"> ▪ National specific indicator framework for measuring RECP benefits at company level established and based on general RECP programme indicators ▪ Global sustainability criteria 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ Participating companies provide reliable data and are willing to share their experiences in RECP and ChL.

	<ul style="list-style-type: none"> Verification of benefits achieved by demonstration companies 	<ul style="list-style-type: none"> for ChL business models applied Verification of benefits achieved by demonstration companies 	
Output Category 3			
RECP service delivery	Indicators Achieved	Indicators Planned according to Project Document	Important Assumptions and Comments
3.1. Policy assessment carried out and RECP strategy developed	<ul style="list-style-type: none"> A national working policy working group was established in 2013 Gaps identified for RECP promotion and policy A draft for a CP State Strategy was presented at the Policy Round Table (October 8, 2013) and is being discussed among Government members. 	<ul style="list-style-type: none"> National working groups established and operational Gaps identified for RECP promotion and policy Policy strategy with RECP targets and policy instruments 	<u>Important Assumptions at the start of the project:</u> <ul style="list-style-type: none"> Government and relevant private sector and civil society stakeholders are committed to developing, implementing and enforcing RECP-conducive policies and regulations <u>Comments:</u> <ul style="list-style-type: none"> The political and economic situation makes policy work very challenging
3.2. National action plan for RECP developed and implementation mechanisms established	<ul style="list-style-type: none"> Implementation mechanisms for RECP policy and strategy are being discussed with the Ministry of Ecology. National action plan not published 	<ul style="list-style-type: none"> Implementation mechanisms for RECP policy and strategy developed National action plan published 	<u>Important Assumptions at the start of the project:</u> <ul style="list-style-type: none"> Government and relevant private sector and civil society stakeholders are committed to developing, implementing and enforcing RECP-conducive policies and regulations
3.3. Implementation and enforcement capacity of the government for RECP-related policy and legislation enhanced	<ul style="list-style-type: none"> Programme of training and implementation support for government officials Not yet established Establishment of database of national RECP experts and expertise established and open to central government and regional authorities 	<ul style="list-style-type: none"> Programme of training and implementation support for government officials established Database of national RECP experts and expertise established and open to central government and regional authorities 	<u>Important Assumptions at the start of the project:</u> <ul style="list-style-type: none"> Government and relevant private sector and civil society stakeholders are committed to developing, implementing and enforcing RECP-conducive policies and regulations

3.4. Technical guidelines for target sectors developed	<ul style="list-style-type: none"> ▪ Gaps identified in the RECP technical guidelines ▪ Guidelines development initiated in cooperation with IFC 	<ul style="list-style-type: none"> ▪ Gaps identified in the system of technical guidelines ▪ Minimum 3 guidelines developed, tested and endorsed for target sectors 	<u>Important Assumptions at the start of the project:</u> <ul style="list-style-type: none"> ▪ Opportunities exist to foster the application of RECP practices and technologies by strengthening the national system of technical guidelines for industrial installations
3.5. RECP opportunities utilized for the national implementation of Multilateral Environmental Agreements (MEAs): Persisting Organic Pollutants (POPs), Ozone Depleting Substances (ODS), GHG, hazardous waste, Clean Development Mechanisms (CDM)	<ul style="list-style-type: none"> ▪ Assessment of commitments and actions under RECP-relevant MEA NOT yet undertaken ▪ Identification of opportunities for MEA implementation initiated, e.g involvement of Centre in UNIDO Stockholm Convention activities 	<ul style="list-style-type: none"> ▪ Assessment of commitments and actions under RECP-relevant MEA undertaken ▪ Opportunities for MEA implementation identified 	<u>Important Assumptions at the start of the project:</u> <ul style="list-style-type: none"> ▪ The Government of Ukraine is committed to MEAs and interested in considering RECP as an opportunity for fostering the implementation of MEAs <p><u>Comment:</u></p> <ul style="list-style-type: none"> ▪ The assumption is only partially fulfilled. ▪ Involvement of Centre in Stockholm Convention activities planned for 2015.
Output Category 4			
RECP service delivery	Indicators Achieved	Indicators Planned according to Project Document	Important Assumptions and Comments
4.1. Professional capacities created and utilized to support the adaptation, development and transfer of RECP technologies	<ul style="list-style-type: none"> ▪ Training of experts on RECP technologies and related topics initiated as part of assessment work initiated ▪ Development of 2 sectors specific training materials on RECP technologies initiated for 	<ul style="list-style-type: none"> ▪ Minimum of 5 experts per region/year trained RECP technologies and related topics ▪ At least 3 sectors specific training materials on RECP technologies 	<u>Important Assumptions at the start of the project:</u> <ul style="list-style-type: none"> ▪ Availability of qualified national experts interested to be trained on RECP technologies

	<p>paper and cellulose industry and for food and beverage industry.</p> <ul style="list-style-type: none"> No experts trained on COMFAR up-to-date 	<p>developed/adapted</p> <ul style="list-style-type: none"> 20 experts trained on COMFAR 	<p><u>Comments:</u></p> <ul style="list-style-type: none"> UNIDO's COMFAR methodology has been revised and, therefore, the training has been postponed to 2015.
<p>4.2. Awareness and understanding of RECP technology opportunities improved at national and regional levels</p>	<ul style="list-style-type: none"> 9 promotion and information events on RECP technologies carried in cooperation with local technology providers Sector-specific or problem specific surveys (e.g. water treatment, waste minimisation etc) initiated carried out 9 requests received for assistance in the development and transfer of RECP technologies from target industries 8 service providers contacted the CPC for involvement in RECP technologies activities, the active participation of these companies is still being discussed 	<ul style="list-style-type: none"> Minimum of 3 promotion and information events on RECP technologies carried out per year Minimum of 3 sector-specific or problem specific surveys (e.g. water treatment, waste minimisation etc) carried out Minimum of 10 requests per year received for assistance in the development and transfer of RECP technologies from target industries Minimum of 20 service providers contacted the CPC and got involved in RECP technologies 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> Industry, business service providers and government agencies are interest in RECP technologies
<p>4.3. RECP technology opportunities are identified as part of RECP assessments</p>	<ul style="list-style-type: none"> 88 technology options identified 30 % of identified options were evaluated 	<ul style="list-style-type: none"> Minimum 20 of technology options per year identified Minimum 10 of technology options per year evaluated 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> Companies in Ukraine possess great potential to develop and implement RECP technologies within their operations

<p>4.4. Agreements and financial mechanisms to support RECP technologies developed and implemented on the basis of meetings and discussions held with key financial institutions and donors</p>	<ul style="list-style-type: none"> ▪ 2 financial established ▪ No grants received ▪ 1 joint publication under development with IFC ▪ 4 joint events with financial institutions carried out ▪ 1 annual meetings/conferences to discuss further cooperation organised ▪ 6 large– scale technical assessments for the clients of IFC, NEFCO carried out 	<ul style="list-style-type: none"> ▪ Minimum of 3 financial mechanisms established ▪ Minimum 200,000 Euro of special grants received ▪ Minimum of 3 joint publications developed ▪ Minimum of 5 joint events organised ▪ 5 annual meetings/conferences to discuss further cooperation organised ▪ Minimum of 10 large–scale technical assessments for the clients of IFC, NEFCO and other financial institutions carried out 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ Financial institutions and other donors have included RECP technologies in their strategies and are interested in supporting them
<p>4.5. Economic and environmental benefits of RECP technology adaptation, development and transfer verified</p>	<ul style="list-style-type: none"> ▪ 6 RECP technology assessments carried out ▪ Minimum of 70 % of participating companies implemented more than 50% of options developed ▪ 16 % of participating companies in 2014 implemented more than 50% of options developed (evaluated at the end of 2014) ▪ Minimum of 3 RECP technology (sector or problem specific) case studies drawn up ▪ 2 RECP technology case studies developed (Promgaztechnology, DVRZ) 	<ul style="list-style-type: none"> ▪ Minimum of 5 RECP technology assessments per year carried out (totally minimum of 25 assessments) ▪ Minimum of 70 % of participating companies implemented more than 50% of options developed ▪ Minimum of 3 RECP technology (sector or problem specific) case studies drawn up 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ Ukraine has the potential to adapt, develop and transfer RECP technologies and is interested in doing so ▪ Financial mechanisms are available to support RECP technologies. ▪ National policies that support RECP technology adaptation, development and transfer are in place

<p>4.6. Stakeholder platform to support RECP technology adaptation, development and transfer has been established and is taking an active role in advocating RECP technologies at company level</p>	<ul style="list-style-type: none"> ▪ RECP technology working group established: Head of RECP technical working group – Konstantin Tadya ▪ Knowledge management and database on RECP technology providers established: Participation at the Regional KMS of the EECCA Region at http://eecca.recpNet.org/ ▪ Three meetings were organized to increase cooperation agreements between companies and technology developers ▪ One event focusing on the development of RECP technologies and their implementation in target sectors organized in cooperation with the Innovative Fund “Kalinin” 	<ul style="list-style-type: none"> ▪ RECP technology working group established ▪ Knowledge management and database on RECP technology providers established ▪ Increased cooperation agreements between companies and technology developers ▪ Increased number of events focusing on the development of RECP technologies and their implementation in target sectors 	<p><u>Important Assumptions at the start of the project:</u></p> <ul style="list-style-type: none"> ▪ There is a need and interest to increase cooperation and establish active communication, information and knowledge management tools ▪ There is an interest in the sector to stimulate innovation in this area
---	---	---	---

ANNEX 2

Results achieved versus the five priorities set out in the work plan for 2014

<i>Priority</i>	<i>Planned</i>	<i>Achieved</i>
1st priority: UNIDO RECP Methodology implementation at plant level (Creation of RECP service market)	Appoint national and international experts of the AG1 to provide training on UNIDO's RECP methodology as well as on the RECP technology development and transfer and provide technical assistance in the implementation of the RECP projects at plant level (Amount of trainees in 4 regions at the beginning of 2014 - 50, amount of companies in 4 regions at the beginning of 2014 - 23)	Amount of trainees in 4 regions – 61 instead of 50 (122%), amount of companies in 4 regions – 19 instead of 23 (78%)
	Appoint national and international experts for Assessment Group (AG) 2 to provide training on UNIDO's RECP methodology as well as on the RECP technology development and transfer and provide technical assistance in the implementation of the RECP projects at plant level: - appointment of CP experts in 4 regions as supervisors for new trainees from the list of experts of 2014; - development of schedule for visits and WS in 4 regions	7 supervisors appointed in 4 regions
	Establish evaluation criteria for the selection of companies that are interested in the implementation of the RECP projects and carry out the final selection of the companies and national experts that will participate in the CP projects: - Update of criteria for selection process; - Selection of 5 companies in each region (4 regions). Total min 20 companies; - Selection of new trainees for AG2 (10 trainees/region)	29 companies in 4 regions selected for AG2 (K:3, V:10, Z:10, O:6); 51 trainees selected for AG2 (K:15, V:11, Z:14, O:11)

	Establish 20 agreements (in 4 regions)	Kick-Off Meetings,
	<p>with the participating new companies for AG2 and carry out initial meetings at plant level to discuss the individual needs, benefits and timeframes of the implementation of the RECP projects:</p> <ul style="list-style-type: none"> - Kick-Off Meetings in companies; - Agreements signed 	<p>were organized in 29 companies. 17 companies signed agreements for participation in AG2</p>
	<p>Organize assessment teams (AG2) and develop the final assessment implementation plan:</p> <ul style="list-style-type: none"> - selection of trainees (20 assessment teams in 4 regions); - develop assessment plan; - establishment supervisors for separate teams 	<p>51 trainees for assessment teams (K:15, V:11, Z:14, O:11); 2 supervisors (V:1, Z:1)</p>
	<p>Provide continuous support and assistance to on-going 20 companies pre-assessed by AG1 (approx. 48 visits) participating in the RECP projects and identify the RECP techniques and technology options to be applied by the companies</p>	<p>Continuous support and assistance to on-going 19 companies provided pre-assessed by AG1</p>
	<p>Collect information from 20 on-going companies and draw up the final technical reports on the findings and results of the implementation of the RECP projects (together with AG1):</p> <ul style="list-style-type: none"> - collect information; - final reports and presentations 	<p>19 final technical reports and presentations at company level done</p>
	<p>Start to collect information from 20 new companies (together with AG2):</p>	<p>Pre-assessments at 14 new companies finalized</p>

	Create and update a database on national benchmarks	Regular update of database of companies
	Draw up 2 case studies to demonstrate the specific approaches of Chemical Management for sound chemicals management in selected industrial sectors	2 case studies (two types of fertilizers)
	Develop and update a database on the target sectors and sector-specific and ChM case studies: -appointment of selected applicant for ChM coordinator position; - development of action plan on ChM	5 applicants for ChM coordinator but no appointment
	Analyze the RECP technology options identified during the RECP assessments and calculate environmental and economic benefits for 12 companies assessed in 2012-2013	Done for 12 companies
	Analyze the RECP technology options identified during the RECP assessments and calculate environmental and economic benefits for on-going companies assessed in 2014 by AG1	Calculations for 19 IPAs done
	Provision of RECP services of the in-depth assessments to companies on payment basis (5 follow-up companies: KPI, Mayak, ISP, Vetropak, Boguslav,)	Done
	Review and analyze the different technology databases available: - Seminar of Swiss Reference Centre (SRC) experts Participants - 10	Done
	Identify the key RECP technologies with high environmental and resource productivity benefits and high replication potential in the respective sectors	Done but needs continuous attention

	Identify possibilities for the transfer of existing technologies and/or adaptation and further development of existing and emerging technologies	Done but needs continuous attention
	Establish a RECP technology working group, nominate a coordinator, and develop the schedule of meetings	Partially done
	Develop and organize a number of information events focusing on the development of RECP technologies: - Seminar of SRC experts and RECP Technology Vendors to Experts and Companies (in the framework of mission in Jun. of Carbotech	Partially done-
	Provide quick scan of the new 20 companies as a part of selection process (20 QS reports)	3 QS reports (15%) Needs attentions
	Provide focus assessments for selected 3 companies (3 reports)	Not achieved
	Provide specific assessments for selected 3 companies (3 reports)	3 specific assessment reports done
	Select and involve sector-specific experts (4 sector-specific experts for 5 months) on payment basis for provision sector-specific assessments and technical consulting	5 sector-specific experts (125%), selected and involved
	Prepare new working places for the new technical experts recruited in September for purposes of intensifying assessments at company level in Kiev, Vinnitsa and Zaporozhye regions	New working places (K:2, V:1, Z:2) established as planned
	Purchase additional office and measurement equipment and appropriate analytical software technology adaptation, development and transfer	Done

2nd priority: Training of CP experts for CP methodology implementation (conditions creation for the market and the active work of the CPCs)	Collect the information on available national experts trained on CP: - updating database of best trainees from the AG1	Done
	Collect information on the national technicians/experts interested in participating in the RECP training courses: - distribution announcement about training course in Ministries and Institutes, Universities (in 4 regions); - involvement selected experts to training course	
	Develop a schedule of training activities for AG2 for each region defining in detail supervision and monitoring: - development of schedule for visits and WS in V and Z regions; - development of schedule for visits and WS in K and O regions	Done
	Organize and carry out 16 Workshops in total in 4 regions as training course for the selected trainees on UNIDO's RECP methodology (AG1). Note:*SRC participate according to missions planned (61trainees in 4 regions)	Done
	Organize and carry out 16 Workshops in total in 4 regions as training course for the selected trainees on UNIDO's RECP methodology (AG2). (expected number of trainees - 40 in 4 regions): - Preparation. Carrying out kick-off seminars in Vinnytsia and Zaporizhia; - Preparing training materials for new phase of Workshops	More than planned 51 new trainees in 4 regions

	Carry out the final evaluation test upon completion of the training course for AG1	Done
	Carry out 1 train-the-trainer workshops (10 participants)	Done
	Analyze the potential and necessity to develop additional training materials or specific training courses: - discussion potential for LCA training and training on preparation companies for the ISO certification; - discussion of possibility to develop Water management training course; - Development of water management training materials + ChM	Done
	Finalize the selection of national experts who will participate in additional in-depth training courses on Sound Chemicals Management (7 technical experts from the CPC): - Preparation for the Training (Trainer - ChM Coordinator from other CPC); - ChM Training for RECP experts	Not achieved
	Updating the existing database of national RECP and ChL experts	Partially achieved
	Organize and carry out min. 1 LCA training (3-days training) in each region, 1 seminar on more efficient water use in each region (4 regions)	Done
	Organize 1 UNIDO RECP Award/Final conference in 4 regions (100 participants in each region): - Award of experts from AG1	Done

3rd priority: Information dissemination and awareness raising on UNIDO RECP project, RECP methodology and RECPC (creation conditions for RECP service market)	<p>Create a calendar for the participation in relevant national/regional events (conferences, trade fairs, roundtables, etc.)</p>	Done
	<p>Participate in the selected national events on Ecology and Energy and Resource Efficiency and present the RECP concept and the work of the CPC (7 events per year):</p> <ul style="list-style-type: none"> - Int. Ecological Forum (Slavutych); - Green Expo (Kiev); - Fair "Foundry and Metallurgy"(Zaporozhye); - Int. Energy Forum (Zaporozhye); - Fair "Energy in industry" (Kiev); - Fair "Energy Efficiency" (Kiev); - Int. Industrial Forum (Kiev) 	More than planned (5 in total)
	<p>Regular update of the CPC website, link it to the important websites. Incorporate Gender Platform to the CPC website as well as an interactive map of the main activity regions of the CPC:</p> <ul style="list-style-type: none"> - Support; - Gender Platform 	Done
	<p>Organize, together with the main national institutions from the selected industrial sectors and regions, 5 information seminars to outline the RECP concept and its application at plant level:</p> <ul style="list-style-type: none"> - Kalinivka (Vinnitsa region), 17/02 (11 pers.); - Slavutych (Kiev region), (20 pers.); - Kiev (20 pers.); - Zaporozhye (20 pers.); - Kiev (20 pers.); 	4 seminars organized. (80% achieved)

	<p>Organize and carry out 4 Awareness raising seminars for Industrial Associations. Invite key stakeholders and representatives of companies from target sectors to participate:</p> <ul style="list-style-type: none"> - AR for Chemical Union of Ukraine; - AR for Construction Association of Ukraine; - AR for Metal Association of Ukraine; - AR for Agro Association of Ukraine 	<p>3 Awareness raising seminars organized 9 (75% achieved)</p>
	<p>Update promotion and information materials (1 leaflet about UNIDO, 1 leaflet about Centre, 1 leaflet about IPA at company level, 1 leaflet about support of IFC, 1 leaflet about ChM), elaborate 12 RECP case studies and 2 RECP articles. Produce 1 video spot about the CPC and its services and put it on the website</p>	<p>Done Leaflets 9 RECP case studies and 2 RECP articles 3 video spots 5 videos on YouTube</p>
	<p>Develop the marketing and branding strategy for the CPC and its RECP services:</p> <ul style="list-style-type: none"> - Commercial Proposal; - Draft strategy; - Involvement the number of marketing experts to the process of development of marketing and branding strategy. -Organization and carrying out information seminar on issues of potential for commercialization of RECP and marketing strategy development 	<p>Done</p>

	<p>Establish new cooperation with 5 new universities and follow-up cooperation with existing 7 universities; assist them in developing a RECP course to be included in the curricula:</p> <ul style="list-style-type: none"> - National University of Life and Environmental Sciences of Ukraine (Kiev); - National University of Food Technologies, - University of light technologies and design; - Lviv Polytechnic University, - Odessa Agrarian University; - Establish contacts with J. Staniskis (Kaunas UT) for providing seminar for CPC on cooperation with universities in line of RECP course introduction 	Partially achieved
4th priority: Cooperation with financial institutions	Collect and analyze information on existing agreements and financial institutions/mechanisms that might support RECP technologies in Ukraine	Done
	<p>Discuss with the main institutions involved in RECP financing (IFC, World Bank, IBRD, Nefco, Min. Economy, donors, etc.) the implementation and/or adaptation needs of the respective instruments applied (e.g. credit lines, grants, etc.):</p> <ul style="list-style-type: none"> - 11 IFC meetings; - 5 NEFCO meetings 	Partially achieved: 5 IFC meetings (45%) 5 NEFCO meetings (100%)
	<p>Establish a joint plan of action (agreements) with selected and interested institutions on developing and implementing financial instruments for supporting RECP:</p> <ul style="list-style-type: none"> - Action Plan with Nefco; - Renew Cooperation Agreement with IFC 	Done

	<p>Organize annual meetings/conferences with financial institutions to discuss the further development of agreements and credit lines:</p> <ul style="list-style-type: none"> - Annual Meeting 	Not achieved
	<p>Develop and organize 1 specific training workshop on RECP with financial institutions for Agro-processing companies</p>	Not achieved
	<p>QS of 10 agro processing companies with IFC</p>	Not achieved
	<p>Update 1 joint publication with IFC and Nefco:</p> <ul style="list-style-type: none"> - Update of IFC-RECPC joint leaflet 	On going
<p>5th priority. Cooperation on RECP policies (creating the conditions for RECP service market)</p>	<p>Coordinate and/or participate in national working group(s) on RECP policy, invite relevant stakeholders to the group(s) and organize a schedule of regular meetings (regular meetings):</p> <ul style="list-style-type: none"> - Participation in working group on RECP policy; - Participation in working group on Green Growth; - Participation in working group on EaP Green; - Participation in working group on elaboration State Concept on CP 	Done
	<p>Encourage regional stakeholders and Regional Focal Point Coordinators to participate in the work on the RECP policy and strategy:</p> <ul style="list-style-type: none"> - Participation in working group on RECP policy; - EcoProfit Approach at municipality 	Partially achieved

	<p>Arrange visits for some of the participants of the working group(s) to benefit from the experiences already gained in other countries:</p> <ul style="list-style-type: none"> - Arrangement of visit to another country 	Not achieved
	<p>Maintain continuous lobbying activities towards the integration of RECP supporting measures within the national environmental and industrial policies</p>	Done, to the extent possible
	<p>Review and analyze technical guidelines and identify areas of improvement and potential for the incorporation of the RECP concept</p>	Not achieved
	<p>Analyze the national structure of the RECP technology market (incl. suppliers) and different demands in the target regions and sectors:</p> <ul style="list-style-type: none"> - 1 Meeting with market experts and companies for discussion RECP technical option market 	Needs attention

ANNEX 3

Monitoring Matrix for Swiss Cooperation Strategy Ukraine 2011-2015 (based on the Result Framework of the CS)

(Values of the indicators marked with * are additionally explained at the bottom of the table)

Indicator	Observed Values					Target-2015	Source	Comments, including reference to Transversal Topics
	2011	2012	2013	2014	2015			
1. Cumulative number of enterprises targeted by Swiss interventions applying cleaner production	-	IPAs initiated in 18 companies and 2 regions	12 IPAs finalized + 20 new IPAs initiated in 4 regions	19 IPAs finalized + 14 new IPAs initiated in 4 regions	20 new IPAs in 4 regions	According to decision of the Steering Committee (16/04/2014) the number of IPA has been reduced to 5 IPAs per year and region	IPAs reports	It is expected that minimum 70% of the addressed companies implement more than 50% of the RECP options developed. <u>Comment:</u> 16 % of participating companies in 2014 implemented more than 50% of the RECP options developed
2. Self-financing degree of Cleaner Production Centre (CPC)	-	0	Approx. 2 %	13,12 %	Approx. 5.5%	No target for 2015	CPC business plan UNIDO annual report	In Year 5, the self-financing degree (national costs) should be 50%.
3. Annual energy savings (total amount in MWh and %)	-	-	33,425 MWh/y (17,1%)	19 367 MWh/y (21,15 %)	About 20%	15% energy savings		This value includes natural gas and electricity saving.
4. Pollution reduction in target enterprises by introducing RECP							Assessment reports	
-Indicator 1: Annual Greenhouse Gas								

(GHG) emissions/CO2 reduction (total amount in t of CO2 and %)			8,700 t/y (9,7 %)	4 451 t/y (8,57 %)	About 10%	-10% CO2 emissions		
-Indicator 2: Annual sewage water reduction (total amount in m3 and %)			23,480 m3/y (8,1 %)	162 979,3 m3/y (12,8 %)	About 10%	-10% sewage water		
-Indicator 3: Annual reduction of material consumption and waste (total amount in t and %)			4,272 t / y (1,1 %)	176 t/y (0,1 %)	About 1 %	- 2 % material and waste		
5. Annual water savings (total amount in m3 and %)	-	-	106 708 m3/y (17,5%)	180 769,6 m3/y (12,8 %)	About 15%		Assessment reports	

Additional explanations on the observed values of some indicators

Indicator	Comments on the observed value 2011	Comments on the observed value 2012	Comments on the observed value 2013	Comments on the observed value 2014	Comments on the observed value 2015
Self-financing degree of Cleaner Production Centre (CPC)	No data available, as Swiss intervention has started in 2012	Lack of responses from industry to pay for RECP services	Contracts with 3 companies, totaling to 18,000 UAH, established	Contract with 1 company, totaling to 22,400 UAH, established EU funded Regional EaP GREEN Programme – national component Ukraine: Financial contracts for national staff and activities of national staff (excl. international expert costs) amounted in 2014 to approx. Euro 30,000.	Contracts signed and service delivery is on-going with 3 companies. Negotiation is on-going with 2 companies in addition. Subcontract on demonstration component of EaP GREEN Programme in Ukraine is ongoing in 2015.
Reduction of pollution intensity in target enterprises by introducing RECP	No data available, as Swiss intervention has started in 2012	Assessments were not yet finalized	Basis for calculation: % and total amount of reductions in C02, waste water, material and waste	Basis for calculation: % and total amount of reductions in C02, waste water, material and waste	Basis for calculation: % and total amount of reductions in C02, waste water, material and waste

Indicator	Comments on the observed value 2011	Comments on the observed value 2012	Comments on the observed value 2013	Comments on the observed value 2014	Comments on the observed value 2015
49. GHG emissions avoided in target enterprises of CPC	No data available, as Swiss intervention has started in 2012	No data completed	Only CO2 values were calculated – 8 666 t/y CO2 emission	Only CO2 values were calculated - 4 451 t/y CO2 emission	Only CO2 values were calculated

ANNEX 4

List of Companies involved in RECP assessments in 2013-2014

Companies participating in AR 1 that started in 2013 and finished in 2014

Kiev region

#	Company	Project status	Comments
1.	JSC “Brovary Moloko”	<i>Assessment Completed. Implementation and monitoring</i>	
2.	Private JSC “Brewary Ziberta”	Only pre-assessment done.	company management decided not to continue
3.	Public JSC “Kombinat Budindustrii” (Construction Materials Factory)	<i>Assessment Completed. Implementation and monitoring go on. Discussing a contract signing possibility.</i>	-
4.	National Technical University of Ukraine “KPI”	<i>Assessment Completed. Implementation and monitoring go on.</i>	-
5.	Public JSC “Chervony Zhovten”	Only pre-assessment done.	company management decided not to continue
6.	Private enterprise "Auto-Active"	<i>Assessment Completed. Implementation and monitoring go on. Discussing a contract signing possibility.</i>	-
7.	Public JSC “S. Kovalska Reinforced-Concrete Products Plant”	<i>Assessment Completed. Implementation and monitoring go on.</i>	-

Vinnitsa region

#	Company	Project status	Reasons
1.	Private JSC “Kalynivskiy Machine Building Plant”	Assessment Completed. Implementation and monitoring go on.	-
2.	Private JSC “Mogilev-Podilskiy Machine Building Plant”	Pre-assessment, project put on hold at the stage of in-depth assessment.	Company management decided not to continue.
3.	"Nemyriv Factory of Cooperative Industry" at Nemyriv district consumers' society	Assessment Completed. Implementation and monitoring go on.	-
4.	Company "LIME-CENTRE" Ltd.	Assessment Completed. Implementation and monitoring go on.	-
5.	Farming enterprise “Yulia +”	Completed.	-
6.	Farming enterprise “Laptyeva”	Completed	-
7.	Research Agricultural Enterprise Hushchenetskyi Highest Vocational College	Pre-assessment, project put on hold at the stage of in-depth assessment.	Due to transportation difficulties (access to the enterprise) faced by experts, project is on hold
8.	Private JSC “Majak”	Repeated assessment, currently at implementation stage.	Changes in company staff

Odessa region

#	Company	Project status	Reasons
1.	Mineral water plant “Kuyalnik”	Only pre-assessment completed.	Company management decided not to continue.
2.	“Micron” Ltd.	Only pre-assessment completed.	Company management decided not to continue.
3.	Olexandrivskiy meat-processing plant	Assessment Completed.	-

4.	Biliayevskiy meat-processing plant	<i>Assessment Completed.</i>	-
5.	Canning factory "Evrica"	Only pre-assessment completed.	Company management decided not to continue.
6.	Plastic products factory "Sanpromin" Ltd.	<i>Assessment Completed.</i>	-
7.	Bakery "Nove Dilo" Ltd.	Only pre-assessment completed.	Company management decided not to continue.

Zaporizhia region

#	Company	Project status	Reasons
1.	SPC "Rost" Ltd.	<i>Assessment Completed. Implementation and monitoring go on.</i>	-
2.	Municipal enterprise "International Zaporizhzhia Airport"	<i>Assessment Completed. Implementation and monitoring go on.</i>	-
3.	Public Joint-Stock Company "Zaporozhye Plant of welding fluxes and glass products"	<i>Assessment Completed. Implementation and monitoring go on.</i>	-
4.	Public Joint-Stock Company "Plant "Zaporozh'avtomatika"	<i>Assessment Completed. Implementation and monitoring go on.</i>	-
5.	Public Joint-Stock Company "Ukrainsky Grafit"	<i>Assessment Completed. Implementation and monitoring go on.</i>	-

Companies participating in AR 2 that started in 2014

Kiev region

#	Enterprises	Specialization	Agreement	Pre-assessment	Number of visits
1.	“M-Kvadro” Ltd.	Lime and Sand-Lime bricks	Signed	On-going	2
2.	JSC “Vishnevskii Casting and Forging plant”	Machine building	Signed	Not started	2
3.	Vasylkivmlyn	Food processing	On-going	Not started	3
Total number of visits					8

Vinnitsa region

#	Enterprises	Specialization	Agreement with a company	Pre-assessment	Number of visits
1	PJSC “45 Experimental Mechanical Plant”	Machine building	Signed	Finished, Follow up	17
2	PJSC “Gnivansky special reinforced concrete plant	Construction material manufacture	Signed	Finished, Follow up	9
3	PJSC “Koziatynbread”	Food (Bakery)	Signed	Finished, Follow up	6
4	“Lider” Ltd.	Food	Signed	Finished, Follow up	7
5	“Bonus-u” Ltd.	Agro processing	Signed	Finished, Follow up	6
6	“Vinnytsia Cooperative Institute”	Educational institution	Signed	Finished, Follow up	10
7	"Krasnyansky specialized enterprise "Agromash" Ltd	Machine building (for agricultural sector)	On-going	Not Started	2
8	“Khibne Shastia” Ltd	Food (Bakery)	On-going	Not Started	2
9	Municipal utility companies "Energyresources"	District heating	On-going	Not Started	2
10	Privat Entrepreneur Martynenko	Bakery	On-going	Not Started	2
Total number of visits					63

Zaporizhia region

#	Enterprises	Specialization	Agreement	Pre-assessment	Number of visits
1	Private enterprise production and commercial firm "Polymer"	Electrotechnical manufacturing, Production of plastics, Wood-working production	Signed	On-going	2
2	Zaporizhia Municipal Company of City Electric Transport "ZaporizhElectroTrans"	Public Transport	Signed	On-going	4
3	PJSC "Berdiansk bakery"	Food	Signed	Not started	1
4	PJSC "Zaporizhzhya Confectionery "ZKF"	Food	Signed	On-going	3
5	PJSC "Zaporizhzhya hlebzavod #2"	Food	Signed	Not started	1
6	PJSC "Zaporizhzhya hlebzavod #5"	Food	Signed	Finished, Follow up	5
7	Zaporizhzhia Asphalt Concrete Plant	Building Materials	On-going	On-going	2
8	Reinforced concrete plant № 1	Building Materials	On-going	On-going	2
9	Zaporizhzhia Titanium-Magnesium Plant	Metallurgy	On-going	Not started	2
10	Zaporozhye Industrial-Mechanical Plant	Machine building	On-going	Not started	1
Total number of visits					23

Odessa region

#	Enterprises	Specialization	Agreement with a company	Pre-assessment	Number of visits
1	"IceBlik» Ltd.	Production of purified inert gases	Signed	On-going	3
2	"Paritet" Ltd.	Construction materials	On-going	On-going	3
3	"Starokozatskii syr" Ltd.	Food	On-going	Finished, Follow up	4

4	“Walker” Ltd (Restaurant)	Food	Signed	On-going	3
5	Odessa bread factory	Food	Signed	On-going	4
6	“Santechrai” Ltd.	Production of aluminum radiators	On-going	On-going	5
Total number of visits					22

ANNEX 5

Draft Resolution On Conclusions of the Roundtable on Policy and Development of the legislation basis in the sphere of resource efficient and cleaner production (RECP) in the framework of III International Forum “Green Mind”

Date: 3 Oct 2014. 14.30-18.00

Location: Kyiv, Velyka Zhytomyrska, 33

Moderators of the Roundtable:

Petra Widmer, Deputy Director, Swiss Cooperation Office,

Karim Zein, President, Sustainable Business Associates,

Igor Shylovych, Director of Resource Efficient and Cleaner Production Centre (RECPC)

Representatives from different international organizations (Swiss Cooperation Office in Ukraine, CSD INGENIEURE AG and Sustainable Business Associates), as well as representatives of the Ministries, Departments, Unions, institutes and universities of Ukraine took part in the Roundtable. **Total number of participants is 42.**

Decisions of the Roundtable:

- RECP has great importance in developing green economy. The example of implementing RECP technologies were Swiss Confederation and a range of European countries. In Swiss Confederation, a Business Council for sustainable development was created for realizing RECP technologies.
- Nowadays the Ministry of Economic Development and Trade is developing a project on fundraising to overcome environmental impacts of those companies that have ceased their operation. In the framework of the project it is planned to make payments to a non-governmental fund to be used for the intended purpose or to eliminate the consequences in case of company's bankruptcy or suspension, or to improve the direction of energy efficiency of the enterprises. The Government introduced changes to the Tax Code of Ukraine regarding increase of lease payment for use of mineral resources, which will favor efficient use of natural resources; the Law on Standardization and Program on elimination of technical barriers have been also improved. It is expected that all these activities will foster process of cleaner production in Ukraine.
- The problem of ecological standards and requirements towards companies was analyzed with consideration of examples of industry “greening” in European countries (Switzerland and Germany), Asia (Vietnam) and South America. The abovementioned countries already use a number of efficiency indicators (including resource efficiency and cleaner production) for evaluation of company operation. It allowed achieving growth in companies' productivity with simultaneous reduction of their negative influence on environment (decrease of pollution indicator per one unit of product).

- Switzerland and Ukraine partnership in RECP and BEN spheres envisages certain interaction and mutual complementation. BEN will facilitate creation of target groups and relations between producers, dissemination of information and development of strategies on increasing awareness level, evaluation of RECP practices and technologies by business representatives (pilot projects); it will also ensure industries timely reaction on specific internal and external policy. As regards development of recommendations and taking decisions on fostering the introduction of RECP state strategy it was mentioned that baseline study is necessary for analysis of RECP status in the country, as well as conducting a number of meetings with companies for identification of the leaders for participation in BEN, creation of an independent network, including vision, membership criteria, strategy for ideas dissemination, analysis of sources of financing and liaison with relevant institutions.

ANNEX 6

Overview of information dissemination activities and PR material


Topic	What kind of activities	Results + positive impact to the project achieved
Awareness for companies and public sector		
Final Conference “Introduction of resource efficient and cleaner production methodology on enterprises in Vinnitsa region”, July 29, 2014	Organization of the Final Conf.	<ul style="list-style-type: none"> • Awareness creation on the results of the RECP demonstration projects in the region. • 122 participants (RECPC complete team, Vinnytsia coordinator, trainees and experts, 4 participating companies, politics, governor of Vinnytsia region, NEFCO representative) • Awarding enterprises - participants of the RECP project with UNIDO certificates • About 200 brochures about the RECPC and 100 brochures about the UNIDO were distributed
Final Conference “Recourse efficiency of the of work of the of enterprises of Kyiv region”, November 13, 2014	Organization of the Final Conf.	<ul style="list-style-type: none"> • Awareness creation on the results of the RECP demonstration projects in the region • Around 100 of participants (representatives from industry, government, NGOs, donors, financial organizations and mass media) • 20 industrial enterprises in the region attended the conference • Awarding enterprises - participants of the RECP project with UNIDO certificates • About 200 brochures about the RECPC and 100 brochures about the UNIDO were distributed
Final Conference “Recourse efficiency of the of work of the of enterprises of Zaporozhye region”, December 4, 2014	Organization of the Final Conf.	<ul style="list-style-type: none"> • Awareness creation on the results of the RECP demonstration projects in the region • Around 100 of participants (representatives from industry, government, NGOs, donors, financial organizations and mass media) • Awarding enterprises - participants of the RECP project with UNIDO certificates • About 200 brochures about the RECPC and 100 brochures about the UNIDO were distributed

Topic	What kind of activities	Results + positive impact to the project achieved
Roundtable “The United Nations Industrial Development Organization (UNIDO) project on implementation of resource efficiency and clean production: Odessa region perspective”, December 23, 2014 (News release in the Annex 9)	Organization of the Final Conf.	<ul style="list-style-type: none"> • Awareness creation on the results of the RECP demonstration projects in the region • 26 of participants (representatives from industry, government, NGOs, donors, financial organizations and mass media) • Awarding enterprises - participants of the RECP project with UNIDO certificates • About 30 sets of brochures on RECPC and UNIDO, cases, promotion materials were distributed
Exhibition GreenExpo, 22-25 April, 2014 (Kyiv)	Participation in the exhibition	20 new contacts established with companies interested in RECP concept. 200 brochures about the RECPC were distributed
International Ecological Energy Forum “Environment of Ukraine”, April 23-25, 2014 (Kyiv)	Participation in the Forum	50 brochures about the RECPC were distributed. Several contacts were established.
Round table “Sustainable energy development of Ukrainian cities”, April 24 (Slavutich, Kyiv region)	Participation in the Forum	Presentation on RECP was given. 50 brochures about the RECPC were distributed. Several contacts were established.
Round table “Greening economies in the Eastern Neighbourhood” of the Project “Organic Market Development in Ukraine”, April 29 (Kyiv)	Participation in the exhibition	Presentation on RECP was given. New contacts were established. 26 brochures about the RECPC were distributed
Exhibition “Aqua Therm Kyiv, May 13-16, 2014	Participation in the exhibition	50 brochures about the RECPC were distributed
Roundtable “Development of investment projects in energy efficiency”, May 15, 2014 (GIZ)	Participation in the exhibition	Presentation on RECP was given. 35 brochures about the RECPC were distributed
Machine Building.	Participation	RECPC stand with RECPC banner presented.

Topic	What kind of activities	Results + positive impact to the project achieved
Metallurgy. Casting. Round table, May 27-29 (Zaporizhzhia)	in the exhibition	200 RECPC promotion materials disseminated
Awareness raising seminar (EaP Green project), May 28, 2014 (Kyiv)	Participation in the exhibition	New contacts established. 45 RECPC promotion materials disseminated
Exhibition Agro-2014, June 4-7, (Kyiv)	Participation in the exhibition	100 brochures about the RECPC were distributed
Conference "Ukraine on the way to sustainable development: integration of RIO Convention provisions into national policy of Ukraine", July 3, 2014 (Kyiv)	Participation in the conference	50 brochures about the RECPC were distributed
Conference: "Long-term growth strategies: Sustainability and Value-Added Business Models in Ukraine", July 8, 2014 (Kyiv)	Participation in the conference	50 brochures about the RECPC were distributed
Round table «Resource Efficient and Cleaner Production at the enterprises of construction materials' sector»", August 6, 2014 (Kyiv)	Participation in the exhibition	50 brochures about the RECPC were distributed
The I International Conference "Energy Efficiency in Industry and Agribusiness", September 4-5, 2014	Participation in the conference	Presentation on RECP was given. About 100 brochures about the RECPC were distributed
Round table «Resource Efficient and Cleaner Production at the enterprises of construction materials' sector», September 10, 2014 (Zaporizhzhia)	Participation in the exhibition	50 brochures about the RECPC were distributed

Topic	What kind of activities	Results + positive impact to the project achieved
Awareness information seminar on RECP for Obukhov district organization of employers, October, 7th, 2014 (Kiev region)	Co-organization and Participation	3 presentations. Discussion on RECP potential. Questions and Answers. New contacts established. 20 about the RECPC were distributed.
3rd International Forum for Sustainable Business Development "Green Mind", Round table on RECP policy development, October 8-9, 2014 (Kyiv)	Co-organization and Participation	100 brochures about the RECPC, 100 brochures about RECP project implementation at company level, 100 brochures about UNIDO were distributed in frame of 2 events.
International Forum "Interaction of Post-Secondary Institutions, Government and the Private Sector for Sustainable Community Development", October 30-31, 2014 (Kyiv)	Participation in the exhibition	50 brochures about the RECPC were distributed
VII International Trade Fair "Energy Efficiency. Renewable Energy – 2014", November 4-7 (Kyiv)	Participation in the exhibition	RECPC stand with RECPC banner presented. 200 RECPC promotion materials disseminated
International Industrial Forum (Fair), November 18-20 (Kyiv)	Participation in the exhibition	RECPC stand with RECPC banner presented. 200 RECPC promotion materials disseminated
All-Ukrainian Ecological League Conference "Pesticides handling problems in Ukraine: social ecological, economic consequences and ways of their solving", December 12, 2014	Participation in the Conference	50 brochures about the RECPC were distributed. Presentation on RECP
UNIAN Press conference "The future of Ukraine within the green growth context", December 23, 2014	Participation in the Press conference	Popularization of Green growth in Ukraine

Topic	What kind of activities	Results + positive impact to the project achieved
Workshops		
Workshop on pre-assessment, March 25-26, 2014 (Kyiv)	Organization	28 of participants
Workshop on pre-assessment, May 15, 2014 (Kyiv)	Organization	15 of participants
Workshop on water management and in-depth assessment, May 20-21, 2014 (Odessa)	Organization	9 of participants
Workshop on in-depth assessment, May 22, 2014 (Vinnitsa)	Organization	12 of participants
Workshop on water management and in-depth assessment, May 28-30, 2014 (Zaporizhzhii)	Organization	7 of participants
Workshop “Financial and technical instruments for Resource Efficient and Cleaner Production (RECP) for agro processing sector companies”, June 11, 2014 (Kyiv)	Organization	Information about RECPC activities and services presented to 60 round table participants. 22 new contacts established with companies and organizations working in the project
Workshop on RECP (Johannes Fresner), July 1-4, 2014 (Kyiv)	Organization	9 of participants
Brainstorming Infinity, July 25, 2014 (Kyiv)	Organization	12 of participants
Awareness for the universities students		
II-nd stage of all-Ukrainian students’ contest on energy management, April 15-16, 2014 (Kyiv)	Participation	Presentation on RECP was given. 50 brochures about the RECPC were distributed
Kiev National University of Architecture and Construction	RECP Project Presentation by Maria Tsybka	

Topic	What kind of activities	Results + positive impact to the project achieved
National University of Life and Environmental Sciences of Ukraine	RECP Project Presentation and Lecture on LCA (by Fredy Dinkel)	11 th of September 2014 Participants from the Centre: Tatjana Knyazkova, Olexej Tchaikovky, Valeria Tkachenko and Fredy Description: About 60 students and professors were present. Also for the professors the concept of LCA was new and they were interested in this topic. Photo attached: 
NTUU KPI (ChemTech Faculty)	Project Presentation and Lecture (by Fredy Dinkel)	Lecture for teachers and post-graduate students of ChemTech Faculty on "Importance of using comprehensive evaluation methods in RECP" (21st of October 2014)
Odessa national academy of food technologies	Project Presentation by Galina Krussir	29 th of April 2014. Number of participants: 28 master students. No distribution of leaflets
Odessa State Economic University	Project Presentation by Galina Krussir	13 th of May 2014. Number of participants: 29 master students and teachers of Faculty of International Economy and merchandizing department. No distribution of leaflets
Odessa National Polytechnic University	Project Presentation by Galina Krussir	21 st of October 2014. Number of participants: 10 scientific fellows, teachers and post-graduate students of Mechanical Engineering Faculty. No distribution of leaflets
Vinnitsa Cooperative Institute	Project Presentation by Valeriy Redchik	28 th of November 2014. Number of participants: 10 teachers, Electric Engineer of the Institute and Administrative Manager of the Institute. No distribution of leaflets
Institute for Civil Engineering, Thermal Power Engineering and Gas Supply (InCETPEGS) of the	Project Presentation by Valeriy Redchik	20 th of September 2014. Number of participants: 30 post-graduate and master students. 15 RECP leaflets distributed

Topic	What kind of activities	Results + positive impact to the project achieved
Vinnitsa National Technical University		
Institute for Ecology (InEEC) of the Vinnitsa National Technical University	Project Presentation by Valeriy Redchik	27 th of September 2014. Number of participants: 12 scientific fellows and teachers. 10 RECP leaflets distributed



II-nd stage of all-Ukrainian students' contest on energy management (April 2014)



Workshop "Financial and Technical Instruments for Resource Efficient and Cleaner Production (RECP) for Agro-processing Sector Companies" (June 11th, 2014)

Information materials prepared



Leaflet



Banner

What kind of materials?	Short description	For which purpose?	How many printed?	How many distributed?
Publication «Green growth from Labour to Resource Productivity best Practice Examples, Initiatives and Policy Options» (translated and published)	Green Industry Initiative	For companies and stakeholders	100	95
Publication about RECPC project and its Gender Component in KPI newspaper "Kyivskyi Politekhnik" (March 6, 2014)	Women in industry	For companies and stakeholders	100	100
Publication "Project "The "Resource efficient and cleaner production" helps consumer cooperatives Vinnichiny	Press-release	For companies and stakeholders	100	100
Report "Resource Efficiency and Cleaner Production in Ukrainian Metallurgy and Machine Building"		For stakeholders	electronic	electronic
Interview with V. Pavshuk, RECPC Technical Director for "Renewable energy" website (May 14, 2014)	Interview	For stakeholders	online	online
Video of the RECP in the channel "Business"	(prime + 10 outputs story)	For stakeholders	1 week broadcasting	1 week broadcasting
Posters				
Poster for Final Conference in Kiev	Invitation word, Name, logo and contacts	For stakeholders	1	1
Poster for Final Conference in Vinnitsa	Invitation word, Name, logo and contacts	For stakeholders	11	11
Poster - Way to Sustainable Development	Name, logo, contacts	For stakeholders, for Fair participants	1	1
Poster RECPC big	Name, logo	For stakeholders	1	1
Poster RECPC logo	Logo	for Fair participants	1	1

What kind of materials?	Short description	For which purpose?	How many printed?	How many distributed?
RECPC Roll-up	Logo, Name, web-site	For stakeholders	1	1
Training packages Materials for Training for Trainers	ToT Methodology	For trainers and experts	30	30
Handouts	RECPC, RECP steps at company level, UNIDO	For stakeholders	1690	1565
Leaflets				
Commercial offer RECP	About RECPC	For stakeholders	500	500
9 Cases RECP (Annex 6)	RECP implementation experience in various fields of Ukraine	For stakeholders	300	2800
Joint leaflet with IFC		For stakeholders	200	200
About the RECPC Programme		For stakeholders	465	440
About the UNIDO		For companies	275	250
Press release for the IFC		For stakeholders and companies	100	100
”Women in Industry: Reality and Challenges”		For stakeholders and companies		
Press release for the Final Conferences in Kiev, Vinnitsa and Odessa		For stakeholders	200	200
Press release for the Forum Green Mind		For stakeholders	100	100
Paper bags: Reducing Resource Consumption – Way to Sustainable Development		For all	200	Kiev Vinnitsa Zaporozhe Odessa
UNIDO green industry initiative – translation of the publication was revised by the team of the Centre		For stakeholders	145	145

Website modifications:

The new web-site was launched December 04, 2014

A web site design, structure and content were newly updated. The University provided the “KPI” hosting. The web-site (www.recpc.kpi.ua) is available in 3 languages. It is continuously updated with new information and topics.



ANNEX 7 Annual Work Plan with Calendar 2015

Comment: RECP Workshops start in September and finished in May as well as assessments at company level

Background for annual planning approach based on assessments at company level:

Note on the work plan: n July 2015 the Centre together with the trainees will finish 20 RECP assessments initiated in Enterprises in 2014. For this purpose it is planned to conduct a number of RECP workshops and consultations for the trainees and these activities are referred to in the present work plan as Assessment Group 1 (AG1). In autumn 2015 new trainees will be selected and participate in a similar RECP training and assessment round referred to in this work plan as Assessment Group 2 (AG2).

Goal	Activities according to PD	Responsibility	Jan.	Feb	March	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1st priority. UNIDO RECP Methodology implementation at plant level (Creation of RECP service market)	1.2.2.1) Appoint national and international experts of the AG1 to provide training on UNIDO's RECP methodology as well as on the RECP technology development and transfer and provide technical assistance in the implementation of the RECP projects at plant level (Amount of existing trainees in 4 regions at the end of 2014 - 51, amount of companies in 4 regions at the end of 2014 - 20)	IS - general coordination; VP, RC - distribution of local supervisors; SRC - appointment of the Int.Experts												
	1.2.2.2) Appoint national and international experts for AG2 to provide training on UNIDO's RECP methodology as well as on the RECP technology development and transfer and provide technical assistance in the implementation of the RECP projects at plant level	VP, RC - pre-selection and pre-distribution												
	(Selection process for IPA companies) 2.2.2 Establish evaluation criteria for the selection of companies that are interested in the implementation of the RECP projects and carry out the final selection of the companies and national experts that will participate in the CP projects	IS, VP, RC												
	2.2.3 Establish individual 30 agreements (min. 20 agreements in 4 regions + 10 agreements in Lviv and Kharkiv from September 2015) with the participating new companies (new companies will be assessed by AG2) and carry out initial meetings at plant level to discuss the individual needs, benefits and timeframes of the implementation of the RECP projects	VP, RC, IS, TS												
	2.2.4 Organize assessment teams (AG2) and develop the final assessment implementation plan	VP, Reg. coordinators												
	(Finalization of the pre-assessments of the companies involved in 2014 - min. 20 companies and) 2.2.5 Provide continuous support and assistance to companies participating in the RECP projects and identify the RECP techniques and technology options to be applied by the companies	IS, VP, Reg.Coord., recruited												
	2.2.6. 1) Collect information from 20 on-going companies and draw up the final technical reports on the findings and results of the implementation of the RECP projects (together with AG1)	experts and trainees												
	2.2.6. 2) Start to collect information from 30 new companies in 6 regions(together with AG2)	experts and trainees												
	2.3.2 Create and update a database on national benchmarks	YG, OP												
	4.3.1. 1) Analyze the RECP technology options identified during the RECP assessments and calculate environmental and economic benefits for 19 companies assessed in 2013-2014	Reg. Coordinators, IS, TS, YG												
4.3.1.2) Analyze the RECP technology options identified during the RECP assessments and calculate environmental and economic benefits for on-going companies assessed in 2015 by AG2	Reg. Coordinators, IS, YG, KT,													

nt)

	Provision of RECP services of the in-depth or/sector specific assessments to companies on payment basis	KT, VM, IS, TS, AV, Sector-specific experts	On-going process during the year except holidays and end of year (min. 5 companies on paid basis)										
	4.2.1 Review and analyze the different technology databases available	KT, RC, YG, Sector-Specific Experts, SRC				Seminar on the different technology databases available of SRC experts. Participants - 10				Seminar of SRC experts. Participants - 10			
	4.3.2 Identify the key RECP technologies with high environmental and resource productivity benefits and high replication potential in the respective sectors	IS, KT, YG, YY, experts								5 key RECP technologies identified			
	4.3.3 Identify possibilities for the transfer of existing technologies and/or adaptation and further development of existing and emerging technologies	IS, KT, YG, Sector-specific experts								2 possibilities for the transfer identified			
	4.6.1 Involve new experts to the RECP technology working group	KT, YG, Reg.Coord., experts,			regularly								
	4.6.4 Develop and organize a number of information events focusing on the development of RECP technologies	IS, SRC, Jurg Walder, Johannes Fresner			KT - coordinator	requesting SRC, Jurg Walder, Johannes	Preparatio	Seminar of SRC experts on RECP Technolog					
	4.5.1 Establish indicators for measuring the economic and environmental benefits of RECP technology adaptation, development and transfer	IS, KT, YG	With support of SRC										
1st priority. ChM model implementation at company level	Finalize selection process of the applicants for ChM coordinators and appoint ChM coordinator (ChM and Green Chemistry)	IS, TS, HR manager	New requests on ChM Coordinator or vacation	Selection of applicants for ChM Coordinator or position. Appointment of selected applicant	Development of action plan on ChM								
2d priority. Training of CP experts for CP methodology implementation (conditions creation for the market and the active work of the CPCs)	1.2.1. Collect the information on available national experts trained on CP	Reg.Coordinators, OS	Updating database of best trainees from the AG1										
	1.2.3 Collect information on the national technicians/experts interested in participating in the RECP training courses	Reg. Coordinators				Distribution announcement about training course in Ministries and Institutes, Universities (in 6 regions)	Collect information	Data Processing and selection process	Involvement selected experts to training course				
	1.2.4 Update schedule of training activities for AG1 in existing regions according to current situation in the regions, develop schedule for visits to new regions (after SC Meeting) and develop schedule of training activities for AG2 for each region defining in detail supervision and monitoring	VP, Reg. coordinators	Update of schedule for visits and WS in 4 regions for AG1	Develop schedule for visits to new regions (L, Kh)						Development of schedule for visits and WS in all regions for AG2			
	1.2.5. 1) Organize and carry out 20 WorkShops in total in 4 regions as training course for the selected trainees on UNIDO's RECP methodology (AG1).	IS, VP, OT, RC	WS										
	1.2.5. 2) Organize and carry out 18 WorkShops in total in all regions as training course for the selected trainees on UNIDO's RECP methodology (AG2), including RECP trainings in K,V,Z,O on small payment basis (Trainers from SRC).	SRC, IS, VP, OT, RC							Preparation. Carrying out kick-off	Preparing training materials for new phase of	WS		
	1.2.6 Carry out the final evaluation test upon completion of the training	OT - Kiev, VP - Vinnytsa, IS -						4 regions					

	1.1.7 Update detailed operational and administrative scheme according to new regions	TS			Establishment of regional office (Lviv, Kharkov)															
Additional activities	EaP Green Programm: Trainings, Assessments	IS, AV, TS, MT	Finalization of the assessments at company level	Success stories																
	Activities in the frame of the new UNIDO/GEF project "Regional capacity building for developing programmes for mitigation of global environmental problems"	TK, Event manager		Trainings	Awareness Raising														Reporting	
	Participation in the preparation of the Technical Proposal for the new project "Supporting investments in sustainable municipal solid waste management and recycling in Ukraine" (EBRD) (if the EoI held a contest)	IS, TS, SBA, Experts on Waste Management																		No result of EoI contest yet
	Participation in the development of the Terms of Reference for the Project "Energy Audit Ukraine Higher Education" (EIB)	-																		CPC ToR did not pass the contest
	Enhance of the fundraising	Comm.M anager, TS, IS																		Min. 1 additional project
	Participation in the development of the Terms of Reference for the Project on Green Chemistry (UNIDO/GEF)	VY, TK, IS																		Submission of the Technical Proposal
	Continue gender mainstreaming work (Regular Update of the Gender Platform on the website, Gender Seminars, Gender Meetings, Participation in Gender event organized by Gender Focal Point in NTUU KPI)	OK, IS																		Regular Update of the Gender Platform on the website Expenditures incl. seminars
	Participation in other UNIDO projects related to RECP, including Energy Management and energy efficiency, PCB Project in Ukraine (Stockholm Convention)	TK, Event manager																		Min. 2 Gender Seminars for train Co-Organization of the Joint Gender Conference with IFC Participation in Gender event organized by Gender Focal Point in NTUU KPI
																				Establish Efficient Cooperation with UNIDO/GEF Project on Energy Management Standard and PCB Project Reporting

Abbreviations:

RECP - resource efficient and cleaner production
 RECP - resource efficient and cleaner production centre (= NCPC - National Cleaner Production Centre, CPC - Cleaner Production Centre)
 CP - cleaner production
 ChM - Chemical Management
 ChL - Chemical Leasing
 SRC - Swiss Reference Centre
 SBA - Sustainable Business Associates
 MENR - Ministry of Environment and Natural Resources of Ukraine
 Z - Zaporozhye region
 V - Vinnitsa region
 K - Kiev region
 O - Odessa region
 L - Lviv region
 Kh - Kharkiv region
 CTA - Chief Technical Advisor
 RC - regional coordinator
 AG1 - Assessment group 1
 AG2 - Assessment group 2
 IS - Igor Shilovich, Director
 VP - Valeriy Pavshuk, Technical Director
 TS - Taras Sakalosh, Executive Director
 OT - Olexiy Tchaikovskiy, Coordinator in Kiev region
 VR - Valeriy Redchik, Coordinator in Vinnitsa region
 SK - Sergey Kalachev, Coordinator in Zaporozhye region
 GK - Galina Krussir, Coordinator in Odessa region
 MT - Maria Tsybka
 OS - Oksana Siutkina, Office Manager and Translator
 YG - Yuriy Gaidaenko, technical CP expert in Kiev region
 KT - Konstantin Tadiya, technical CP expert
 KP - Katerina Prymak, technical CP expert
 OP - Olena Pushna, Junior Water and Chemical Management expert
 TK - Tatyana Knyazkova, National Water Management expert
 SH - Sergiy Khudobin
 AV - Andrey Vorfolomeiev, CP expert in K.
 Ach - Anatoly Chepenko, CP expert in V.
 ID - Irina Dzhigirey, LCA Coordinator in Centre
 VY - Vsevolod Yaremenko, Applicant for position of the ChM Coordinator
 OK - Olena Kochemirovska