



FINAL REPORT

FINAL EVALUATION OF TWO OPERATIONS OF THE PROGRAMME « GREEN ECONOMY IN BELARUS »

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LIST OF ACRONYMS

AAP	Annual Action programme
ADWP	Annual Detailed Work Plan
CBC	Cross Border Cooperation
EaP GREEN	Greening Economies in the European Union's Eastern Neighbourhood
EC	European Commission
Eco-info centre	Ecological information centre
ENPI	European Neighbourhood and Partnership Instrument
EU	European Union
EUD	European Union Delegation in Belarus
GE	Green Economy
GI	Green Initiatives
JSC	Joint Stock Company
MNREP	Ministry of Natural Resources and Environmental Protection
NSSD-2020	National Strategy for Sustainable Social and Economic Development of the Republic of Belarus for the period until 2020
NAPGED	National Action Plan of «Green» Economy Development in the Republic of Belarus until 2020.
NGO	Non-governmental organization
PI	Pilot Initiatives
PIU	Project Implementation Unit
SC	Steering Committee
SEI	State Environmental Institution
SPA	Special Protection Areas
SPP	Sustainable Public Procurement
UE	Unitary Enterprise
UNEP	United Nations Environment programme
UNDP	United Nations Development programme
TAT	Technical Assistance Team
TL	Team Leader
ToR	Terms of Reference
UE	Unitary Enterprises
UNDP programme	United Nations Development programme Green Economy of Belarus'ENPI 2012 Annual Action programme for Belarus
UNDP Project	Supporting the Transition to a Green Economy in the Republic of Belarus” (ENPI/3014/334-951)

1. Introduction

The programme 'Green Economy of Belarus' (programme) was designed in the framework of the ENPI 2012 Annual Action programme for Belarus (Decision 23517). The programme contains the following four components of total cost of 12M €: Component 1. Legislative and institutional support to the Ministry of Natural Resources and Environmental Protection (MNREP) ional branches, Component 2. Greening Belarusian economy: investments in natural and built capital (ecotourism, agriculture, waste etc.), Component 3. A grant line for Belarusian NGOs for € 2 million - (up to €200,000 per grant) for the activities related to the promotion of green economy (GE) in Belarus and Component 4. Wind installation. The two interventions (Technical Assistance and Grant Contracts) have been derived from the above four mentioned components and were described in the Action Fiche for Belarus (AAP 2012). The first intervention was the Technical Assistance (TA) "Support Development of Green Economy in Belarus (ENPI/2014/350-889) (thereafter called Consortium led by Human Dynamics) addressing Component 1 of the programme that was implemented by Consortium led by Human Dynamics in the period from 05/11/2014 until 04/05/2017 with total contract value of 1.46M €.

The second intervention named "Supporting the Transition to a Green Economy in the Republic of Belarus" (ENPI/3014/334-951) (UNDP Project) addressed Components 2 and 3 and was implemented by UNDP following the Contribution Agreement of value 5M. Euros in the period from 16/07/2014 until 28/02/2018. The target group of the two interventions included the MNREP as the Implementing Partner and direct project beneficiary, other relevant ministries and national government bodies, state owned enterprises, NGOs, population of Belarus, local governments including Oblast Executive Committees.

The overall objectives of the two interventions included:

- to support the Republic of Belarus in generating green economic growth, including environmentally sustainable and economically feasible use of natural resources, promotion of green production and green consumption, green jobs creation, changing target group's behaviour towards greater environmental sustainability
- to support Belarus in generating green economic growth, including sustainable use of natural resources, promotion of green production and consumption and creation of green jobs.

1.1 Context and Background

The European Union (EU) assistance for Belarus is granted under the Country Strategy Paper 2014-2020 and focuses on social inclusion, environment and regional development. The indicative allocation for 2014-2020 is €129-€158 million. In addition to programmed bilateral allocations, Belarus may benefit from multi-country umbrella programmes referred to in the Neighbourhood-wide programming documents, as well as specific EU instruments. The EU cooperates with Belarus in the framework of the European

Neighbourhood Policy. EU assistance to Belarus takes mainly the form of country Action programmes funded every year under the European Neighbourhood Instrument (ENI). Engagement with civil society is a prominent feature of EU cooperation in Belarus across all sectors. NGOs and other civil society organisations can benefit from various EU thematic programmes – notably the European Instrument for Democracy and Human Rights (EIDHR) and Civil Society Organisations and Local Authorities. Belarus participates in several regional projects funded by the EU, primarily in the fields of border management, environment, energy and transport. Higher education and vocational training is another important sphere of regional cooperation implemented mostly via Erasmus+. The cross-border cooperation (Poland-Belarus-Ukraine, Latvia-Lithuania-Belarus) is equally an important Programme for local and regional development in Belarus.

The National Report on Sustainable Development of the Republic of Belarus issued by the Ministry of Economy in 2012 presented the main principles and characteristics of the GE. The report followed the principles of GE, and proposed the model for sustainable development and the directions for 'greening' the sector policies of economic and social sectors.

Current documents guiding environmental policy in the Republic of Belarus include the "National Strategy of Sustainable Social and Economic Development in the Republic of Belarus to the period to 2020" and the "National Action Plan on Rational Use of Natural Recourses and Environmental Protection of Belarus until 2025". These documents identify the basic priorities: the reduction of harmful environmental impacts; the restoration of natural ecological systems; improvements in waste management; sustainable territorial development; conservation of biological and landscape diversity.

Belarus aims at increasing energy efficiency and renewable energy, and has high opportunity for green growth especially in manufacturing, agriculture, food industry, forestry, and tourism (ecotourism, eco-agro-tourism). The new laws and regulations are developed more in line with EU legislation and certain important provisions compliant with EU requirements have been planned for adoption. Opportunity exists for the introduction of integrated permitting (including technology based requirements and best available techniques) and for increased application of economic and market instruments. High opportunity can also be found in the change of consumption patterns of both public sector (green procurement) and households.

1.2 Approach for evaluation

The overall objective of the assignment is to provide the Delegation of the European Union to Belarus with an overall independent assessment of the past performance of the programme Green Economy in Belarus (ENPI/2014/350-889) implemented by the Consortium led by Human Dynamics and Supporting the Transition to a Green Economy in the Republic of Belarus (ENPI/3014/334-951) implemented by the United Nations Development programme in Belarus (UNDP),

The three specific objectives have been derived from the ToR:

- To evaluate achievement of results of the above mentioned projects supported by EU subject to final evaluation with special attention to its results measured against its objectives;
- To identify key lessons and recommendations in order to improve current and future actions

- To develop advice on the main issues to be taken into account for the design and implementation of future interventions in the area of Green Economy in Belarus and other countries.

The evaluators have reconstructed the specific parts of the log-frame (Annex 4) to illustrate logical hierarchy of activities and validate the indicators defined to monitor activities of the whole programme.

The evaluators of the programme followed the evaluation questions as outlined in the ToR, with some adjustments made to aggregate the evaluation criteria following the agreement with the EUD. The Evaluators have reconstructed the logical framework for the overall programme based on the project intervention logic provided in the Action Document for Supporting the Transition to a Green Economy in the Republic of Belarus implemented by UNDP and project documents including ToR for interventions implemented by Consortium led by Human Dynamics.

The evaluation questions have been applied to assess the 23 Pilot Initiatives and presented in Annex 1 and 2.

2. Findings of Evaluation

2.1 Relevance

The technologies used in Belarus are far from being ecologically friendly, mainly due to the critical level of damage that inevitably occurs as a result of natural aging and routine operations. The programme results contributed to achieving economic benefits, that were envisaged in the National Strategy for Sustainable Social and Economic Development of the Republic of Belarus for the period until 2020 (NSSD-2020) (Strategy) and specifically: introduction of new environmentally friendly technologies preserving the country's natural resources. The Strategy includes the measures on introduction of environmentally sound technologies important for the national security and for the transition to sustainable development. There were a number of activities of the programme that facilitated introduction of innovative green technologies for instance: creating the first office paper production from recovered materials at the Unitary Enterprise (UE) "Borisov Goznak Paper Mill. The initiatives on pilot green technologies were also introduced in Unitary Enterprises (UE) ('Beltekhagroplast' in the Minsk region pilot initiative a sustainable system for expanding the use of local treatment facilities, 'Zhitkovichikhimservis' in Gomel region, Farmers Enterprise 'Agro-Vastara' in the Grodno region testing organic agriculture on 26 hectares of land. Altogether 4 partner farmers as pilot initiatives were implemented resulting in extension of the area for organic farming. The general awareness on green economy issues was raised through possibility to use innovative technologies. The programme responded to the priority of (NSSD-2020) on Conservation of favourable environment and rational use of natural resources to meet the needs of the present and future generations. At the central level the principles of GE were integrated into the National Strategy of Sustainable Social and Economic Development till 2030.

The programme is in line with the Programming of the European Neighbourhood Instrument - 2014-2020 and specifically with the Strategy Paper and Multiannual Indicative programme for EU support to Belarus (2014-2017) and the following specific objectives: (II) Support to effective waste management, with a special focus on air emissions water waste and hazardous waste and support to green economy initiatives; (III) Raising public awareness on different environmental issues; (IV) To increase the participation of civil society organisations as implementers and monitors of environmental activities. The table below presents which local grant initiatives addressed the priorities of Strategy and Multiannual Indicative programme for EU support to Belarus.

Objective	Name of the pilot Initiative
II	Production of office paper from recovered paper", Department of State Symbols of the Ministry of Finance of the Republic of Belarus, in Borisov town (hereinafter referred to as Borisov Goznak Paper Mill).
	Creating a complex for the processing of wood waste into biofuel in the City of Brest (MPUE "Kommunalnik")

Objective	Name of the pilot Initiative
	Organization of collection and recycling of used oils in Borisov and Krupsky districts of Minsk region (NGO "Ekologicheskaya Initsiativa")
	Development of system of design and construction of local treatment facilities in Belarus (NGO "Centre for Environmental Solutions")
III	Creation of the regional forestry environmental education center in Lida district Grodno region (NGO "Belorusskoe Botanicheskoe Obschestvo")
IV	Control and automation of rural water intakes of Mosty district, Grodno region with the delivery of information to the central control room in Mosty (NGO "Belorusskoe Obschestvo Invalidov" of Mosty District)
	Sustainable use and commercialization of biological resources (SEI "Nalibokskiy Republican Landscape Reserve")
	Environmental security of coolants for internal combustion engines (NGO "Sodeistvie Razvitiyu Biznesa«)

The objective of the programme and its outcomes respond to the needs of developing legislative and institutional framework to implement green economy principles. The concept of GE was relatively new at the time of its design in Belarus and the respective legislation undeveloped or insufficient. The programme outcomes and the results address these deficiencies that were focused on achieving EU standards and developing legal framework. The activities on drafting the legal acts on introducing ecosystem services and habitat banking into Belarusian juridical system and study "Support to development of mechanisms of financial and fiscal support to organic product manufacturers" was prepared by TA Consortium led by Human Dynamics

The programme provided legislative and institutional support to the MNREP and other national bodies by setting up the driving forces of the GE, identification and development of its principal mechanisms. This was mainly achieved by developed detailed assessment of regulation and standards, fiscal policy instruments, institutional and policy processes as well as financing mechanisms (TA Consortium led by Human Dynamics). The programme responded to the needs of the target groups that comprises the following central ministries: MNREP, Ministry of Economy, Ministry of Housing and Utilities, Ministry of Forestry, Ministry of Sports and Tourism, and Ministry of Agriculture and Food. The support was also delivered to the National Academy of Sciences, 11 local administrations of Brest, Gomel, Grodno and Minsk regions. Specifically the local and regional administration were targeted through 7 Green Initiatives (GIs) and 16 Pilot Initiatives (PIs) implemented by selected NGOs.

In general human and institutional capacities of project beneficiaries in the central and local entities were in place to benefit from the programme's support. The skills in project development and implementation were determined by the availability of ongoing international donor support programmes and initiatives. The competent local professionals who were trained in the framework of the programme were involved in implementation of actions.

The project intervention logic was not prepared for the overall programme, which resulted in difficulties to measure the achievement of results and impact of the programme as a whole. The monitoring tools have not been unified between 3 Components implemented by the UNDP and TA Consortium led by Human Dynamics. The logical relationships between the levels of intervention and respective indicators and targets were set appropriately to allow for efficient integrated operational management and monitoring of the programme.

The programme outputs included management plan for the Belarusian part “Pribuzhskoe Polessie” prepared within TA Consortium led by Human Dynamics Project and Strategy for ecotourism and marketing development in the “Pribuzhskoye Polesie Republican Reserve” approved by Brest District Executive Committee. These outputs contributed in promoting development of ecotourism in the regions with touristic potential. The programme equally helped to attract tourists and increase touristic attractiveness of Special Protection Areas (SPA). The results of the programme aided in providing the basis for promoting over 40 SPAs of national importance and over 500 nature monuments existing in Belarus. The programme outputs and outcomes contributed in reducing a wide range of production waste from industrial production generated, promote recycling and eliminate illegal dumping, and helped manage industrial production sites following environmental protection measures. In the course of the programme’s implementation, the level of awareness on GE benefits, including the role of the private sector in ‘green’ businesses increased considerably (in particular, following the initiative “Creation and development of conditions and infrastructure for cultivation of medicinal plants by local residents on the lands of private farms to generate additional income on the territory of Myadel district implemented by NGO “Ecologia Bez Granits”).

The legal framework in force over last years in the Republic of Belarus has not been fully supportive for development of the GE. The changes introduced in the Budgetary Code in the year of 2011 resulted in streamlining state revenues for local investment and social needs at the discretion of local authorities. It prevented, however from allocating funds for the GE initiatives. The design of the programme and in particular of TA Consortium led by Human Dynamics Project did not specifically support the Government of Belarus in setting up and/or reforming an institutional and legal framework for setting up economic instruments supporting Green Economy development especially in the context of local and regional development.

There were a number of opportunities to seek the synergy between the programme and other donor supported projects in Belarus. For instance UNEP project (EaP GREEN) investigated joint support in the legal framework for Sustainable Public Procurement (SPP) and eco-labelling. The two projects (TA Consortium led by Human Dynamics Project and EaP) explored a common approach for preparation of National Action Plan for SPP; following deficient sector coordination at the donor level the cooperation of the two projects on implementation of the component “Promoting public consumption changes through SPP practices” were not accomplished.

2.2 Efficiency

The daily management of the activities of Component 1 of the programme implemented by TA Consortium led by Human Dynamics was ensured by the Technical Advisory Team (TAT) headed by the Team Leader (TL). The overall coordination between EUD, MNREP, Contractor and key stakeholders was maintained through the National Coordinator in the MNREP and the project Steering Committee (SC) chaired by the MNREP. The project SC was established to supervise and strategically manage the TA Consortium led by Human Dynamics' implementation in conformity with Terms of Reference. The TA Consortium led by Human Dynamics organized three meetings of SC and two conferences over the overall duration of the Project's implementation.

The UNDP Project implemented Components 2 and 3 of the programme through the Project Implementation Unit (PIU). The Project's partners, direct grant recipients and NGOs were not part of the TAT. The UNDP Country Office assisted NGOs with solving the problems with registration and obtaining respective approvals. The UNDP and EUD representatives participated in the meetings of the Project Board. The Project Board under the UNDP project was formed and representatives of regional administrations have taken part in the project Board meetings. The NGOs were invited as observers to the Project Board meetings.

The representative of EUD, UNDP Project and project 'Greening Economies in the Eastern Neighbourhood' (EaP GREEN) did not take part in the SC meetings envisaged in the management set up for the project Technical Assistance (TA) "Support Development of Green Economy in Belarus. Neither the regional administrations nor the implementing entities (NGOs) participated in SC meetings which were not in line with the ToR which suggests that target regions administrations should take part in the SC (ToR 4.3.2).

The Technical Reports and information about deliverables produced by the TA Consortium led by Human Dynamics were delivered to SC meetings for approval. At the first meeting of the Working Group for development of the National Action Plan for Green Economy, the Ministry of Economy proposed to set up a sub-commission jointly with MNREP to assess available State programmes in view of their compliance with the principles of GE.

Around five months' delays were noted at the early stage of the UNDP Project due to the process of the Project's registration and issues with setting up a project office at the premises of MNREP. The office was to be provided free of charge by the MNREP, however, due to the change of legislation the MNREP could not meet this commitment. Consequently, the project Work Plan was revised and the Project's budget adjusted. The delays did not affect the general timeframe of the programme originally provided in the Contribution Agreement.

The Interdepartmental Working Group on development of the National Action Plan for Green Economy (NAPGE) and implementation of the Principles of 'Green Economy' was established on 25 March 2016 with participation of Project partners. The MNREP's obligations towards the TA Consortium led by Human Dynamics, provided in the Statement of Endorsement, were in general been respected. The co-operation between the TA Consortium led by Human Dynamics and the Ministry of Agriculture and Food did not result in effective cooperation and it is unclear what was the actual input of the TA Consortium led by Human Dynamics in drafting the final regulation on organic food. Additionally, representatives of the Ministry of Agriculture and Food were not fully cooperative with the TA Consortium led by Human Dynamics as they did not provide respective draft legal acts to the TA Consortium led by Human Dynamics timely. The Governmental system for coordination of the policies on GE was carried out by the Interdepartmental Working Group (WG) that was involved in co-ordination of elaboration of NAPGE in the Republic of Belarus until 2020 NAPGE. The NAPGE was approved and adopted with associated National Sustainable ('Green') Public Procurement (SPP) Action Plan. The sector coordination at the level of the international donor and between TA Consortium led by Human Dynamics and UNDP Projects was not fully efficient. There were no donor meetings held for the purpose of discussing GE issues, however at Project level the UNDP and TA Consortium led by Human Dynamics communicated their activities with other donor supported projects. The activities between the programme, EU/UNDP, the Clima East and 'Waste Management in Pukhovichi Region of Belarus' and EaP GREEN project were not coordinated efficiently.

The GE integrates a number economic and social sectors and therefore required extensive coordination of actions of stakeholders in frame of the programme and specific projects. The MNREP challenged this complex nature of the GE and took the lead on the coordination and monitoring NAPGE. The EUD has coordinated EU-funded projects related to GE and facilitated communication and exchange of information between different donor projects and interventions on the individual case. There was no clear mechanism and practical cooperation between UNDP and the TA Consortium led by Human Dynamics in frame of the programme. This co-operation was particularly needed on practical implementation of the PIs regarding legislative improvements promoted and drafted by the TA Consortium led by Human Dynamics. Conversely, the activities on UNDP project on legal issues were not consulted with the TA Consortium led by Human Dynamics and it referred the UNDP/PI implementation "Development of system of design and construction of local treatment facilities in Belarus". In frame of this initiative, the report on the analysis of Belarusian and European legislation on production of local treatment facilities was prepared. This area clearly lacked adequate coordination and resulted in a low level of complementarity between two interventions. Another example is that the need for relevant legislative improvements was expressed by beneficiaries of PIs and in particular in the areas of drainage and sewerage system and energy efficiency in agriculture, car parking and street lighting, waste management and development of ecotourism.

The UNDP components had complementarities with other interventions implemented by donors in Belarus and especially with regard to Green Cities Project. The areas of common interests have been properly explored and possible co-operation was established. The objective of the Green Cities is the growth of development of green urban development plans and pilot green urban development initiatives related to energy efficiency and sustainable transport in small and medium cities in Belarus. The programme's

actions are complementary to CBC Latvia, Lithuania, Belarus and specifically action 1.2. “Stimulating employment through entrepreneurship and innovations”.

The EU resources for the programme’s budget were adequate and realistically set to implement the programme’s activities. Two main amendments were made and they concerned two pilot initiatives: SEI ‘Nalibokski Reserve’ and UE ‘Kommunalnik’. All amendments were made in all 7 pilot projects for the purpose of procurement of additional equipment. For example, considerable amount of the savings of funds were used for the construction of line on sapropel processing in Zhitkovichi, Some savings were achieved following lower cost of the equipment tendered and resulting from higher financial contributions of some national partners. More funds than planned for capacity-building were needed following the expressed need for more training and workshop activities including training on procurement, project management and replicability of programme’s results. In case of some PIs the budget for expenditures were exceeded (Zhitkovichyhimservice JSC) following the need to ensure continuity of the sapropel production process. The PIs were co-financed by the beneficiary institutions: Municipal UE ‘Kommunalnik, State Environmental Institution Nalibokskiy Reserve’, Zhitkovichyhimservice JSC, and Paper Mill. The other PIs (UE ‘Nesvizh Zelenstroj’, SEI ‘Pribuzhskoye Polesie’ and SEI ‘Svityazyanski’ Nature Reserves) did not contribute to co-financing.

All 16 PIs were co-financed by the project beneficiaries. Although the requirement of minimum co-finance was 10%, seven of them have provided co-financing an amount between 35% and 55% of the total budget through in-kind contribution. The level of the use of co-financing varied from 0% to 70% of the costs of the PIs. The range of co-financing depended on the time of transfer of the grant tranches and availability of the local contributions. The first 6 months of the TA Consortium led by Human Dynamics contract’s implementation the activities were carried out inefficiently and it was caused by insufficient presence of the TL in the country. The delays in project performance caused by the Project’s registration and the replacement of the TL have not affected the overall timetable of the project’s implementation. Following these initial problems the Work Plan was revised accordingly. Some activities have been implemented earlier than planned and some additional activities were completed, it did however, not result in divergence from the scope of the programme. The outputs have been delivered in a cost-efficient way in most cases of PIs.

The TA Consortium led by Human Dynamics was implemented based on the fee-based Service Contract and In response to Government’s priority increase on energy safety and efficiency, some resources were reallocated and for instance those related to capacity building on Pollutants Emissions and air management planning. The incidental expenditure budget was utilized and it was mainly used for organizing three study tours, dissemination, visibility and translation. The regular programme’s monitoring was carried out by the MNREP in accordance with the national legislation of Belarus. According to the Decree of the Council of Ministers of Belarus of 26/11/2004, the Report on implementation of the international TA project should be prepared by the National Project Co-ordinator on the quarterly basis. According to the Belarusian legislation report on TA, projects are prepared by the Ministry Environment as national implementation agency annually. The MNREP was reporting to the Ministry of Economy on the project budget, expenses, results achieved and activities implemented. The MNREP was involved in

project planning, management and coordination supported by TA Consortium led by Human Dynamics local experts. Over the time of programme's implementation EUD, UNDP and TA Consortium led by Human Dynamics respected the role of the MNREP as a National Partner through its leading role in the Project Board. Steering Committee for UNDP Project was involved in consultations on project activities, revision of budget allocations and internal monitoring of the PIs. The co-operation between two projects implemented by UNDP and the TA Consortium led by Human Dynamics was not fully satisfactory and it mainly referred to participation of respective beneficiaries at the capacity building and awareness activities. For instance, some of the local private and state enterprises, NGOs, local administrations and businesses – beneficiaries of UNDP Project did not participate in the events organized by TA Consortium led by Human Dynamics. The communication with the EUD through monthly reports, correspondence and by phone was regular and supportive for implementing partners (TA Consortium led by Human Dynamics and UNDP).

2.3 Effectiveness

The outcomes of the programme contributed to assist the MNREP in implementing the Environmental Strategy of Belarus till 2025, aimed at ensuring the citizens' rights to a healthy environment. This was achieved through elaboration of projections on the main pollutants emissions by the TA Consortium led by Human Dynamics and involvement of non-governmental organizations such as NGO Office for the Rights of Persons with Disabilities in the implementation of the pilot initiatives. The programme helped to improve living conditions of local population through implemented Green Initiatives in water and waste management, ecotourism, transport, biodiversity conservation and renewable energy (Creating a complex for the processing of wood waste into biofuel in the City of Brest (MPUE "Kommunalnik") and Green transport (Nesvizh Radziwill palace and park ensemble (Nesvizh district).

The local population benefited from the programme by a) facilitated access to established, renovated and/or extended eco-info centres (Development of a network of ecological and information centers (State Environmental Institution "Pribuzhskoye Polesie Republican Reserve", b) development of a network of ecological and information centers (State Environmental institution "Svityazyansky Republican Landscape Reserve) c) organic production and promotion of eco-products "Vodar Belavezhzha" through use of the potential of rural tourism entities and capacities of the community (NGO "Brestskiy Transgranichniy Infocenter") and d) green transport in the touristic locations (Nesvizh Radziwill palace and surrounding park in Nesvizh district) whereas business entities and associations were given the access to 'green maps" (a free online platform with updated information about environmental services and organizations in the country). Green maps are available nationwide and contain information on all the green enterprises from Belarus, primarily those that work in the field of waste collection and processing.

Significant output of the programme was the support to MNREP in developing NAPGE. The NAPGE sets out the framework for implementing long-term objectives such as transition to a quality, balanced growth of the economy through its structural and institutional reforms, implementation of the principles of green economy, development of high-tech industries and increasing the country's competitiveness and quality of life of the population. The programme successfully achieved the specific objectives such as better

understanding of the principles of GE, observed changes in people's behaviour more in line with the principles of green consumption. As an example the PI "Organic production and promotion of eco-products "Vodar Belavezhzha" through the use of the potential of rural tourism entities and capacities of the community (NGO "Brestskiy Transgranichniy Infocenter") resulted in increased popularity of Belarusian phytotea on the country market.

TA Consortium led by Human Dynamics and UNDP both organized broad information campaigns, including seminars, press-tours, round-tables, that publicized the projects' activities in social media and TV. The UNDP Project's web-site contributed to better understanding of the principles of Green Economy introduced by PIs. As an example the TA Consortium led by Human Dynamics organized seminars on eco-innovation that was held on 04/05/2016 in Nesvizh. The programme created a number of fora and occasions to exchange views of different stakeholders on the GE challenges faced in the country. It resulted in joint work and close communication between NGOs, local administrations and businesses to implement PIs.

In total, the outputs of environmental awareness related activities of UNDP Project resulted in 38 round tables and events in the country, over 200 publications including booklet on green maps in Russian and English, over 115 000 recipients of information and visitors of the eco-centers established within the programme in 2015-2017. The Green Maps display recycling drop-off points, green packaging manufacturers, waste recyclers and ecological service providers. In the framework of the TA Consortium led by Human Dynamics eco-forums were organized in 2015- 2017 in collaboration with the MNREP with 1200 attendees of Eco-forum in 2015, 175 participants of Eco-forum in 2016 and 2016 participants of Eco-forum in 2017.

In total 22 Pilot Initiatives were implemented successfully in the Brest, Gomel, Grodno and Minsk regions. The results of PI on sapropel production, wood waste processing into biofuel and the grouse nursery establishment are examples of successfully implemented initiatives worth replicating nationwide. Two eco-info centres were developed and electro-buses were delivered in May 2016. Green transport concept was prepared and piloted in the Nesvizh Radziwill palace and surrounding park. The Management Plans for Svityazyansky and Pribuzhsly Reserve were prepared and respective equipment and other goods, procured for eco-tourism development sections in Info-Centre. The above mentioned Management Plans were approved in 2015. The PIs on Forestry Educational Centre situated on the territory of Lida Forestry Enterprise procured computers, media equipment, stands and the sports equipment (bikes, rollers, etc.) for eco-tourists.

In the period from 2015 until 2017 around 70 new jobs were created following implementation of the PIs (8 in Borisov Goznak Paper Mill, 4 at Nalibokskiy Nature Reserve, 21 at the Enterprise "Kommunalnik", 16 at the JSC "Zhitkovichikhimservis", 2 new jobs in Gymnasium no. 5, 10 new jobs (2 in the processing plant and 8 at the waste oil collection points) Borisov and Krupsky districts of Minsk region.

Some problems with implementation of PIs were caused by force majeure situation such as an accidental fire that burnt one building under construction and electro busses. Following the accident the SC for UNDP Project decided to reallocate additional funding for rebuilding and corrective measures were adopted such as advising the beneficiaries to carry out timely property insurance. The SC for UNDP Project adopted corrective decisions and verified the compliance with the Project's objectives. For instance an efficient use of gas-installation facilities was replaced by another initiative Sustainable agriculture based on an innovative approach of the Farm 'VermiEkoproduct' for promoting GE principles in agriculture. The capacities of central state bodies and other stakeholders, not only from Minsk but other regions of Belarus increased following seminars, international conferences and study tours. As an example: In frame of TA Consortium led by Human Dynamics international conference on organic agriculture promotion in the Republic of Belarus was held on 12-13/11/2015 in Minsk, on organic agriculture promotion in the Republic of Belarus was held on 23-24/11/2016 in Gorki, study tours were organized to Germany on 13-18/07/2015 on best practices on green economy to Spain in May 2016 on sustainable management of the UNESCO Biosphere reserve Urdarbai, and to Denmark on 07-12/12/2015 on practical experience with organic farming focusing on eco-innovation.

The proposed recommendations and draft legal acts, aimed at creation and promotion of green incentives and economic mechanisms to promote eco-innovations were not adopted nor formally endorsed by MNREP. There is no clear evidence on how many of the outputs in frame of the activities related to legislation were used for development of new or amendment of acts and regulations. The programme of Actions on reduction of pollutant emissions according to the Gothenburg Protocol was prepared. Two Reports on assessment of costs and benefits with relevant recommendations were produced and delivered to MNREP in June and July 2016. The respective draft regulations were prepared and attached to the Final report of TA Consortium led by Human Dynamics One of the main output of the TA Consortium led by Human Dynamics Project is the programme of Actions on reduction of pollutant emissions according to the Gothenburg Protocol. This document was however considered by beneficiary (MNREP) as not practical and out of the scope of Belarusian legal framework and missing the respective adequate terminology. The work therefore on this task was considered unfinished and requiring further work. The expected results of the GE programme were achieved through implemented actions such as preparation software product for calculating emissions to the air, training events and the first in Belarus Management Plan for the Biosphere Reserve.

The activities provided by ToR (A.2.4) on support on drafting legislation were not fully achieved and it concerns drafting acts/regulations on introduction green economy instruments, subsidies, taxes and fees, regulatory measures, standards and bans, elimination of trade barriers for ecological goods and services, investment incentives, rules and standards of packaging, labelling and re-use, requirements for organic agriculture, manufacture of organic products, mechanisms of financial and fiscal support to organic products manufacturers, introduction of the instrument "habitat banking".

The TA Consortium led by Human Dynamics directly supported policy and actions of MNREP however less efforts were made to support directly other line ministries such the Ministry of Economy, Ministry of Agriculture and Food, Ministry of Trade especially in terms of the legislative development. The TA

Consortium led by Human Dynamics produced a number of legal assessments and proposed economic mechanisms to promote eco-innovations. TA Consortium led by Human Dynamics prepared analysis of gaps in the current environmental laws and procedures of Belarus with references to respective international legislation and regulations. Nevertheless, the assessment made within the project provided the basis for defining detailed scope of the legislative and policy changes needed in this country. The UNDP Project has been implemented through 16 Pilot Initiatives and 7 Green Initiative Projects and except of one PI, all were successfully completed.

2.4 Sustainability

The NAPGE is one of the significant outputs of the programme crucial for sustaining the achieved results. It was formally adopted by the Government of Belarus and its implementation started by state programs set for 2016-2020 within the limits of the envisaged funding, as well as through extra-budgetary funds and foreign financial resources. The UNDP Project has become a successful test for attracting foreign investment funds and creating the first green economic growth measures. It is evidenced by efficient attraction of other financing instruments by programme's beneficiaries. As an example Novogrudok, one of the programme's beneficiaries took part in the project "Belarus Green Cities: Supporting Green Urban Development in Small and Medium Sized Cities in Belarus" implemented by UNDP and GEF. After completion of the Component 2 and 3 of the programme, the UNDP Project prepared the "Strategy for Ensuring Sustainability of the results of the Project". The strategy provides specific recommendations on how to ensure the sustainability of the achieved effects, as well as to continue the processes of transition to GE by beneficiaries in the future. The strategy also provided comprehensive overview of achieved outputs, results and provided the suggestions on disseminating them throughout the country. This recommended replicability measures including cooperation with other projects on good practices and innovative methods applied in the programme. The strategy refers also to relevant institutional developments in the regions and practical tools for biosphere reserve management in the Brest region developed in frame of the programme that created good pre-conditions for sustainable project results to be replicated throughout the country.

The likelihood of successful continuation of the benefits achieved following the programme's implementation is very high, though it depends on further respective policies and efforts of MNREP and other ministries on creating favourable legislation and political will to develop GE. The GE Division set up in the Ministry of Economy, and the National Project Coordinator in MNREP was given the responsibility for setting up GE policies. The outputs like web-site and office equipment were delivered and handed over to MNREP which increased its capacity to sustain programme's results. The programme transferred the ownership of the equipment for the development of the eco-info centres to the local administrations of the protected natural areas. The ownership was also ensured by allocated co-financing of local authorities especially to cover the costs for repairing the buildings, fencing, establishing demo-sites with installation of information boards. The transfer of ownership of purchased technologies for processing line for paper production from recovered materials, equipment for the hatchery, office equipment and other goods (for instance the ownership of electric buses transferred the project beneficiary "Nesvizh Zelenstroj") were

determined and agreed with UNDP Project and endorsed by respective local administrations. By the end of the UNDP Project all the information contained at the Project's web-site was archived and transferred to MNREP for placing at the web-site.

In order to ensure sustainability of programme special training on green economy, for first 50 students was organized and delivered by the State Economic University.

The synergies between TA support interventions were identified for instance partners and final beneficiaries of the programme benefited from the EU/UNDP project 'Support to the development of a comprehensive framework for international environmental cooperation in Belarus (2011-2014) through the access to outputs such as printed materials, video and project web-site. The experiences of this Project on establishing green schools have been used for the design and implementation of the programme. The prospects for economic and financial sustainability of programme's results are promising in Belarus, considering that beneficiaries of pilot initiatives delivered significant percent of the needed funds for PIs implementation.

The formal adoption of the NAPGE by the Government became an operational tool for continuing programme results (Decree of the Council of Ministers of the Republic of Belarus No. 1061 of 21 December, 2016). The NAPGE is supposed to facilitate further efforts on changes and amendments of the national legislation. The implementation of NAPGE would also be conducive for realizing economic interests of local authorities and enterprises, accountability of NGOs and attracting support of international donors. The perspectives to cover maintenance costs of the future investments in the GE are very likely also because of approved NAPGE. The programme contributed to development of NAPGE through legislative improvements and respective capacity-building activities. Therefore, the perspectives that the relevant central bodies such as MNREP, Ministry of Economy and Ministry of Agriculture and Food would allocate necessary financial contributions to continue project benefits are high. However, at this stage NAPGE does not include financial allocations from the national sources and donor assistance; it is therefore uncertain how financial sustainability of NAPGE will be ensured.

The private sector has been involved in the implementation of PIs. The programme encouraged the private sector in getting involved in all thematic areas through effective partnerships and joint actions with NGOs, local administrations and businesses. In that way a sustainable long-term impact of the programme is highly possible to stimulate involvement of the business community in the green growth generation. The high probability of sustaining the programme's results is that the staff of MNREP and other institutions increased their capacities following training and study visits to EU member states and provided management tools including action plans, project web-site, various information materials and publications. Project outputs were presented at the Eighth Environment for Europe Ministerial Conference held in Batumi on 8–10 June 2016 and other national and international events (25th OSCE Economic and Environmental Forum "Greening the Economy and Building Partnerships for Security in the OSCE Region" in Prague, 6-8 September 2017) The special events to present final results of implementation of all pilot initiatives were held in November 2016 and October 2017.

The institutional framework established in frame of the direct and indirect activities of the programme provided a basis for sustaining the results. It is exemplified by already above mentioned responsibility for GE sector assigned to the National Coordinator in MNREP and established GE Unit in the Ministry of Economy. The outputs collected and maintained at the Projects web-sites with information about the results of the Projects provide practical tools for integrating benefits of the programme into setting and modifying national state policies. The UNDP Project has cooperated with other related EU/UNDP interventions seeking synergy effect in the targeted regions. The programme increased capacities of Belarusian experts involved in the programme that brought chances for sustaining results by their involvement in similar interventions promoted by the Government of Belarus and international donors. A number of outputs delivered in frame of TA Consortium led by Human Dynamics would have to be continued through other support of international donors in the future as it is a condition for sustaining the programme's results. For instance the SAQEM project will continue support in environmental monitoring and improvements in environmental governance in Belarus and in frame of these activities it may support MNREP in finalizing the programme for Reduction of Air Pollution according to Gothenburg Protocol and its adoption.

The continuity on financial contribution of the PI's beneficiaries and the regional and local administrations depends on necessary changes in legislation regarding local natural resources funds to be streamlined for environmental and GE related measures. The role of the programme in involving relevant authorities to undertake financial measures on programme's activities was crucial for integrating GE principles in the local and national legislation. The programme promoted involvement of private sector through new jobs and spin-off employments as well as through participation of private sector in the seminars and conferences. However, the private businesses could not be a direct recipient of grants for PIs. The programme strongly addressed the environmental issues through its main activities therefore in order to ensure its environmental sustainability; a broad information campaign was carried out. Project web-site, various information tools and printed materials were disseminated to increase understanding of the GE principles by stakeholders, particularly, at the regional and municipal level. Close project cooperation with NGOs, EUD and local administration provided means for expanding results throughout the country after the programme's completion.

2.5 EU Added Value

The EU added value stemming from programme is the results obtained that improved quality of implementation of GE principles still cannot be substituted by initiatives undertaken at the national and/or regional level by national and regional administration. The phasing out of GE programme and/or reducing its budget would have led to the risk of not achieving planned outputs and results and limit significantly the potential for sustainability of results and positive impact. The programme consisted of activities targeted at central, regional and local level of public administration and at the same time the horizontal activities allowed for searching synergy between programme's components. In this respect the programme challenged the need to seek for cooperation between legislative bodies supported by community organizations NGOs and implementing entities. These target organizations were covered by the

programme activities. The programme's implementation proved to comply with EU's policies on innovation (Horizon 2020 programme). The implemented pilot measures contributed to changes that speeds up and improves access to new products, industrial processes and services. The programme contributed to changes that create more jobs, improve people's lives and build greener and better societies.

2.6 Consistency

The TA Consortium led by Human Dynamics implemented paved the way for the AAP 2015 bilateral EU-Belarus assistance programme on Air quality and environmental monitoring ('SAQEM'). The EUD and Minister of Natural Resources and Environmental Protection of the Republic of Belarus, signed a Financing Agreement for the programme "Strengthening Air Quality Monitoring and Environmental Management (SAQEM)" worth 14.5 million EUR on 28 July 2016 in Minsk. The programme "SAQEM" will help Belarus better monitor air emissions and ensure efficient environmental management. It will also help modernise the air quality monitoring infrastructure and promote better involvement of civil society organisations in implementing environmental policies and monitoring environmental risks. The SAQEM project will benefit from and continue the results of the GE programme through support to existing environmental monitoring clubs and "green schools" and creating new ones to provide modern environmental education to young Belarusians. Similarly, the civil society organisations will be supported in developing and delivering environment trainings and various outreach activities promoting environmental issues.

International cooperation between the Republic of Belarus and the EU was widened through collaboration established between the TA Consortium led by Human Dynamics with other EU-funded projects in the sector, especially with related EU/UNDP Project and Clima East. The complementarity has been identified between TA Consortium led by Human Dynamics and UNEP grant under EaP GREEN related to drafting the National Action Plan for the implementation of SPP in Belarus. The expected outcome was complementary for both Projects and it included improved legislation on eco-labelling, ecosystem services and habitat banking compensatory payments.

2.7 Coherence of the programme

The programme delivered results coherent with the objectives of GE but also with sustainable transport, climate change, environment and state aid. The GE programme composed of two projects implemented by TA Consortium led by Human Dynamics and UNDP was coherent and complementary with other support interventions present and/or planned in the Republic of Belarus by EU and other donors. The guidance and expertise provided by the programme sought synergy with other interventions. The programme addressed the priorities of the NSSD-2020 targeted at the achievement of environmental benefits. The programme contributed to improving environmental policy and economic mechanisms for the management of natural resources and specifically in the following areas:

- ✓ protection and rational use of natural resources by implementing sustainable use and commercialization of biological resources (SEI “Nalibokskiy Republican Landscape Reserve”)
- ✓ safe application of biotechnologies and enhancing biological safety;
- ✓ increasing safety in use of toxic chemicals by implementing organization of collection and recycling of used oils in Borisov and Krupsky districts of Minsk region (NGO “Ekologicheskaya Initsiativa”)
- ✓ disposal of waste from use, production and consumption; by Pilot project on integrated utilization of waste of dairy enterprises of Vitebsk and Gomel region (Association of European Business, and pilot waste management: projects on collection of used oils in Krupky and Borisov districts, green maps on innovative waste management enterprises
- ✓ harmonization of the national legislation in the sphere of environment with the international legal acts by screening Belarusian legislation and recommending the GE mechanisms in regulations and policies

The priority directions for the development of GE in the Republic of Belarus are in line with the objectives of the programme and they are as follows:

- ✓ development of electric transport (infrastructure) and urban mobility by implementing Green transport (Nesvizh Radziwill palace and park ensemble (Nesvizh district)
- ✓ implementation of the 'smart' cities concept by implementing NAPGE developed in frame of TA Consortium led by Human Dynamics
- ✓ development of energy-efficient residential buildings construction and increasing energy efficiency of housing stock by greening the roofs of the buildings (NGO “Pukhovichskiy Krai”)
- ✓ reducing energy intensity of the gross domestic product, increasing energy efficiency, including through the introduction of energy-efficient technologies and materials by implementing greening of roofs of the buildings (NGO “Pukhovichskiy Krai”)
- ✓ increasing the capacity of renewable energy resources' use by implementing creating a complex for the processing of wood waste into biofuel in the City of Brest (MPUE “Kommunalnik”)
- ✓ creation of the conditions for producing organic products by implementing Organic production and promotion of eco-products “Vodar Belavezhzha” through use of the potential of rural tourism entities and capacities of the community (NGO “Brestskiy Transgranichniy Infocenter”)
- ✓ sustainable consumption and production, as well as development of eco-tourism by implementing a number of project pilots (Borisov factory)
- ✓ creating a complex for the processing of wood waste into biofuel in the City of Brest (MPUE “Kommunalnik”)

2.8 Impact

The programme was completed in February 2018 however some early signs of the impact have been observed following completed activities. New jobs were created following the implementation of the local initiatives. In the longer perspective there is a high likelihood that social benefits will be achieved and that the number of jobs in the sectors of the 'brown' economy will decline. The programme addressed economic

problems in small towns of the Republic of Belarus where the level of income in the population is low and/or decreasing. The programme provided proposals for employment in the green initiatives for population that usually look for ways for self-employment and seasonal employment to increase their income. The local economic benefits were received for local population resulting from the programme implementation and especially the direct benefits such as nursery for grouse breeding in Nalibokskiy Nature Reserve, sapropel extraction in Zhitkovichi and on organization of collection and recycling of used oils in Borisov and Krupsky districts of Minsk region. The effective partnerships between local administrations, NGOs and businesses were established, tested and ready to replicate the mechanisms of implementation. The signs of change in people's behaviour have been noted following the implementation of PIs and for instance in the patterns of 'green' consumption.

3. Evaluation Questions

1. RELEVANCE

Evaluation question	Approach on conducting the evaluation
1.1. Does the project presently respond to the needs of the target groups?	The initial design worked over the time of the programme's implementation as intended for the target groups' and end beneficiaries. The appropriateness of the programme's design remained valid to the end of the programme. The programme addressed the needs of target groups. Public awareness on the waste collection rules, responsibility and control were low, the procurement system to preserve the biological resources of the country is deficient and the programme is responding such deficiencies. The low level of environmental education in the regions led to a number of negative behavioural consequences (fires, littering, collection of flowering plants, including those included in the Red Book, poaching, use of plant resources). The farmers interested in and with potential for eco-agriculture do not have financial means for purchasing organic seeds, equipment and lack the respective know how. The local communities and local residents living in protected areas and in the surrounding areas do not have opportunity for benefiting from the SPA's tourism potential. The programme responds to the needs of local population in drink water at their residential areas through centralized drinking water supply systems, since the source of centralized water supply in target municipalities is often groundwater. The remoteness of rural water intakes however creates difficulties in servicing and timely detection of water supply network gusts.
1.2. Is the action relevant and adequate vis-à-vis the present capacity of the local partner?	The programme was tailored to meet existing capacities of the partner government or other stakeholders. The programme aimed at supporting the development of institutional, human or financial capacities of a MNREP, other Ministries, NGOs and agricultural producers and communal enterprises. The programme's beneficiaries in most cases carried out preparatory works such as cleaning premises to install feed-and-turn dryers for assembling technological lines (processing of herbs collected by the hired collectors in Myadel district). Targeted beneficiaries have already basic knowledge and relevant experiences needed to benefit from the actions (e.g. creation and development of conditions and infrastructure for cultivation of medicinal plants by local residents on the lands of private farms to generate additional income on the territory of Myadel district). The municipalities do not have financial means to ensure uninterrupted year-round water supply for rural residents nor efficient monitoring system for water intake.

1.3. Do all key stakeholders still demonstrate effective commitment (ownership)?	The effective involvement of all stakeholders continued as well as the ownership of key stakeholders during the programme's implementation. The beneficiaries in most cases demonstrated commitment in the programme by allocating their own financial resources, human resources and formal agreements on implementation. Farmsteads have provided sites for the implementing project activities.
1.4 Is there an effective sector coordination system?	The existence of a sector approach for GE in the country was tested through implementation of the programme. The MNREP has led the coordination and management of the programme. The question remains on the leadership of GE upon completion of the programme. The donor coordination at sector level is not organized in a systematic way. The coordination at regional level for the 16 pilot initiatives was shared between PIU at UNDP and NGOs. The coordination of 7 Grant Initiatives were carried out by the UNDP PIU office directly. Many pilot initiatives were carried out in close cooperation between the district administration and village councils. The implementation of the planned activities took place at the territory of the village councils (for instance Executive Committee of the Myadel district) ensuring the participation of the authorities and their organizational support.

<p>1.5. Are there any complementarity issues (with other ongoing/planned projects or programmes funded by donors that need to be addressed?)</p>	<p>The complementarities between projects implemented by the EU and projects financed by other donors existed and some synergies were required. Individual initiatives on coordination of efforts were carried out. There were synergies observed between projects identified with ongoing and planned projects or programmes. Important project with relevant activities was “Support to Local Development in the Republic of Belarus” funded by EU Project Period: 15.02.2014 - 07.07.2018, value € 5,400,000 implemented by UNDP. The local initiatives orientated on agricultural and forestry production was complementary to the project “Expanding Economic Opportunities in Rural Belarus” implemented in the period from 01.04.2015 until 30.09.2017. The goal of this project was to provide the rural population with the knowledge needed to start their own business; empower them to prioritize areas of regional development and take part in decision making on key social and economic issues, ultimately improving the standard of living in the countryside. “Development of urban cycling for public benefit in Belarus” funded by the EU over the period of from 01.03.2017 until 31.08.2019. Implemented by Center for Environmental Solutions, in Minsk, Hrodna, Mahilioŭ and Brest. “Support to Sustainable Tourism Development in Belarus” funded by the EU implemented in the period between 17.08.2015 – 16.02.2018 with a value of €1,717,686; by European Profiles S.A – location in Minsk, Polack District and the city of Polack (Viciebsk region), area adjacent to the Belaviežskaja Pušča National Park detour, Kamianec and Pružany District (Brest Region); Miadziel’ District and Lake Narač (Minsk Region), Mscislaŭ District and the city of Mscislaŭ (Mahilioŭ Region). As a result of the implementation of the pilot initiative, as well as the previous joint project of the European Union and the United Nations Development programme “Promoting the development of a comprehensive framework for international environmental co-operation in the Republic of Belarus” (2011-2013), the Mosty District Executive Committee took a decision to join the Covenant of Mayors initiative in frame of EU funded Project “Mayors for Economic Growth (EU Initiative for Eastern Partnership region)”.</p>
<p>1.6. Have changed circumstances in the project design?</p>	<p>The overall quality of the intervention logic was insufficient in light of scope of the programme. The intervention logics were prepared for individual intervention did not allow for monitoring changes of circumstances and analysing the level of flexibility of the action’s intervention logic. The robustness of the indicators system is weak in light with the overall focus on the programme.</p>

1.7 Indicators	The indicators have generally been set appropriately, however, separately for individual interventions (TA Consortium led by Human Dynamics and UNDP). Some targets were confused with the indicators and the baselines were not set clearly for specific objectives. The indicators to measure results were not well defined but in general relevant to measure the achievement of the objectives. The related data were not available such as the quantity of wood waste generated, unemployment rate in the target areas, quantity of eco-food produced at the target area. The indicators were not sex-disaggregated and the baselines were set in a very general way. The baselines were not updated for each indicator defined.
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2. EU added value

2.1 The extent to which the Action funded by EU resulted in benefits to Republic of Belarus.	The Government of Belarus did not have enough resources and tools to launch interventions without EU support. The recently adopted policies on Green Economy need the external support both in terms of expertise, management advice, capacity building and funding for infrastructure. The programme contributes directly to the objectives of the EU policies and programmes such as LIFE+ and Horizon 2020. In particular it targets the thematic of waste, water and its activities will contribute to the implementation of the specific objectives set out in the Roadmap for a Resource-Efficient Europe and the 7th Environment Action programme by promoting actions that are high in the waste management hierarchy (prevention, re-use and recycling). The programme responds to one of the most important priorities of the European Commission, which is waste prevention and recycling. The programme objectives are in line with priority areas 7th Environment Action programme (EAP) that cover up to 2020 focus special attention on turning waste into a resource, prevention, re-use and recycling.

3. The consistency

3.1 The consistency of the Action with the EU and UNDP strategy in supporting the development of green economy	The programme is complementary with other EU policies and Member State Actions and policies of UNDP activities in Belarus. The programme has created actual synergy with interventions of other EU funded projects (e.g. regional or CBC operations).

4. Coherence of the programme

4.1 Considering compliance of the programme with national sector policies fostering green economy.	The objectives of the programme are compliant with the objectives of relevant national strategic documents. Specifically it addresses the priorities of national strategy for sustainable socio-economic development until 2020 (adopted in 2004) such as: Innovative development of the national economy; building export potential through increased competitiveness, technological retooling, application of science-intensive, resource-saving, environmentally friendly productions and boosting agro-industrial complex and social recovery of rural areas.

5. EFFICIENCY

5.1 Are the chosen implementation mechanisms conducive for achieving the expected results?	The adequacy of implementation mechanisms of the programme is high and the choice of implementation partners involved was correct. The specific arrangements were adequate to the actions and it included the choice of implementation modalities, entities and contractual arrangements. The Pilot Initiatives were implemented within the framework of the Project "Supporting the Transition to a green economy in the Republic of Belarus", funded by the European Union, implemented by the United Nations Development programme in Belarus and the national implementing Agency of the Action was the Ministry of Natural Resources and Environmental Protection of the Republic of Belarus. .Some delays in approval of interim and final reports of NGOs were noted and they resulted in late issuance of the next tranche of grant payments and implementations of the actions. Also, the sum for implementation of grant initiatives was predominantly in Euros, whereas the agreement with the UNDP was concluded in dollars, and actual payments were made in national currency (Belarusian rubles, BYN). The unstable rate of BYN resulted in a reduction in the total amount of the grant and the need to reallocate funds for some of the planned activities. Some NGOs returned back unused funds at the end of the project timeframe.
5.2 Do local partners effectively lead in the planning of the action beyond formal endorsement?	The Government of Belarus correctly chose the implementing parties at country level with regard to their management and expertise capacities.

5.3 Inputs Do the resources correspond to the needs of the action ?	The resources foreseen in the budget lines were adequate to implement the activities and the budget was set realistically. The actual resources were made available and corresponded to those envisaged and to those needed. The local partners provided the inputs (human and physical) that were required to enable the actions to be effective. The resources and required inputs have been available on time from the beneficiaries and stakeholders. Resources responded to the needs of the initiative and were received in a timely manner from the UNDP Project. The contracts with beneficiaries (for instance for wild medicinal plants management were concluded with collectors). The beneficiaries allocated resources necessary for implementation of the PIs for instance by allocating land and premises for forest ecological educational centres, selecting demonstration sites, organizing and holding training seminars. The executive committees, for instance Myadel district assisted in organizing the training events The work plans on implementation of the pilot initiatives were approved by UNDP, Ministry of Environment and presented at the Project Board meetings.
5.4 Delays	The delays in the programme implementation have been recorded and they were caused by a number of factors such as complex procedures for registering the Projects, force majeure, and lack of capacities of some beneficiaries. The delays led to revisions in the overall planning but did not affect meeting specific and overall objectives of the programme. In some cases the long-term procedures on conclusion of the contracts for supplies (e.g. shipment of dryer PI no.1 was prolonged) delayed implementation period. Despite delays within the implementation of specific PIs most of the works were completed on time and initiatives were successfully completed. In the process of monitoring some PIs significant delays were recorded in construction of the building. This was followed by the decisions of the Steering Committee for UNDP project on the change of scope of the pilot Initiatives.
5.5. Have the outputs been produced/ delivered in a cost-efficient manner?	The efficiency of the programme was high and the proportion between the budget spent and outputs delivered is satisfactory. For instance the experience on creation of infrastructure and mechanisms to involve local population in the process of cultivation of medicinal plants was improved and promoted and it resulted from the quality outputs delivered.
5.6. Is the action adequately monitored and/or assessed by the local partners?	The monitoring of the programme activities was complex and reflected a number of levels in the management. PIs were monitored by NGOs, that undertook the activities described in its Work Plan to the Agreement between the UNDP and NGOs. The NGOs were responsible for verifying the accuracy of all reports, preparing interim progress and final report with Annual Audited Statements (Income Statement and Balance Sheets).

5.7 Is the role of the EUD in the management and the monitoring of the operation	The role of the EUD/HQ in the management and the monitoring of the operation were satisfactory. Specifically, the interactions between the EUD and implementing partners were productive and positive. The modalities of informal communications and formal communications very efficient. The EUD, UNDP and TA Consortium led by Human Dynamics respected fully the leading role of the Implementing Partner (MNREP).
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6. EFFECTIVENESS

6.1. Has the expected progress in terms of outputs been properly achieved?	The outputs were generally delivered on time and the programme succeeded to deliver what it was supposed to and according to the schedule. The detailed overview of the outputs delivered in frame of Pilot Initiatives is provided in Annex 1 and 2.
6.2 Is the quality of outputs satisfactory?	The outputs were perceived by the beneficiaries and by stakeholders as very positive and the satisfaction of beneficiaries is recorded very high. The NGOs that took part at PIs of the programme gained significant experience in project management and monitoring. Also they learnt on the Project development and design by successful participation in other grant programmes (Support for Local Development in Belarus, Pomoc Polska/Local Water Treatment Facility and organic fertilizers) and the development of green urban development plans and pilot green urban development projects such as energy-efficiency and sustainable transport in small and medium cities. The NGOs used these experiences for submitting grant applications for the last call for proposals under Support for Local Development in Belarus and CBC. The results such as increased capacities of beneficiaries were evidenced by participating NGOs successfully applying for grants in frame of other support programmes Annex 1 and 2.

6.3 Are the outputs still likely to lead to the expected outcomes?	The outputs delivered have contributed to the achievement of outcomes. Following the actions of the programme, the policy on GE was adjusted and actually is being implemented. For instance delivered outputs increased possibilities for production of phytoteas and improved services in the sector of ecotourism (Brestskiy Transgranichniy Infocenter”). New legislation on ecotourism development was amended following implementation and awareness events organized by the PI. The partnerships were created within these PIs. The outputs of the programme has contributed to establish partnerships at the government level that allowed introduction of the concept of “ecotourism” into legislation and to promote ecotourism activities. A number of other pilot initiatives were implemented in the field of ecotourism such as development of ecotourism in Berezinsky Biosphere Reserve implemented by NGO “otdih v Derevne”, The amendments to the legislation in the field of ecotourism were developed within pilot initiatives on the increase of eco-touristic potential of specially protected territories implemented by NGO ‘Zelenaya Ekonimika”. The programme has contributed to local development through introducing advanced technologies in agriculture and establishing sustainable land use as well as promoting organic farming, efficient processing of organic waste and development of modern farming practises.
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7. SUSTAINABILITY

7.1 Is an adequate level of human and institutional capacity of programme beneficiaries	The capacity building activities allowed recipients to deliver what they have been trained to do; capacities have also been strengthened to a sustainable level. The creation of the education centres will contribute to raising the level of professional and environmental knowledge (e.g. forestry workers in Grodno region have been trained on sustainable forest management, certification and management of specially protected areas as well as forestry and environmental legislation). The programme created effective partnerships and joint action mechanisms for NGOs, local administrations and farmsteads. The NGO gained knowledge on the implementation and coordination of the green economy principles.
7.2 If there is a financial contribution needed for continued access to the benefits of the action,	The target groups can pay to access a given service which was previously provided by the programme or set-up by the programme and target groups can afford such payments. In frame of pilot initiatives, the training activities were of significant importance. In some cases NGOs (“Ecologicheskaya Sfera”) agreed with the beneficiary enterprises that part of the profit will be reimbursed to NGOs for environmental activities relevant for PIs implementation. In case of many PIs further financial contributions is planned to be provided by the main partners. (For instance enterprises that increased production volumes following the interventions. The national and budgetary sources for implementing strategy of Ecotourism were ensured from the National Budget.

<p>7.3 Are the relevant authorities taken the financial measures to ensure the continuation of services after the end of the action?</p>	<p>The public sector can finance the services, products delivered in frame of the project intervention. The developed database of touristic products was collected in frame of PIs; however no financial sources have been allocated to commercialize the touristic products.</p>
<p>7.4 Has the private sector been involved to ensure the sustainability of the action?</p>	<p>Involvement of the private sector was not always foreseen and/or not always necessary, however in case of many PIs farmsteads and private enterprise were subcontractors for delivery of services in frame of the planned actions. During implementation of the PI, private organizations purchased and processed raw materials co-financed the provision of operations and deployment of staff to operate purchased equipment. The private sector was also involved in developing the databases and webpages in frame of the pilot projects. Private sector was represented by enterprises that carried out necessary baseline studies for project activities (e.g. survey of rural water and developed design documentation) and carried out supervision works. Private sector was also represented by companies involved in planting the construction works.</p>
<p>7.5. Have the necessary measures been taken into account to ensure equal participation and benefit for women and men ?</p>	<p>The programme respected the gender issues; however the sex-disaggregation of indicators was not carried out. Gender balance in public sector agencies, capacity building activities, gender-specific issues in poverty reduction, and local development related activities were observed. An equal number of women and men participated in the pilot initiatives. The implementation of the PIs of the programme reduced the costs for electricity for water intake and ensured uninterrupted water supply to rural residents, including 735 disabled persons.</p>

8. Impact

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8.1 Early signs of impact	<p>The programme resulted in early signs of impact such as increase of employment and income of beneficiaries, established partnerships between beneficiaries and public administration, increase in the number of tourists, production of green products, turnover for enterprises involved in the programme, established conditions for setting up small and medium enterprises. Following implementation of PIs established production was combined with the vocational training centres (for instance production and training centre “Herbal medicine of the 21st century” included training and a production unit. The early impacts of the programme was also observed with regard to status of environment such as increased area of agricultural land cultivated without the application of chemical fertilizers, development of ecotourism by promotion of local products manufactured in light of preserving biodiversity, setting up measures preventing soil degradation, reduced water losses, reduced cost of electricity for water pumping, reduction of water losses, reduction of cost of heat and electricity following introduction of green technologies in the construction (solar heat penetrating the building), establishing an innovative production site of environmentally friendly coolants first in the country. The early impact on economy included improving the welfare of the local population, import substitution, increased revenues to the budget from the districts, increased level of revenues by state environmental institutions from tourism activities by approximately 50% followed by increased tax revenues to local budgets. The early social impact was observed and it included opportunity for local population to receive additional income, increased income of local organizations from conducting tourism activities and increased tax revenues to local budgets. The potential of the state environmental institutions personnel for developing and supporting tourism activities was increased as well as professional skills in conducting tourism activities by regional administration. The joint activities and agreements between the State environmental institutions, travel agencies, local organizations, individuals to provide tourist services were concluded as well as improved quality of life of the rural population through ensured water supply for rural residents. The new skills and competencies on introduction of green technologies were increased.</p>
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4. Overall assessment

The implementation of the programme resulted in significant change of public opinion in the Republic of Belarus on GE principles and practises. It was achieved through both practical work on introducing greener technologies, processes and practises and through wide demonstration of practical results for different groups of population, as well as further development of training programs, manuals, road maps and action plans for implementation. The understanding of the principles of Green Economy among the wider population and stakeholders was improved through the broad information campaign, social networks and established web-sites.

The programme successfully resulted in consolidating the efforts of various target groups such as experts, scientists, teachers, engineers and journalists, through formed partnerships of actions. The programme successfully created the basis for increasing knowledge of the public administration and population as a whole about the GE ideas and principles in the regions through the implementation of pilot initiatives.

The programme successfully tested the approach on designing and implementing GE as a single sector of public governance. This was achieved through setting up clusters of green initiatives and summarizing the accumulated experience and systematic meetings of the representatives of the pilot projects and pilot initiatives. The programme supported MNREP in testing the support of GE as a sector through consolidated efforts and coordination of regulatory activities under the domain of a number of central bodies/ministries with control competences. Having this in mind, the goal of the programme “support the Republic of Belarus in generating economic growth based on GE principles” was achieved. The programme also provided opportunity for transition to GE by training specialists to obtain new professional knowledge necessary for implementing and fostering sustainable development principles.

The programme contributed to achieving transition to GE targets by increasing the number of jobs in innovative waste management, renewable energy generation and sustainable management of natural resources. The early signs on the positive impact of the programme proves that the additional jobs, reorientation of job profiles and redistribution could have happened following consistent policies on GE. The programme tested the GE as a sector. The Government of Belarus was provided valuable experience on mobilizing financial measures and national budget to stimulate the introduction of GE principles as well as to test the accuracy of current national legislation in view of required changes in legislative framework. The implemented programme both through TA Consortium led by Human Dynamics and UNDP Projects contributed to achieving strategic goals of the National Strategy for Sustainable Development until 2030, such as improving the quality of life of the population based on the growth in competitiveness of the economy, attracting investment and innovative technology development.

Insufficient knowledge of beneficiaries and an identified need to develop local capacities in the Republic of Belarus on design and management of GE was the starting point and baseline set for programmes targets and in this regard delivered outputs have led successfully into outcomes. The successful implementation of

the local initiatives proved that environmental, economic and social benefits have been achieved simultaneously and have good perspectives to be sustainable in the future.

Financial sustainability including financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs depends on the local administration and local businesses. They will take financial responsibility for the rental cost of eco-centres and established business production. As far as community-based education, the curricular and promotional materials were already developed in frame of the programme. Institutional sustainability was ensured by commitments of the regional administration and new structures that would allow the results of the action to continue to be in place after the end of the action, capacity building, agreements and local "ownership" of action outcomes. The MNREP has increased capacities in GE management by delivered expertise of TA Consortium led by Human Dynamics. The capacitating regional municipalities were ensured by their buy-in from the earliest stages of the PIs and by close cooperation throughout the programme. The local administration became partners through all stages of the programme, ensuring the ownership.

Every aspect of the programme was designed to capacitate local stakeholders in its implementation and they were represented by local municipalities, schools, community groups, business owners and workers, and residents of the region.

The legislative enforcement plays an important role in the programme's objectives. There is still ample area for improvement and application of existing laws related to GE. Continuing efforts should take place and be spurred by legal and media advocacy. It will help influence lawmakers as well as the watchdog environmental groups to ensure the law is applied during the scope of the programme and in the long term.

5. Conclusions and Recommendations

5.1 Conclusions

1. The co-ordination of programme activities at local and regional level was generally sufficient although some deficiencies occurred. The participation of many NGOs, local beneficiaries, public local administration and central ministries required coordinated interactions and designated local/regional coordinators (good example for such modality has been tested by the Project Support to Local Development for Belarus). The better co-ordination would have helped in more efficient exchange of information needed for required levels of monitoring and reporting. For instance the issue on obtaining permits from the Ministry of Economy and registering the contracts for supply of goods and works in frame of the PIs could have been organized more efficiently.
2. The comprehensive Strategy for ensuring sustainability of the results of the project and the national priorities was prepared by PIU for UNDP Project. The implementation of this strategy would support sustainability of the programme and match development of entrepreneurship and private sector objectives set out in the National Strategy of the Republic of Belarus for Sustainable Socio-Economic Development for the Period until 2030 and other national and EU policy documents.
3. Interactions between Component 1 (TA Consortium led by Human Dynamics) and Components 2 and 3 of the programme UNDP Project took place, however not in a highly satisfactory manner. As a positive sign clustering areas for IPs eligible for grant applicants was prepared based on the study research paper on Green Economy concept and priorities. TA Consortium led by Human Dynamics 8 out of 10 GE priority areas were represented by pilot projects implemented through local initiatives. Annex 4 presents the compliance matrix. The consultations on the quality of outputs and activities and participation on the study tours and workshops were not effective. Relevant representatives of beneficiaries of the UNDP project were not invited to workshops/conferences organized by TA Consortium led by Human Dynamics. An exchange of information about the HD and UNDP projects' outputs was not fully effective leading to uncertainty about the progress of the UNDP and TA Consortium led by Human Dynamics limiting potential for synergy between two projects.
4. The ownership of the PIs has been satisfactory ensured by 23 agreements signed by local authorities, NGOs, and beneficiaries of the actions and UDNP. Regional Councils have showed interest especially with regard to communal pilot projects. The strong interest of authorities were noted (Brest for waste wood treatment plant and Info-center at Nature Reserve). The Regional Councils were involved in the project design, implementation and promotion of PIs as a part of local/regional development strategies (SMART cities concept).

5. Some cases required co-financing from beneficiaries, but were not secured leading to delays in implementation and cancelation of the PIs. (Pilot project on integrated utilization of wastes of dairy enterprises of Vitebsk region and Organization of sustainable use of biological resources of the Republican Landscape Reserve "Nalibokskiy").
6. The important outputs the Component 1 of the programme and TA Consortium led by Human Dynamics was elaboration of NAPGE approved by the Government of Belarus. The MNRP regularly report on its status of implementation to Ministry of Economy. The status of implementation is unclear because the monitoring reports prepared by MNREP were not available. It is also unclear what as to the role of the Department for Green Economy in the Ministry of Economy is and its plans to promote green economy principles, policies and national funding instruments for green economy measures.
7. The impact of the Components 2 and 3 of the programme at this stage is limited to early signs such as increase of employment, increase of income of target beneficiaries. At this stage there is however no system of monitoring the outcomes and impact of the programme (Component 1 and 2) by the national administration. This is why it is not possible to quantify fully the impact after recent completion of the programme. There is no systematic arrangement at national level to monitor actions taking place following the PI completion. The reporting by NGOs and beneficiaries has been set against payment of grant tranches. Further monitoring requirements after the completion of the programme were not set and neither MNREP nor Green Economy Division in the Ministry of Economy were regularly informed about the progress of implementation of PIs.
8. The TA Consortium led by Human Dynamics organized a number of capacity building activities including study tours to EU Member Countries to MNREP and other stakeholders. Many participants of the study tours had left the MNREP and other administration before the end of the programme. The criteria for selecting participants for the study tours are not clear.
9. The beneficiaries of the programme represent a spectrum of economic and social actors including NGOs, businesses, ministries, farmers, students, teachers, school children, public authorities, general public, journalists and state owned enterprises. The target groups underrepresented included members of the Parliamentary Commission for Environment who were not involved nor properly informed about the scope of work on Component 1 of the programme and its planned results, especially legal analysis and draft legislation related to GE. There is no record of input into the programmes activities by legal departments of the Ministry for Forestry, Ministry of Agriculture and Food, Ministry of Transport. The Ministry of Education was not informed nor involved in the activity on drafting educational materials for Higher Economic Education Schools on the GE issues.
10. The process flow of the implementation of the PIs were not clear for some NGOs and grant beneficiaries. It referred to the question of VAT and permits issued by the Ministry of Economy for purchases of equipment (Paper mill). The system of reporting involved a number of entities

(Beneficiary NGO – UNDP – MNREP – Ministry of Economy – EU) The format of the progress report in two language version (Russian and English) was perceived complicated and cumbersome. The reports required by UNDP on the implementation of the grant initiatives were difficult to prepare by some of the NGOs. The format of the progress reports and requirement of preparation in two languages were cumbersome, resulting in difficulties in preparing and reading.

11. The direct beneficiaries did not take part in the procurement nor contracting process related to works and supplies as it was carried out by PIU for the Project (UNDP project). The technical documentation was discussed with beneficiaries. The process of application for permits from the Ministry of Economy was long. The process of obtaining permits from the Ministry of Economy and the long custom clearance procedures, in some cases lasting approximately 8 months (Paper mill in Borisov) affected efficiency of the Programme's implementation.
12. The UNDP Project supported introduction of innovative technologies and processes. Majority of PIs had good potential for replication by demonstration of the outcomes and results to respective target groups. The coherent strategy for replicability and demonstration was prepared by the PIU of the UNDP project.
13. There are no funding mechanisms in the regional or state administration for GE measures and initiatives. For instance, the local municipality of Grodno had good understating on the need to manage construction waste, however lack of available national funding instrument prevents administration from further development of the concept and project. The only source for funding the projects developed by local administration are international donor programmes. The design of the programme did not specifically include support to the Government of Belarus in institutional and legal reform on environmental funding especially in the local and regional context.
14. The beneficiaries and stakeholders of the UNDP Project were not properly informed about outputs of TA Consortium led by Human Dynamics and in particular about draft regulations under preparations. The programme missed opportunity to establish mechanism allowing for consultations on the draft regulations prepared by TA Consortium led by Human Dynamics by beneficiaries and implementers of PIs. The experiences of PIs brought valuable observations and suggestions on the need to introduce and or amend legislation in view of GE development (for instance Brest Local administration articulated a need on new legislation on parking lots, bike paths and eco-lighting of streets).
15. The complementarities between the programme and other support project existed for instance with EBRD Green Cities, EU Support for Local Development Project and Pomoc Polska. The compliance of IP with Smart City concept developed for Brest city by SIDA support Covenant of Mayors programme was noted.

16. The Majority of NGOs selected for the NGOs were based in Minsk. The preferences for NGOs based outside of Minsk or the partnering with NGOs besides Minsk were not set in the call for proposal for PIs. The call for proposal required implementation of pilots outside Minsk and majority of the pilot initiatives were implemented outside Minsk.

5.2 Recommendations

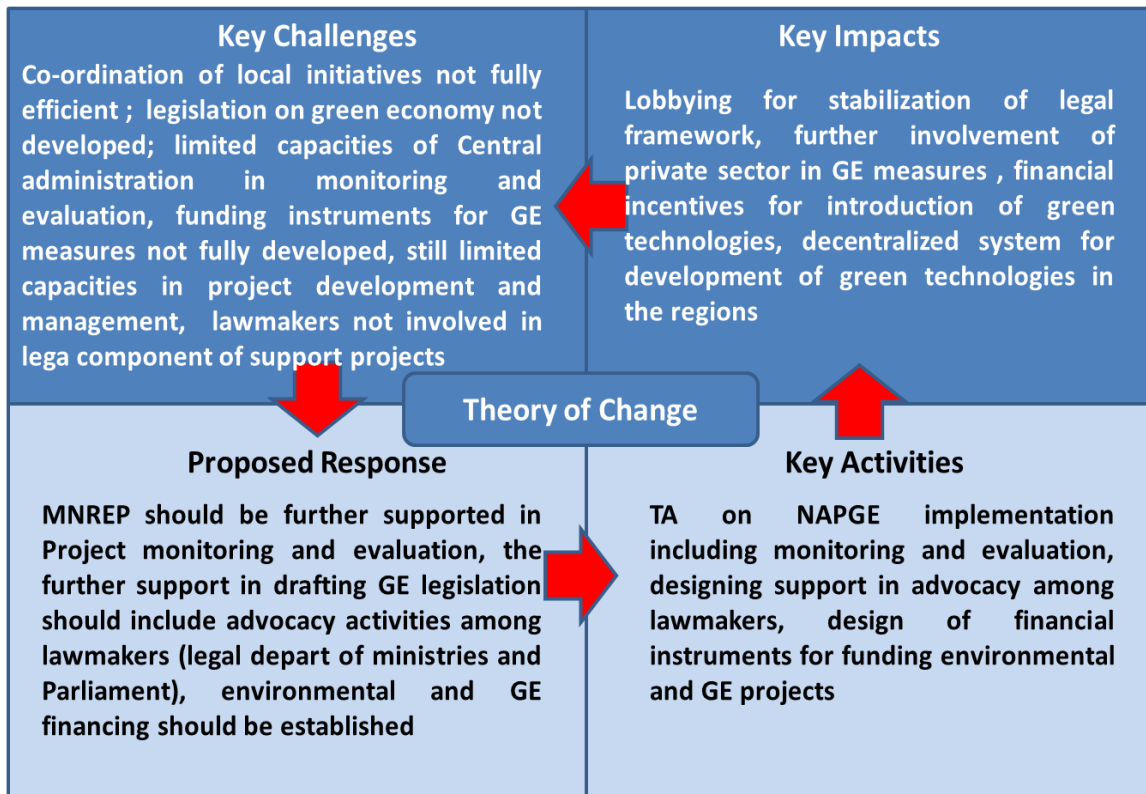
1. The co-ordination of programme's activities at the local and regional level should ensure that participation of NGOs, local beneficiaries, public local administration and central ministries are involved in the design and implementation of the programme. The mechanism for co-ordination can be based on regional coordinators located at the respective area covered by the programme's interventions. The co-ordinators will help the programme's beneficiaries on site in implementation issues such as obtaining permits from and registering the projects by the Ministry of Economy.
2. The MNREP is advised to consider the Implementation of Strategy for ensuring sustainability of the results of the programme prepared by PIU for UNDP Project. It should include allocation of resources, defining modalities and identification of the sources of funding.
3. The modalities of programme composed of a number of interventions/projects (TA, Grant and Supplies and Works Contracts) should be co-ordinated by one entity for instance Steering Committee. Such entity should include representatives of all implementing bodies participating in the programme. Such arrangements will ensure synergy and effective exchange of information about activities, outputs and expected results between all programme's components/interventions. The programme for GE designed and implemented by more than one projects/interventions should ensure that beneficiaries of the given projects benefit from each other from relevant activities. It would secure long-term effect to stimulate involvement of the business communities in the green growth generation. The design of the future programmes for Green Economy should include delivering training, seminars and study tours for the local beneficiaries that will increase awareness of the national partner and other beneficiaries in the sector and proper use of deliverables.
4. In order to prevent delays and/or cancelation of grant projects due to unsecured obligatory co-financing, the beneficiaries should present respective bank deposits together with the application for the grants. The setting up of the system for grant deposits can be considered as a condition of approval of the application for grants.
5. The MNREP is advised to publish and disseminate among main stakeholders regular reports on the status of implementation of NAPGE and seek advisory support on developing Monitoring and Evaluation of NAPGE. The cooperation with the Ministry of Economy on the scope of such support should be ensured. The Department for Green Economy Department of the Ministry of Economy

together with MNREP should plan together with further activities on the promotion of green economy principles, policies and national funding instruments for green economy measures. The possible further TA support should include institutional development, monitoring and evaluation of NAPGE implementation and promotion of GE in the Republic of Belarus.

6. The MNREP is advised to organize monitoring of the impact of the Components 2 and 3 of the programme. It can be done in cooperation with local and regional public administration and focus on such indicators as the level of employment, income of target beneficiaries and environmental impact. The MNREP is advised to ask regularly beneficiaries to collect information about the status of implementation and analyse for policy setting.
7. The MNREP is advised to consider setting up the criteria for selecting participants for the capacity building activities such as workshops and study tours. The selection criteria would help ensure relevance of the staff selected as participants with regard to job descriptions and policy on human resource development.
8. The programmes that have the legal components (analysis, drafting, amending legislation) should ensure in the implementation arrangement that legal departments of central agencies and ministries are informed about respective activities and asked for consultations. Similarly the members of the Parliamentary Commission for Environment should be informed about the programme's activities aimed at legal development on GE. The MNREP is advised to ensure involvement of the stakeholders at the operation/technical level. The records of the input from other ministries should be maintained and shared with the staff of respective entities (Ministries, Parliament).
9. The design of the programme for Green Economy should specifically cover support to the Government of Belarus in institutional and legal reform on environmental funding especially in the local and regional context. The support on reforming environmental financing should consider national and local budgets, design of funds of nature protection, contribution from legal entities, individual entrepreneurs; citizens, banks and foreign investment sources. It will challenge the National strategy of sustainable socio-economic development of Belarus in light with the priorities of the UN Conference on Sustainable Development Rio+20.

6. Theory of Change

The actions of the programme implemented by UNDP and TA Consortium led by Human Dynamics were interdependent. In order to succeed as a whole in accomplishing the overall objective of development of Green Economy in the Republic of Belarus, the financial aspects must be reinforced through behavioural change and legislative support. The legislative action, once applied, will catalyse improved financial



conditions and the behavioural changes, once achieved, will be the fulcrum upon which the programme has its ultimate impact in effecting real change in the lives of the residents of the Republic of Belarus.

7. ANNEXES

7.1 Annex 1 - Pilot Initiatives (16) – Answers to Evaluation Questions

7.2 Annex 2 - Green Initiatives (7) - Answers to Evaluation Questions

7.3 Annex 3 - Evaluation Matrix

7.4 Annex 4 - Compliance of IPs with Green Economy priority areas

7.5 Annex 5 - Intervention logic reconstructed

7.6 Annex 6 - Map-Locations of GE-activities

7.7 Annex 7 - List of persons/organisations consulted

7.8 Annex 8 - Literature and documentation consulted

7.9 Annex 9 - Terms of Reference of the evaluation

7.10 Annex 10 - The names of the evaluators and their companies
