

**“Promotion of Employment and Self-employment of the
Population in Small and Medium-sized Towns in the
Republic of Belarus”
 (“Small Towns”)
(Atlas ID No. 00096107)**

Final Report

This version of the report was approved

Evaluation Expert: Sergei Gotin

Office address: Gikalo Str., 7A, Minsk
Belarus, 220030
Web: www.gotin.org
E-mail: sgotin@imacon.org
Tel.: +375 (29) 634-62-30

Minsk, May 2020

Acknowledgements

The Project Evaluation Expert would like to thank the Project Manager Ms. Marina Kalinouskaya, Project Assistant Ms. Volha Pryshchepa, and UNDP Economic Portfolio Programme Officer Mr. Kiryl Stsezhkin, for their continuous assistance and support at all stages of the evaluation, especially for the prompt provision of information and Project documentation, and also for helping to plan the meetings with a wide range of stakeholders in Minsk and regional towns of Belarus. The team of experts would also like to thank the representatives of the entrepreneurship support centers in the Project pilot regions for the support and assistance during the field evaluation phase. The Evaluation Expert would also like to express gratitude to all the stakeholders for providing valuable opinions on the effectiveness and overall context of the Project, as well as the ideas and recommendations for the future.

The evaluation outlines the general picture of the main achievements of the Project; it introduces and systemizes the lessons learned and recommendations.

It was a pleasure to see the results of the dedication and enthusiasm that many people involved in the Project contribute to the regional economic development of small towns in Belarus. Allow me to wish all this large UNDP team the best of success and progress along this pathway of improvement.

Sergei Gotin

info@imacon.org

Minsk, Belarus

2020

General background of the Project and evaluation

| | | |
|--|---|---------------|
| Project/general objective | Promotion of employment and self-employment of the population in small and medium-sized towns in the Republic of Belarus | |
| Atlas ID | 00096107 | |
| UN Strategic programme objectives | <p>UNDAF Outcome:</p> <p>Outcome 2.1: By 2020, the economy's competitiveness will have been improved through structural reforms, accelerated development of the private sector and integration in the world economy.</p> <p>CPD Outputs:</p> <p>Output 2.1: National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods.</p> <p>Output 2.2: Inclusive and sustainable socio-economic policies developed and implemented in selected sectors.</p> | |
| Country | Republic of Belarus | |
| Region | RBEC | |
| Date of signing the Project document | 11.07.2016 | |
| Project implementation period | Start | Scheduled end |
| | 08.02.2017 | 30.04.2020 |
| Project budget | 1,199,800 USD | |
| Project delivery as of the day of evaluation | 1,109,808.43 USD (as of 27.01.2020) | |
| Sources of funding | Russia – UNDP Trust Fund, Visa Inc. | |
| Implementing agency | Ministry of Economy of the Republic of Belarus | |
| Evaluation implementation period | February 2020 – May 2020 | |

Table of content

| | |
|---|-----------|
| Acknowledgements..... | 2 |
| General background of the Project and evaluation..... | 3 |
| Table of content..... | 4 |
| Glossary of terms | 6 |
| Executive summary..... | 7 |
| Executive summary of the conclusions..... | 8 |
| Relevance | 8 |
| Effectiveness | 9 |
| Efficiency..... | 11 |
| Sustainability..... | 12 |
| Impact..... | 13 |
| Human rights and gender equality | 13 |
| Key recommendations..... | 14 |
| Lessons learned..... | 15 |
| 1. Introduction and overview..... | 16 |
| 2. Brief outline of the evaluated intervention | 17 |
| 3. Sphere and goals of the evaluation..... | 18 |
| 4. Evaluation methodology..... | 19 |
| General approach to the evaluation | 19 |
| Key aspects and issues of the evaluation | 19 |
| Analysis of the Project stakeholders..... | 24 |
| 5. Evaluation tools..... | 24 |
| Desk research | 25 |
| Direct observation..... | 25 |
| Key informant interviews with the Project participants | 26 |
| Online survey | 26 |
| Evaluation constraints | 26 |
| Evaluation Matrix..... | 27 |
| 6. Data analysis..... | 28 |
| Online survey results..... | 30 |
| 7. Facts and conclusions..... | 38 |
| Answers to the evaluation questions | 38 |
| Relevance | 38 |
| Effectiveness | 39 |
| Efficiency..... | 48 |

| | |
|--|-----------|
| Sustainability | 49 |
| Impact | 55 |
| Human rights and gender equality | 56 |
| 8. Recommendations..... | 59 |
| 9. Lessons learned | 59 |
| Annex 1. Evaluation matrix | 61 |
| Annex 2. List of interviewees | 75 |
| Annex 3. Framework of the interview questions | 79 |
| Annex 4. Online survey questionnaire | 80 |
| | 80 |
| Annex 5. Answers of the online survey participants to the questionnaire questions | 85 |

Glossary of terms

| | | | |
|------|--|-------|--|
| APR | Annual project report | ЕОП | Ежегодный отчет о ходе реализации проекта |
| CB | Capacity Building | | Наращивание потенциала |
| DAC | Development Assistance Committee of the Economic Cooperation and Development | | Комитет содействия развитию Организации экономического сотрудничества и развития |
| DBRB | Development Bank of the Republic of Belarus | БРРБ | Банк развития Республики Беларусь |
| DO | Direct Observation | | Прямое наблюдение |
| DR | Desk Research | | Кабинетное исследование |
| EAEU | Eurasian Economic Union | | ЕвроАзЭС |
| EE | Evaluation Expert | | Эксперт по оценке |
| ESC | Entrepreneurship Support Centre | ЦПП | Центр поддержки предпринимательства |
| KII | Key Informant Interviews | КИ | Интервью с ключевыми респондентами (ключевые интервью) |
| LFA | Logical Framework Approach | ЛСП | Логико-структурный подход |
| M&E | Monitoring and Evaluation | МО | Мониторинг и оценка |
| NGO | Non-Governmental Organisation | НГО | Негосударственная организация |
| OS | Online Survey | | Интернет-опрос |
| PCM | Project Cycle Management | УПЦ | Управление проектным циклом |
| PB | Project Board | КСП | Координационный совет проекта |
| SESP | Social and Environmental Screening Procedure | ПСЭС | Процедура социального и экологического скрининга |
| SME | Small and medium-sized enterprises | МСП | Малые и средние предприятия |
| SOE | State-owned enterprises | | Предприятие с государственной формой собственности |
| ToR | Terms of Reference | ТЗ | Техническое задание |
| UNDP | United Nations Development Programme | ПРООН | Программа развития ООН |
| UNEG | United Nations Evaluation Group | ГОООН | Группа оценки ООН |

Executive summary

This report is the result of the final evaluation of the Project “Promotion of Employment and Self-employment of the Population in Small and Medium-sized Towns in the Republic of Belarus” (hereinafter referred to as “Small Towns”). The Project “Promotion of Employment and Self-employment of the Population in Small and Medium-sized Towns in the Republic of Belarus” was implemented in Belarus by the United Nations Development Programme (UNDP) and Ministry of Economy of the Republic of Belarus. The Project was financed by the Russia-UNDP Trust Fund (45%), Development Bank of the Republic of Belarus (45%) and VISA Inc. (10%). The Project was implemented at the central (national) and pilot levels in six selected towns in Viciebsk and Mahilioŭ regions throughout 36 months (February 2017 – April 2020).

According to the Terms of Reference, the main objective of the evaluation is to make preliminary evaluation of achievement of the Project outputs and to identify the experience that may improve the sustainability of the Project and ensure empowerment and enhance UNDP programmes on the whole.

Objectives of the evaluation:

- To evaluate the Project's achievements against the envisaged outputs;
- To assess the extent and nature of target groups' involvement;
- To assess the quality and effectiveness of Project management;
- To develop the recommendations for improving the implementation of such projects in the future.

UNDP Country Office recruited Sergey Gotin to implement the final Project evaluation; the Expert conducted the evaluation throughout the period from March until May 2020. The Evaluation Expert proposed the methodology based on participation of all the stakeholders involved. The methodology was stipulated in detail in the inception report, including the Evaluation Matrix, interview tools and structure; it was also proposed to hold an online survey. The inception report was approved by the UNDP; data was collected according to the plan (including during the field mission).

The evaluation methodology was developed in the following way: the Expert formulated his assumptions and hypotheses for every question. These assumptions were developed based on the preliminary analysis of the documents (desk research). The Expert developed a set of indicators based on every question and the formulated assumptions; the indicators may be directly measured using qualitative and quantitative methods. The data sources for each of the indicators and the links to specific evaluation tools are listed in the table below. Some questions of the key informant interviews and the online survey are also available in the table for convenient analysis of the evaluation methodology. Thus, the facts and recommendations were identified based on the Evaluation Matrix, comprehensive understanding of the evaluation process and data sources for the indicators.

During the desk research, the Expert analyzed the Project documentation provided by the UNDP and also the documents related to the Project available online.

As a result of the desk research, which included the work with the Project documentation and preliminary consultations with the Project implementers, the following Project stakeholder groups were identified:

- Group A: Project implementers (including the Project Implementation Unit);
- Group B: Donors;
- Group B: Representatives of key institutional stakeholders in Belarus;
- Group C: Community stakeholders, NGO representatives and consultants;
- Group D: representatives of target groups (direct and indirect beneficiaries).

During the field phase in second half of April 2020, the Evaluation Expert conducted direct observation of the respective Project subjects and activities. Direct observation was used to evaluate the quality of the work of the SME infrastructure and the services provided, as well as the quality of the support provided by the entrepreneurship centers and infrastructure of the local partners.

The field evaluation phase was conducted in April 2020. The Expert held a range of interviews in Čavusy, Mscislaŭ, Horki, Orša (the interviews in Krychaŭ were cancelled following the initiative of the local partner). Given that many implementers and specialists engaged in Project implementation were unavailable for a meeting in Minsk, and taking into account the difficult epidemiological situation during the COVID-19 pandemic, the expert held a series of online key informant interviews with the respondents from Viciebsk, Mahilioŭ, Hlybokae and Krychaŭ, as well as the majority of the representatives of the UNDP, donors and experts.

The Evaluation Expert held a total of 38 interviews (with total duration of 40 hours) with the programme partners, stakeholders and beneficiaries.

The Evaluation Expert used the semi-structured interview form for the key informant interviews. Throughout the process of the key informant interviews, the Expert asked a number of key open questions with an invitation to “talk about ...”. At the same time, the questions were specially designed for the representatives of certain stakeholders, specific person or a group of people.

The Expert held the online survey via Google Forms and MailChimp. The questionnaire was easy to fill in from mobile devices; this ensured maximum coverage and increased the share of the respondents filling out the questionnaire. The structure of the questionnaire was based on the questions and indicators outlined in the Evaluation Matrix. The invitation to participate in the survey was sent out to the addresses listed on the databases provided by the Project team and to the registered participants of the Project events (a total of 1500 contacts). The invitations to participate in the online survey were sent out in three waves. The Project team also referred to the respondents with the request to allocate time to the survey through the entrepreneurship support centers. About 40% of the contacts of the database opened the message with the invitation to participate in the survey (MailChimp system tracking may be inaccurate), over 30% of these opened the link to the questionnaire and over a half of these filled in the questionnaire or the form of motivated refusal. Thus, a total of 118 unique users participated in the survey; 5 of these refused to participate in the survey having justified the reason for doing so.

Executive summary of the conclusions

Relevance

The Evaluation Expert concludes that the Project significantly contributed to the national development priorities, country programme outcomes and outputs, the UNDP Strategic Plan and the SDGs and to the theory of change aimed at achieving the existing Country Programme outcomes.

The Project fully meets the context of the situation in the country; the Project was flexible and adjusted to the changing conditions. Almost all the interviewed respondents and the participants of the survey noted the importance of the Project for economic development and entrepreneurship development. The respondents think that entrepreneurship support in the form of entrepreneurship support centers and training events and study tours made the biggest contribution into development of the entrepreneurship support infrastructure. Thus, the Expert concludes that the Project was responsive in due time and with due flexibility to political, legal, economic, institutional, and other changes in the country.

Effectiveness

The Project made a significant contribution into achievement of the Country Programme outcomes and outputs, the UNDP Strategic Plan and the SDGs and national development priorities. All the interviewed representatives of local authorities noted the contribution of the Project into achievement of target indicators on increasing the number of SMEs, reducing the unemployment rate by self-employment and growing entrepreneurial activity as a result of the expert support to the entrepreneurship support centers on the issues of business registration and management.

The participants of the online survey and the interviews formulated the following factors:

- direct financial support to entrepreneurs;
- high level of expert support to entrepreneurs-beginners;
- development of the local business community;
- flexible structure of the Project;
- wide coverage of the participants;
- synergy with the local authorities.

Based on the analysis of the Project implementation, the Evaluation Expert identified the following factors that made a significant contribution into achieving the Country Programme outputs:

- Availability of specialists with experience of work in Minsk entrepreneurship support center in two regional entrepreneurship support centers. Coordination of these entrepreneurship support centers by the experts with experience of work on the national/central town level created additional opportunities for obtaining resources, transfer of piloted technologies and techniques of work with the SMEs.
- Motivation and interest from the side of the representatives of the local authorities (particularly deputy chairpersons of the district executive committees) to economic development of the districts, in particular in SME development.
- Structure of the UNDP Project that envisages allocation of funds directly to entrepreneurs for development of their business while ensuring transparency in procedures for allocation of such resources.

The UNDP Partnership Strategy proved to be effective and ensured quality Project response to the needs of the stakeholders at the national level. The possible areas for improvement of the UNDP Partnership Strategy include the issues of engaging stakeholders representing the interests of the vulnerable groups relevant to the Project (women's organizations, organizations working with people with disabilities, etc.). The UNDP Partnership Strategy allowed the Project to respond in a flexible and timely manner to changing priorities of the partners. The major part of the institutional stakeholders was actively involved in implementation of the Project.

The activities of the Project lead to high-quality outputs, the use of the outputs leads to effects that, when accumulating, lead to changes and then to impact; while the structure of the Project objectives on the whole is clear, the objectives are achievable and economically feasible.

The Evaluation Expert analyzed achievement of each of the three key Project outputs:

Output 1. Development and promotion of the concept of socially responsible approach to SME development in small and medium-sized towns of Belarus.

65% of the respondents (stakeholders and implementers) discussed the output during the key informant interviews and noted positive changes in this sphere.

According to the APR 2019 (indicator 1.1), the number of people taking part in the information and educational Project activities increased by 39% (the value of the indicator is 277, while the target indicator is 200).

Output 2. Establishing business incubators/training centers for small and medium businesses (SME) at the selected town-forming enterprises and supporting the qualifying small businesses, including through the credit line provided by the Development Bank of the Republic of Belarus (DBRB).

This output was not achieved to the full extent due to the changes in the focus of the Project (see R4). Business incubators and entrepreneurship support centers were established in the pilot towns, which significantly influenced the SME support. Financial support to the SMEs registered and operating in the pilot districts in Viciebsk and Mahilioŭ regions was provided with the funds of the DBRB, while the Project activities were not directly related to key town enterprises.

Taking into account the changes in the Project focus from key town enterprises to SMEs; and changes in SME support from business incubators to entrepreneurship support centers, one can note that 4 out of 6 entrepreneurship support centers significantly improved the quality and increased the volume of work with the SMEs. Two entrepreneurship support centers (in Krychaŭ and Hlybokae) effectively used the Project funds to support the activities for SMEs, however, they require for further capacity building to ensure independent service provision to SMEs.

If one is to evaluate achievement of this output based on the indicator 2.3 (Small and medium-sized enterprises established due to the measures to support entrepreneurship and industrial cooperation in pilot towns), the number of registered enterprises in 2019 amounted to 27, while the target value was 20.

Output 3. Creation of favorable conditions for the development of small business and production cooperation in small and medium-sized towns.

During the key informant interviews, 100% of the respondents noted positive changes in the conditions for SME development and production cooperation in the pilot regions. 60% of the online survey respondents noted creation of additional opportunities for business education, 48,9% noted increase in the entrepreneurship initiative, 35,6% noted positive changes in the entrepreneurship support infrastructure.

Thus, the three Project outputs may be considered to be achieved to the full extent.

Implementation of the Project jointly with the Ministry of Economy contributed to involvement of a wide range of stakeholders into the Project, allowed to strengthen communication between the representatives of business community of the pilot regions and local authorities. On the other hand, different approaches to the procedures and implementation of the Project in governmental agencies and the UNDP, as well as the lack of interaction experience (the Project was one of the first projects implemented in this format in Belarus), had negative impact on the speed of decision-making on certain issues (for example, selection and approval of pilot regions). At the same time, a number of interviewees note that this Project contributed to faster and more successful launch and implementation of international projects (including UNDP projects) with economic focus.

6 pilot regions were selected in Belarus to implement the Project. The approaches to organizing the entrepreneurship support centers and the Project outputs vary across the districts.

When answering the question about the Project outputs, the respondents mentioned the following most often: improvement in the infrastructure for entrepreneurship support and business environment, increase in entrepreneurship activity and initiative, business literacy, increase in the number of SMEs, craftsmen and self-employed. It should be noted that the overwhelming majority of the answers are positive (89% of the interviewees). This was facilitated by the big number of educational events, consultations, establishment of the entrepreneurship support centers – information, knowledge and skills received by the participants through the Project; the participants developed confidence in their strength, new ideas on starting a business or in business development.

The opinions of all stakeholders were taken into account throughout Project development, management and implementation; participation of all the stakeholders made a significant contribution to achieving the Project objectives and sustainability of the results. The Project effectively responded to the changing conditions and effectively adopted the adaptive management techniques.

Efficiency

The efficiency of the Project is evaluated as high. Despite the complex approval procedures and changes that were made to the Project at various stages of its implementation, all the main objectives of the Project Document were implemented.

The financial resources of the Project were used in a cost-effective way. Distribution of funds and procurement was carried out according to the UNDP procedures. 91% of the respondents noted the transparency in the use of the Project funds. All the respondents consider that communication with the Project team was clear and open. 64% of the participants of the interviews can name the key Project outcomes and give a reasonable judgment about their contribution to achievement of the Project objectives.

Sustainability

The sustainability of the Project is evaluated as high. Based on the Project Document and Project reports, the Project activity focuses on investment (into the competences of the local specialists, infrastructure, etc.). The entrepreneurship support centers received minimal support for operational expenses and had to take care of the operational sustainability of the entrepreneurship support centers from the very beginning of the Project activity. 4 out of 5 interviewed entrepreneurship support centers were able to describe how their operational sustainability strategy will be ensured and announced specific amounts that will support the entrepreneurship support center's budget. At the same time, all the entrepreneurship support centers emphasized that with the end of the Project they would not be able to carry out as many events and consultations as when they were receiving UNDP funding; while the direction of study tours will be basically closed down. Availability of financial and economic resources to maintain the Project's results at the operational level may be evaluated as high, and in terms of ongoing investment, further development or multiplication of the results it may be evaluated as low.

As for the likelihood that the level of stakeholder involvement will be sufficient to preserve the outputs of the Project, on the one hand, one may conclude with confidence that the investment in entrepreneurship training, entrepreneurship support infrastructure, methodological manuals and materials will be sustainable. On the other hand, the level of awareness of the methodological framework of the Project and its strategy is too low, and there are very limited resources independent from the UNDP to continue the activities initiated and piloted within the Project. Thus, at least one more cycle of project financing from the UNDP or other organizations would be required to ensure sustainability of the Project at the level of the system (rather than infrastructure) of supporting entrepreneurship at the level of small towns.

When answering the question on environmental sustainability of the Project, the Evaluation Expert came to the conclusion that the issues of environmental protection, sustainable consumption, biodiversity and etc. were not in the focus of the Project and therefore do not impact sustainability of the Project outputs. At the same time, some Project partners are planning to build sustainability of their work with the help of future partnership projects, including environmental projects with NGOs; while the UNDP Country Office has implemented the required procedures within the framework of SESP.

When analyzing the exit strategy, it should be noted that the quality of development and planning the interventions implemented within the framework of the Project was very high. Development of the entrepreneurship support infrastructure was in the focus, along with capacity building and an increase in the entrepreneurship initiative in

small towns and adjacent districts of Belarus. According to the online survey, these Project directions were most supported by the respondents: about 60% of the respondents mentioned the additional opportunities created for business education in SMEs as one of the most significant effects of the Project; about 48% of the respondents noted increase in the level of entrepreneurship initiative in the sphere of SMEs; about 35% of the participants of the survey think that entrepreneurship support infrastructure significantly improved. During the interviews, the respondents mentioned the focus on investment into infrastructure and capacity building as the key to sustainability and long-term effect of the Project outputs. In this sense, the principle of selecting Project activities may be considered as part of the successful exit strategy.

The main challenge associated with the exit strategy is the lack of a post-project activity plan for the entrepreneurship support centers (supported by the Project) and the departments of economy at the level of the small town/district. There are some elements of the vision formed based on the Project activities and there are some planning attempts not related to the Project activities. In this sense, the exit strategy planning system at the level of local partners requires additional attention from the side of the UNDP when planning future SME development projects.

Impact

According to the respondents of the interviews, the Project has high potential for long-term impact. Due to the fact that long-term effects are rather difficult to track at this stage of evaluation, the Evaluation Expert identified the individual effects that may be acknowledged as highly probable hypotheses describing the long-term impact of the interventions carried out within the Project, and that may be evaluated in some time:

- The entrepreneurs understood that they may refer to the local authorities for support; and they may receive the support.
- The fear of communicating with the officials was eliminated.
- The stakeholders learned to build partnerships and established partnerships with other regions in the country and beyond.
- The stakeholders believe that international technical assistance projects may be useful to regular people.
- The experience of implementing the “Small Towns” Project facilitated initiation of a number of larger-scale economic development projects, such as “Local Development” and etc.

Human rights and gender equality

Evaluating the impact of the Project as an activity that focuses on the poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups, it can be concluded that they benefited from the Project activities to a moderate extent, while women benefited from the Project to high extent.

During Project implementation, considerable attention was paid to the issues of gender equality and women empowerment. The documentation analysis confirmed that gender statistics separately registered data on participation of men and women in Project activities. Indicator data (where applicable) additionally takes into account

men and women. There is no data on gender identification other than “man” and “woman” in the Project documentation and reports. However, during the interviews, none of the respondents raised this issue. Content analysis of the main printed products of the Project demonstrated that the materials contain accents related to promotion of the ideas of women’s entrepreneurship, interests of women; and relevant statistics is provided.

Over 80% of the respondents clearly link the activities and outputs of the Project with the interests of women and human development. Project documentation and materials include elements of gender mainstreaming and promotion of the interests of relevant vulnerable groups. The respondents did not mention the topic of human rights and human rights-based approach in their responses.

Gender balance and equality of approaches may be observed among the implementers, experts and beneficiaries of the Project. Several respondents noted the bias towards supporting women’s interests as one of the unintended effects of the Project.

Key recommendations

1. To increase the implementation timeframes and budget for such projects with allocation of additional time and administrative resources for selection of pilot regions/towns. Whenever possible, to identify pilot regions at the stage of drafting the Project Document; to stipulate the mechanism for replacing the pilot regions.
2. To pay attention to the systemic organizational development of the entrepreneurship support centers, in particular to the development of strategic development plans for the entrepreneurship support centers after the end of support within the framework of the Project. To pay attention to the strategy of supporting entrepreneurship support centers after launching the activities for a longer period of time. Whenever necessary, to pay attention to the strategic planning of SME development at the district/regional level.
3. To initiate a new project as follow-up to the evaluated Project. To disseminate the experience of the Project on entrepreneurship development in the regions of Belarus in cooperation with non-profit organizations and associations. To promote partnerships between national and local organizations.
4. In the future, when planning such projects, special attention should be paid to planning the work of the Project Implementation Unit, primarily in order to reduce the workload on the Project Manager and Administrative and Finance Assistant. This may be conducted by using the National Implementation Modality mechanism to work with the local partners with appropriate level of organizational development, mechanism for providing sub-grants/holding contests of initiatives, engagement of additional specialists to work in the Project Implementation Unit during the periods of the greatest workload on the team.
5. In cases when there is significant amount of construction and installation works envisaged in the Project Work Plan, it is recommended to consider the feasibility of

engaging an engineering organization as a contractor to perform the functions of the construction customer.

Lessons learned

Implementation of the activities by an **experienced partner** with national, central-level experience, significantly increases the likelihood of success and sustainability of the results of the activities (example of the pilot areas of Mscislaŭ and Barań).

Entrepreneurship support centers being a part of unitary enterprises require for additional **capacity building efforts** to ensure their efficiency and sustainability. When planning activities based on such entrepreneurship support centers, it is necessary to reserve additional time and resources for conducting approval procedures with the local authorities or other supervising authorities.

In the event that the inception stage of the Project implementation occurs during the changes in staffing of the position of the Programme Officer or Portfolio Manager, additional involvement of the lead/senior UNDP Programme Officers is required to ensure the continuity and effective use of the working time in communication processes with the national Implementing Partner.

1. Introduction and overview

This report is the result of the final evaluation of the Project “Promotion of Employment and Self-employment of the Population in Small and Medium-sized Towns in the Republic of Belarus” (herein after referred to as “Small Towns”). UNDP Country Office recruited Sergey Gotin to implement the final Project evaluation; the Expert conducted the evaluation throughout the period from March until May 2020. The evaluation Terms of Reference raised a number of questions on evaluation of relevance, effectiveness, sustainability and efficiency of the Project activities. The Evaluation Expert proposed the methodology based on participation of all the stakeholders involved. The methodology was stipulated in detail in the inception report, including the Evaluation Matrix, interview tools and structure; it was also proposed to hold an online survey. The inception report was approved by the UNDP; data was collected according to the plan (including during the field mission).

During the evaluation, all stakeholder groups were interviewed (representatives of the Ministry of Economy, UNDP, representatives of local authorities at the level of the region and district centers, representatives of the entrepreneurship support centers, representatives of small businesses). Due to COVID-19 outbreak, a significant share of the interviews was conducted remotely. During the field mission, all safety and social distancing requirements were met – UNDP, WHO and national requirements. COVID-19 caused delays in both mission planning and data collection, so the report was prepared with certain delay.

The report contains answers to questions and provides the necessary conclusions. The report was drafted according to the structure set out in the ToR. The report is the property of the UNDP and in accordance with the ToR will be used for the overall improvement of the UNDP programmes. Target audience of the report: key Project stakeholders, including UNDP in Belarus, Ministry of Economy of the Republic of Belarus, Viciebsk and Mahilioŭ Regional Executive Committees, representatives of the Development Bank of the Republic of Belarus and the Belarusian Fund for Financial Support to Entrepreneurs, other beneficiaries and Project partners, such as business incubators, etc., and other relevant users of the document.

2. Brief outline of the evaluated intervention

The Project “Promotion of Employment and Self-employment of the Population in Small and Medium-sized Towns in the Republic of Belarus” was implemented in Belarus by the United Nations Development Programme (UNDP) and Ministry of Economy of the Republic of Belarus. The Project was financed by the [Russia-UNDP Trust Fund](#) (45%), Development Bank of the Republic of Belarus (45%) and VISA Inc. (10%).

The Project was implemented at the central (national) and pilot levels in six selected towns in Viciebsk and Mahilioŭ regions throughout 36 months (February 2017 – April 2020). The Project contributed to the development of employment in small towns by stimulating entrepreneurial initiative in the field of small and medium-sized businesses, encouraging the socially responsible approach to preventing the negative social consequences of restructuring and/or modernizing main enterprises in the town, which resulted in optimization of the number of employees and dismissal of excess employees. The Project was aimed at facilitating the creation of conditions for the development of the real sector of economy in small towns and increasing competitiveness, including through introduction of various forms of industrial cooperation and integration into technological and distribution chains. In general, this should contribute to creation of new jobs and increase in the well-being of the population in small and medium-sized towns in the Republic of Belarus.

3. Sphere and goals of the evaluation

According to the Terms of Reference, the main objective of the evaluation is to make preliminary evaluation of achievement of the Project outputs and to identify the experience that may improve the sustainability of the Project and ensure empowerment and enhance UNDP programmes on the whole.

Objectives of the evaluation:

- To evaluate the Project's achievements against the envisaged outputs;
- To assess the extent and nature of target groups' involvement;
- To assess the quality and effectiveness of Project management;
- To develop the recommendations for improving the implementation of such projects in the future.

The methodology applied by the Expert allowed to focus the attention on all the main aspects of planning, monitoring and implementation of the Project (LFA, PCM, outputs, outcomes and impact), as well as on other important issues (timeliness of the interventions within the framework of the Project, degree and nature of involvement of the target groups, effectiveness of the partnerships, etc.). The evaluation process was based on the information outlined in the Project Proposal and the Logical Framework, as well as interim implementation reports and the results of the mid-term evaluation.

The evaluation report contains information about the lessons learned; the Expert prepared recommendations for the Project partners to support similar initiatives in the future. The data collection tools were designed to answer the key evaluation questions developed by the UNDP Country Office with a focus on relevance, effectiveness, efficiency, sustainability, human rights and gender equality throughout Project implementation.

4. Evaluation methodology

General approach to the evaluation

To achieve the objectives of the evaluation, the Evaluation Expert introduced the future-oriented participatory approach. In understanding of the Expert, the participatory approach means openness and cooperation with the Project stakeholders at all stages of the evaluation, including selection of appropriate data collection methods; analysis, discussion and reaching consensus on facts, conclusions and recommendations. Thus, the Evaluation Expert undertook a number of actions that ensured the following:

- active and meaningful participation of the stakeholders at all stages of the evaluation from the very beginning of the process, starting from joint planning of the evaluation process,
- flexibility during implementation,
- prior to the online survey and key informal interviews with the Project stakeholders, target groups and beneficiaries.

After applying the future-oriented approach, the Expert described the experience gained, formulated specific practical recommendations for the Project stakeholders and developed proposals for future interventions in the sphere under consideration.

The Expert developed a general framework for implementation of the evaluation process, based on the principles recommended for evaluation of projects funded by the UNDP (Logical Framework Approach, Project Cycle Management, DAC/OECD¹ Evaluation Criteria, UNDP Evaluation Policy², UNDP Evaluation Guidelines³, UNDP Programme and Project Management⁴). During data collection and evaluation process, all standard project evaluation criteria were covered: relevance, coherence, effectiveness, efficiency, impact, sustainability, human rights and gender equality). The evaluation questions were interpreted from the perspective of the DAC criteria, taking into account the aspects of design and implementation of the Project identified during the desk research phase, i.e. work with the Project documentation.

Key aspects and issues of the evaluation

Relevance (R):

According to the Cambridge Dictionary⁵, relevance is the degree to which something is related or useful to what is happening or being talked about.. DAC defines relevance as the extent to which the intervention objectives and design respond to policies, and priorities of the target groups, beneficiaries and donor⁶.

Key questions related to Relevance (from the ToR):

¹ <http://www.oecd.org/dac/evaluation/50584880.pdf>

² <http://web.undp.org/evaluation/policy.shtml>

³ http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf

⁴ <https://popp.undp.org/SitePages/POPPBSUnit.aspx?TermID=1c019435-9793-447e-8959-0b32d23bf3d5&Menu=BusinessUnit>

⁵ <http://dictionary.cambridge.org/dictionary/english/relevance>

⁶ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- R1. To what extent did the project contribute to the national development priorities, Country Programme outcomes and outputs⁷, the UNDP Strategic Plan and the SDGs?
- R2. To what extent does the project contribute to the theory of change for the relevant Country Programme outcome?
- R3. To what extent were the perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- R4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

During the evaluation, the Expert assessed the extent to which the Project “Promotion of Employment and Self-employment of the Population in Small and Medium-sized Towns in the Republic of Belarus” (including Project design and methodology, activities, outputs, effects and impact) was accepted and adopted by all the stakeholders. All evaluation tools were used for this purpose: desk research, direct observation, key informant interviews, and online survey.

Effectiveness (E):

Effectiveness is the extent to which the intervention achieved its objectives. DAC defines effectiveness as the extent to which the Project activities led to achievement of the set objectives⁸.

Key questions related to Effectiveness:

- E1. To what extent did the Project contribute to the Country Programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- E2. To what extent were the project outputs achieved?
- E3. What factors have contributed to achieving or not achieving the intended Country Programme outputs and outcomes?
- E4. To what extent has the UNDP Partnership Strategy been appropriate and effective?
- E5. What factors contributed to effectiveness or ineffectiveness (of the Project)?
- E6. In which areas does the project have the greatest achievements? What and why have been the supporting factors? How can the project build on or expand these achievements?
- E7. In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome now or in the future?
- E8. What, if any, alternative strategies would have been more effective in achieving the project objectives?
- E9. Are the Project’s objectives and outputs clear, practical and feasible enough within its frame?

⁷ the wording of the levels of outputs according to
http://www.pravo.by/upload/docs/op/C21500972_1448571600.pdf

⁸ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- E10. To what extent have the stakeholders been involved in the project implementation?
- E11. To what extent are the project management and implementation participatory and does this participation contribute towards the achievement of the project objectives?
- E12. To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- E13. How and why the outcomes (listed as the outputs in the project document) and the strategies contribute to the achievement of the expected results?
- E14. Has the project been effectively undertaking adaptive management in order to respond to changing conditions?

This group of questions sets forth the key direction for the evaluation. The “Small Towns” Project has a clean logical framework with three main outputs. In practice, with regards to evaluation, the Expert understands the effectiveness as the extent to which the outcomes generated by the Project correspond to the outputs; and to what extent these are based on the use of the Project outputs by the stakeholders, target groups and beneficiaries. All methods of data collection (desk research, direct observation, key informant interviews) were used to assess the effectiveness.

Given that many implementers and specialists engaged in Project implementation were unavailable for a meeting in Minsk, and taking into account the difficult epidemiological situation during the COVID-19 pandemic, the expert held a series of online interviews with the key respondents (Viciebsk, Hlybokae, Krychaŭ, as well as the majority of the representatives of the UNDP). In some towns where there are entrepreneurship support centers (Barań/Orša – Viciebsk region, Čavusy, Horki and Mscislaŭ – Mahilioŭ region), the key respondents created new or expanded the previously provided services, moved to bigger premises.

Efficiency (Y):

Efficiency measures how economically the resources (funds, expertise, time, etc.) are used to achieve the outputs. According to the DAC, efficiency measures the outputs – qualitative and quantitative – achieved as a result of inputs. This term has an economic sense and means that the desired results were achieved in the most cost-effective way possible, as compared to feasible alternatives in the context. This generally requires comparing alternative approaches to achieving an output, to see whether the most efficient approach has been used.

Key questions related to Efficiency:

- Y1. To what extent was the project management structure outlined in the project document efficient in generating the expected results?
- Y2. To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- Y3. To what extent has there been an economical use of financial and human resources? Have the resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the outcomes?

The Evaluation Expert reviewed the Project budget, Project monitoring and self-assessment reports, which were used as a source of information related to efficiency.

The Expert was not granted access to financial reports and other more detailed financial information. In practice, the Expert was able to generally evaluate the time, human and financial resources spent on achieving the Project objectives, based on the results of the key informant interviews with the Project partners (Project management, experts, etc.), as well as based on the results of the desk research and direct observations.

Sustainability (S):

Sustainability is the extent to which the services or processes continue after decrease or end of resources (funding, materials, training, etc.). The DAC defines sustainability as probability of continued long-term benefits from a development intervention after major development assistance has been completed; and whether the project's achievements that are sustainable over the long term are vital. Projects are required to be environmentally and financially sustainable.

Key questions related to Sustainability:

- S1. Are there any financial risks that may jeopardize the sustainability of the project outputs?
- S2. To what extent will the financial and economic resources be available to sustain the benefits achieved by the project?
- S3. Are there any social or political risks that may jeopardize sustainability of the project outputs and the project's contributions to the Country Programme outputs and outcomes?
- S4. Do the legal frameworks, policies, governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of the project outputs?
- S5. To what extent did the UNDP actions pose an environmental threat to the sustainability of the project outputs?
- S6. What is the risk that the level of stakeholders' ownership will be sufficient to allow the project benefits to be sustained?
- S7. To what extent do the existing mechanisms, procedures and policies allow the primary stakeholders to carry forward the results attained on gender equality, women empowerment, human rights and human development?
- S8. To what extent do the stakeholders support the project long-term objectives?
- S9. To what extent have the lessons learned been documented by the project team on a continual basis and shared with the appropriate parties who could learn from the project?
- S10. To what extent do the UNDP interventions have well-designed and well-planned exit strategies?
- S11. What could be done to increase sustainability and strengthen the exit strategy?

The Evaluation Expert considered sustainability both from an operational point of view (how sustainable the results are without external funding) and from the point of view of the beneficiaries (whether the results are promoted and made available for further use by the beneficiaries).

Impact (I):

Impact is a result or effect that is caused or associated with a project or program. The term 'impact' is often used to refer to the effects of higher-level programs that occur over the medium or long term and may be intentional or unintended, positive or negative. According to DAC, impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion⁹. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

The ToR did not contain any specific impact related questions, however the description of the evaluation objectives mentioned that the long-term impact potential should also be evaluated. Taking into account the fact that impact is an important element of any evaluation, the Evaluation Expert added another evaluation question related to impact:

- I1. What kind of potential for the long-lasting impact of the project interventions can be identified?

The key Project partners and stakeholders at the national and regional levels are the key source of information for evaluation of impact; information was obtained from them through such evaluation tools as desk research and key informant interviews.

Human rights and gender equality (H):

- H1. To what extent have the poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project?
- H2. To what extent have gender equality and women empowerment issues been addressed in the design, implementation and monitoring of the project?
- H3. Is the gender marker data assigned to this project representative of reality?
- H4. To what extent has the project promoted positive changes in gender equality and women empowerment? Were there any unintended effects?

Availability of gender markers was evaluated during Project documentation review (desk research). Such tools as key informant interviews and online survey incorporated questions on how the Project involved various vulnerable groups in its activities, how it worked with them and about the impact of such involvement. The answers to the questions in this block are based on the analysis of how the topic of gender equality and a human rights-based approach was described in the answers of the respondents. The specific questions are available in the Evaluation Matrix (see Annex 1).

⁹ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Analysis of the Project stakeholders

After conducting the desk research, which included review of the Project documentation and preliminary consultations with the Project implementers, the following groups of stakeholders involved in the project activities were identified:

Group A: Project implementers (including the Project Implementation Unit):

- UNDP Country Office in Minsk and the Project team;
- Ministry of Economy of the Republic of Belarus.

Group B: Donors:

- Embassy of the Russian Federation to the Republic of Belarus;
- VISA Inc.;
- Development Bank of the Republic of Belarus.

Group B: Representatives of key institutional stakeholders in Belarus:

- Council for Entrepreneurship Development;
- Belarusian Fund of Financial Support to Entrepreneurs;
- Mahilioŭ Regional Executive Committee, Department for Economy;
- Viciebsk Regional Executive Committee, Department for Economy.

Group C: Community stakeholders, NGO representatives and consultants:

- Association of Franchisers and Franchisees “Belfranchising”;
- Business incubator for small businesses CJSC MAP ZAO;
- Project consultants and experts.

Group D: representatives of target groups (direct and indirect beneficiaries):

- Entrepreneurship support centers (Krychaŭ, Hlybokae, Čavusy, Mscislaŭ, Horki, Barań);
- District Executive Committees in Krychaŭ, Hlybokae, Čavusy, Mscislaŭ, Horki and Barań, agencies on employment in small and medium-sized towns;
- Representatives of the business community in small and medium-sized towns (Krychaŭ, Hlybokae, Čavusy, Mscislaŭ, Horki, Barań).

5. Evaluation tools

The evaluation used a variety of data collection tools with a predominance of qualitative methods that ensured the use of participatory approach, reaching the widest possible range of stakeholders, obtaining answers to evaluation questions and assessing the relevance, effectiveness, efficiency, impact, sustainability of project interventions, as well as areas of cooperation.

The Expert used the following data collection and triangulation tools:

- desk research of the Project documentation;
- direct observation;
- key informant interviews;
- online survey.

The evaluation was carried out in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation¹⁰. A regular set of professional and ethical standards was used for the evaluation process, including respect for all types of differences, anonymity and impossibility to identify the respondents, and triangulation of data sources. During key informant interviews, the Evaluation Expert took notes, but the names of the respondents and the names of organizations are not mentioned in the final report to avoid identification of the people who participated in the evaluation. The representatives of the UNDP as well as Project Board members did not participate in the evaluation activities, except for specific key informant interviews. The Evaluation Expert ensured confidentiality of all data sources.

Desk research

During the desk research, the Evaluation Expert reviewed the Project documentation provided by the UNDP, as well as other Project related documents available online.

The Project team provided over 20 documents for desk research. The documents provided were in two languages (English and Russian) and included the following:

- Project Document;
- Interim Project reports;
- Mid-term evaluation report and reports on other types of (self)assessment related to the Project;
- Minutes of the Project Board meetings;
- Documents of the Project partners related to Project Implementation;
- Communication Plan;
- Publications in the mass media.

In fact, desk research was carried out throughout the entire evaluation process. New documents were reviewed as soon as they became available to the Evaluation Expert.

Direct observation

The Evaluation Expert carried out direct observation of the relevant Project sites and activities during the field evaluation phase held in the second half of April 2020. Direct observation was used to evaluate the quality of the SME infrastructure and services provided, quality of support provided by the entrepreneurship support centers and infrastructure of local partners.

Direct observation is the ability to see and understand how exactly certain actions were implemented, how the processes will go on after the end of the Project intervention. In the case of the evaluated Project, the intervention processes were predominantly completed by the time of the evaluation, and therefore could not be observed at the activity level. The representative of the Evaluation Expert took part in the forum “I myself” held on 4 March, 2020 in Minsk. Also, the Evaluation Expert was able to observe how the practices implemented by the Project are being implemented in the community: to what extent it is easy and feasible to gather people for interviews, how they behave during the communication process, etc.

The Expert had the opportunity to directly observe the organizational infrastructure created within the Project. The supported initiatives are generally simple in structure;

¹⁰ <http://www.unevaluation.org/ethicalguidelines>

therefore, it was not feasible to conduct observation of these to assess the quality of equipment selection or use. The audit of the purchased assets was also not the purpose of the evaluation. However, the information on how the infrastructure was organized provided additional insight on the sustainability of the initiatives, as well as on the extent to which the Project activities contributed to the achievement of the Project objectives.

When evaluating long-term projects, such as “Small Towns”, direct observation is usually used by comparing the Evaluation Expert’s view with the actual implementation process, expected behavior of people in certain situations, their reactions to questions and comments. The way that the meeting with the stakeholders is agreed upon, the location chosen for the meeting; the way the activities or organizations are introduced also provides information for conclusions of the evaluation or triangulation of the findings.

In this case, the qualitative monitoring tool is the reflective feedback from the stakeholders and the Project management to clarifying questions of the Evaluation Expert, as well as testing the hypotheses formulated based on the observation results using additional questions asked in subsequent interviews.

Key informant interviews with the Project participants

The Evaluation Expert used the form of semi-structured interviews for key informant interviews. This form allows for flexible and informative discussion with the key stakeholders.

Throughout the process of the key informant interviews, the Expert asked a number of key open questions with an invitation to “talk about ...”. At the same time, the questions were specially designed for the representatives of certain stakeholders, specific person or group of people.

If the interviewee openly shares their experience and information and freely reflects on a given topic, then they are asked questions from the reserve list, otherwise clarifying or verification questions are offered. Guiding questions are used as an exception; the answers are noted and treated as confidential information. Notes are not getting encrypted, edited or provided to the UNDP due to confidentiality policy.

Online survey

The Expert held the online survey via Google Forms and MailChimp. The questionnaire was easy to fill in from mobile devices; this ensured maximum coverage and increased the share of the respondents filling out the questionnaire.

The Project team granted access to databases of the beneficiaries and target groups (participants of the seminars, trainings, forums) to the Evaluation Expert. The database for the survey was created by merging the contacts of all the databases; all duplicate records were deleted after merging. The structure of the questionnaire was based on the questions and indicators outlined in the Evaluation Matrix.

Evaluation constraints

1. Availability and motivation of the beneficiaries to participate in the evaluation activities

Due to the unfavorable epidemiological situation, the Expert used the online survey as one of the quantitative data collection tools. After the desk research phase, the Expert intended to target the online survey at the Project participants according to the databases provided by the Project Manager.

The idea of interviewing the beneficiaries helped to obtain additional evidence and strengthen the conclusions and recommendations of the evaluation. However, due to technical limitations, it was not possible to interview all the respondents from the database. In order to increase the number of filled in questionnaires, the Expert approached the Project partners with a request to send a message to the beneficiaries to motivate them to take part in the evaluation activities.

2. Evaluation of cost-effectiveness

The ToR contains a specific evaluation question on cost-effectiveness of the Project. The Expert would like to emphasize that soft, random and qualitative methods were used to collect data on cost-effectiveness. The Expert proceeded based on the fact that financial audit of the Project was beyond the scope of this evaluation. The proposed approach to evaluation of effectiveness and efficiency is introduced in the section “Evaluation Methodology”.

Evaluation Matrix

The evaluation methodology was developed in the following way: the Expert formulated his assumptions and hypotheses for every question. These assumptions were developed based on the preliminary analysis of the documents (desk research). The Expert developed a set of indicators based on every question and the formulated assumptions; the indicators may be directly measured using qualitative and quantitative methods. The data sources for each of the indicators and the links to specific evaluation tools are listed in the table below. Some questions of the key informant interviews and the online survey are also available in the table for convenient analysis of the evaluation methodology. Thus, the facts and recommendations were identified based on the Evaluation Matrix, comprehensive understanding of the evaluation process and data sources for the indicators.

When choosing the tools and methods for collecting field data, the Expert combined quantitative and qualitative methods. Qualitative data was also digitized using respective indicators. The conclusions were formulated based on the quantitative and qualitative data. When choosing the methods, the Expert focused on stakeholder-based data collection methods as well as group and individual interviews.

The principle of triangulation was also used during data collection, which is conventional for evaluations carried out using qualitative methods. The Expert also used the principle of triangulation of data sources (independent data collection from different groups of respondents) and triangulation of data collection methods (each evaluation question was studied using two, and more often three data collection methods). When analyzing the data, only the facts that were confirmed by several sources were taken into account. The situations, when data sources or the tools allowed to make controversial conclusions, we studied separately with the help of additional interviews, request for additional documentation and additional documentation analysis.

The Evaluation Matrix (Annex 1) incorporates all the developed assumptions, hypotheses, indicators, based on the questions of the evaluation stipulated in the

ToR. The Matrix also includes a wide range of key questions used by the expert in the data collection tools (key informant interviews, online survey). The questions and some examples of data collection tools are available in the Annexes to this document.

6. Data analysis

Documentation analysis was conducted in March 2020; over 25 documents related to Project activities were studied. Additional documentation was requested during subsequent work on Project evaluation.

The ToR including the evaluation methodology and matrix was developed and approved with the Project management in April 2020.

Data was collected and analyzed within the framework of the participatory approach. Traditionally, to ensure implementation of this approach the EE aimed to cover a wide range of stakeholders to respond to key evaluation questions and to evaluate general relevance, effectiveness, efficiency, timely implementation of the Project activities, their sustainability and capacity for long-term impact.

Thus, the EE used two main tools: work with the documents, semi-structured interviews with the representatives of various target groups and stakeholders and the online survey of the participants of the Project activities. When collecting data, quality methodologies were prioritized, specifically:

| Evaluation tool | Target groups |
|------------------------|--|
| Documentation analysis | Project Implementation Unit Partner organizations and recipients of the support Regulators, decision-makers |
| Interview | Project Implementation Unit Partner organizations in the regions Representatives of the local authorities Entrepreneurs |
| Online survey | Participants of the Project activities |

The field evaluation phase was conducted in April 2020. The expert held a range of interviews in Čavusy, Mscislaŭ, Horki, Orša (the interviews in Krychaŭ were cancelled following the initiative of the local partner). Given that many implementers and specialists engaged in Project implementation were unavailable for a meeting in Minsk, and taking into account the difficult epidemiological situation during the COVID-19 pandemic, the expert held a series of online key informant interviews with the respondents from Viciebsk, Mahilioŭ, Hlybokae and Krychaŭ, as well as the majority of the representatives of the UNDP, donors and experts.

The Evaluation Expert held a total of 38 interviews (with total duration of 40 hours) with the programme partners, stakeholders and beneficiaries.

The online survey of the participants of the Project activities was organized via Google Forms and MailChimp¹¹ in April 2020. The invitation to participate in the survey was sent out to the addresses listed on the databases provided by the Project team and to the registered participants of the Project events (a total of 1500 contacts). The invitations to participate in the online survey were sent out in three waves. The Project team also referred to the respondents with the request to allocate time to the survey through the entrepreneurship support centers. About 40% of the contacts of the database opened the message with the invitation to participate in the survey (MailChimp system tracking may be inaccurate), over 30% of these opened the link to the questionnaire and over a half of these filled in the questionnaire or the form of motivated refusal. Thus, a total of 118 unique users participated in the survey; 5 of these refused to participate in the survey having justified the reason for doing so.

¹¹ <https://mailchimp.com>

Online survey results

Distribution of the respondents

The below chart outlines the distribution of the respondents by the place of residence. The options available for selection took into account the geography of the Project and pilot districts. In addition to the respondents listed below there were 16 persons (14%) from other towns and settlements of Belarus.

Minsk city - 26 participants

Orša town and district - 14 participants

Horki town and district - 13 participants

Mahilioŭ city - 12 participants

Mscislaŭ town and district - 7 participants

Polack town - 5 participants

Viciebsk city - 5 participants

Babrujsk town - 4 participants

Navapolack town - 4 participants

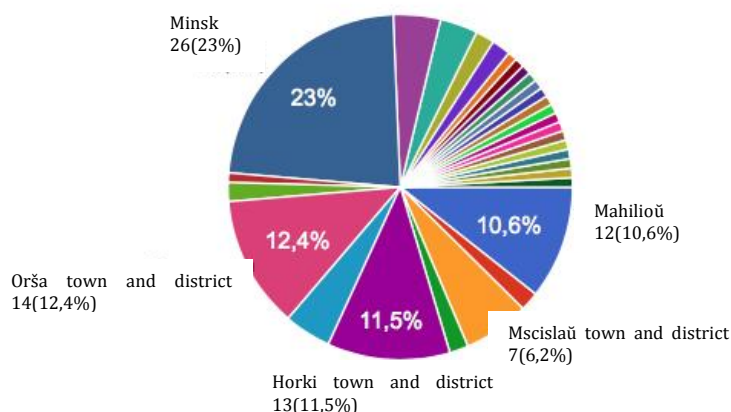
Čavusy town and district - 2 participants

Krychaŭ town and district - 2 participants

Barań town and district - 2 participants

Hlybokae town and district – 1 participant

113 respondents



Main occupation

The majority of the surveyed (31 persons or 27,4%) are the representatives of state organizations (in the sphere of education, healthcare, culture). 15,9% – staff of profit enterprises, 18,6% – individual entrepreneurs, 14,2% – staff of non-profit organizations, 8,8% – staff of state enterprises.

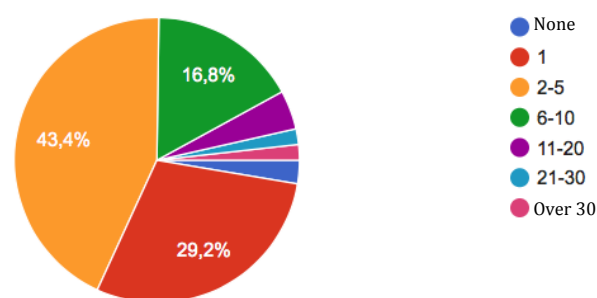
Role in the Project

The major part of the surveyed (87,6%) are the participants of the seminars/conferences held within the framework of the Project, as well as training events (business schools, consultations) – 35,4%. It is important to note that 13 participants of international study tours and 18 participants of the domestic trips took part in the survey.

General breakdown by the number of attended events:

5. How many Project events have you attended (seminars, trips, conferences, trainings ...)

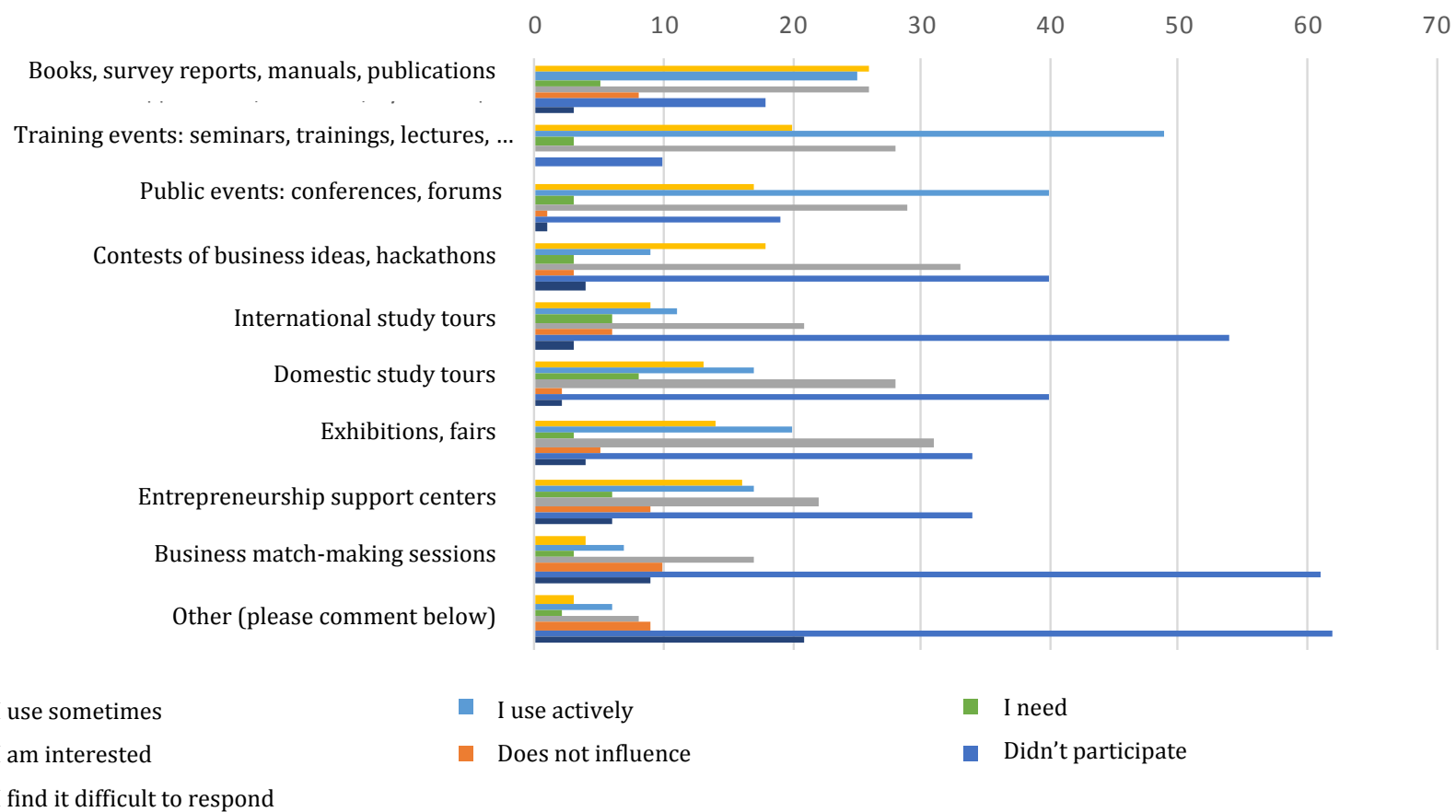
113 respondents



Demand for the Project's products

Educational event is one of the most in demand Project's product (actively mentioned by 49 respondents). The respondents were mostly interested in the contests of business ideas, hackathons – 34 responses, exhibitions/fairs – 32 responses, conferences/ forums – 30 responses, study tours – 29 responses. The respondents demonstrated least demand for the match-making business sessions.

Demand for Project's products



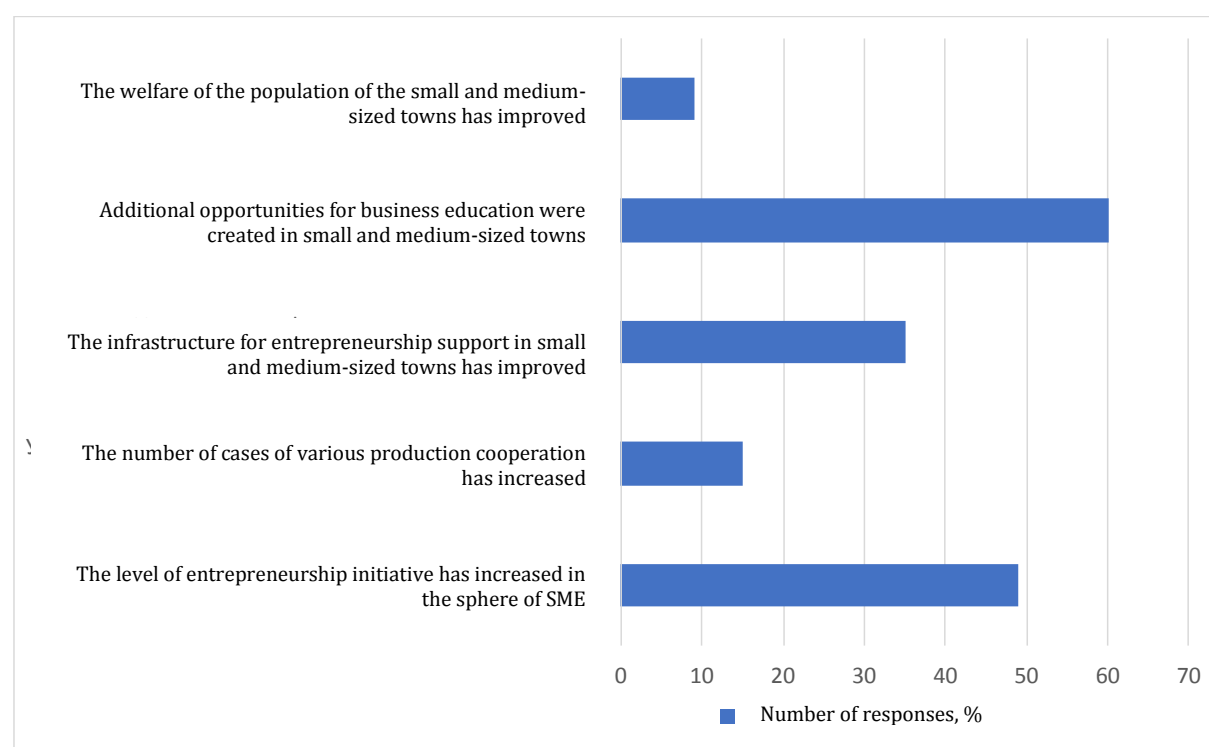
As a comment to this question, the respondents mentioned most often the following influence of the Project's products: expanding the horizons, capacity building in the sphere of business management, establishing business contacts, improving self-confidence, adopting decision about starting a business or gaining ideas about developing the existing business.

Project's influence on the region

When responding to the question about the changes on the local level as a result of Project implementation, the survey participants mentioned the following most often: improvement in the infrastructure for entrepreneurship support and business environment, increase in entrepreneurship activity and initiative, business literacy, increase in the number of SMEs, craftsmen and self-employed. It should be noted that the overwhelming majority of the answers are positive. Some respondents noted no visible effect.

The content of the unique responses is available in the Annex 5.

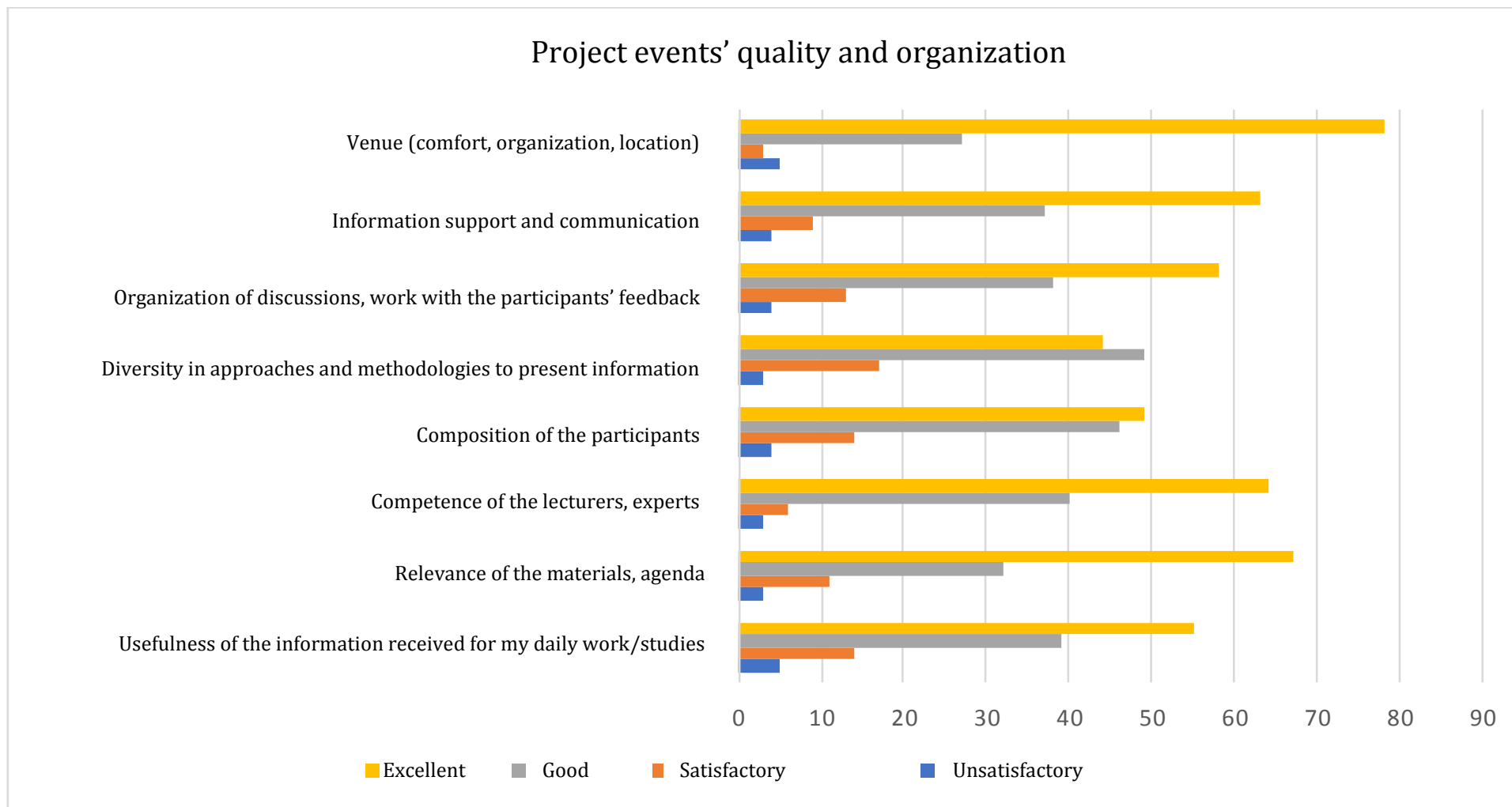
Choice of the significant Project's effects from the proposed options



Events' organization and holding quality

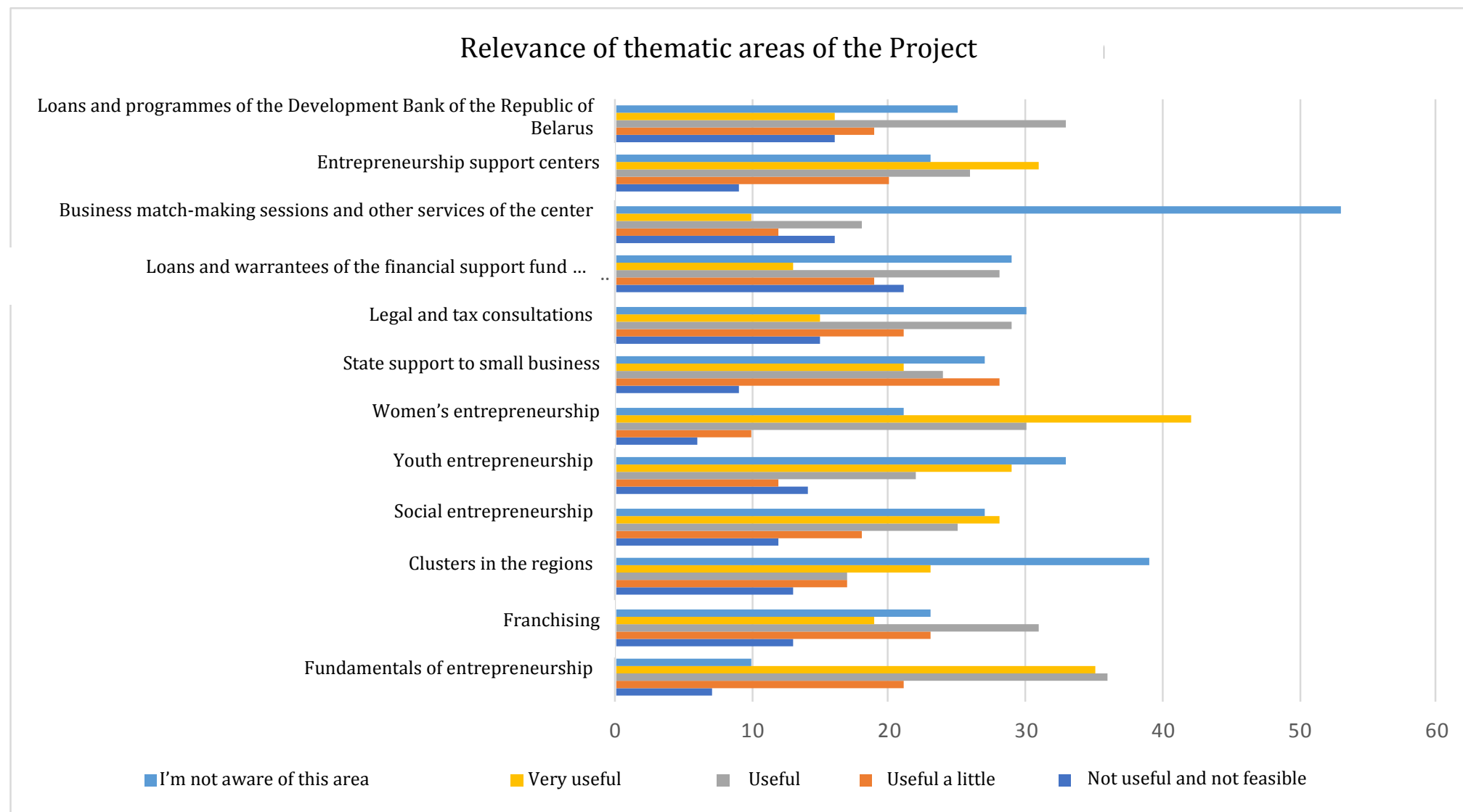
The below chart outlines the level of satisfaction of the survey participants with the Project events' quality and organization:

One may see that average level of satisfaction with the Project event is high and very high. The areas for improvement may include implementation of diverse approaches and methodologies used to present information and form the composition of the participants.



Relevance of the thematic areas of the Project

The below chart outlines the survey participants' assessment of relevance of feasibility of various thematic areas of the Project.



The proposals and wishes of the respondents on other activities and directions that would promote development of SMEs and self-employment are available in Annex 5.

Interests of the vulnerable groups of population

28 survey participants answered the question about the vulnerable groups affected by the Project (about 25%). 27 participants responded that they do not know the answer to this question. The answers featured the following vulnerable groups: youth, women, rural population, population with low income and people with disabilities.

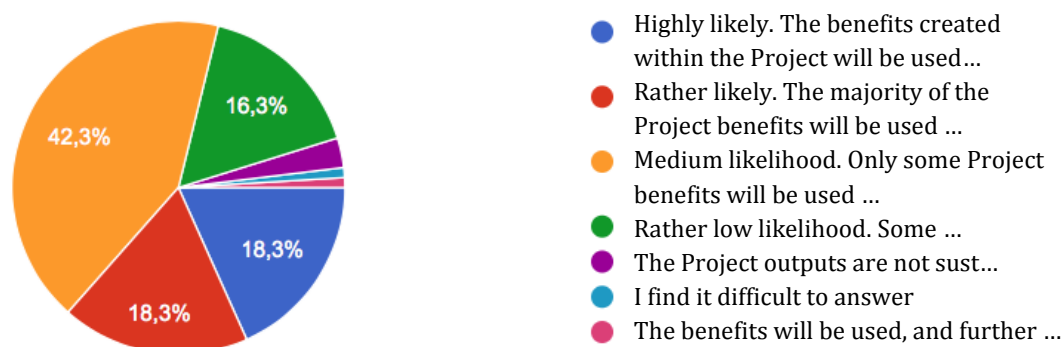
Sustainability of the Project outputs

44 respondents evaluated the Project outputs' sustainability as medium, and 17 as rather low. At the same time, 19 respondents consider that the benefits created within the framework of the Project are sustainable and that it is very likely that they will continue being useful in the long-term perspective, and another 19 respondents evaluate sustainability as rather high.

14. The UNDP Project will end soon. What is your opinion about the likelihood that the benefits created within the Project (methodologies, experience, knowledge, contacts, infrastructure, support) will be sustainable and will continue being useful in the long-term perspective?



104 responses



The participants' comments on selection of the options are available in Annex 5.

Main conclusions based on the results of the online survey:

The structure of the respondents' answers of this survey mostly coincides with the data collected within the framework of the interviews with the exception of the answers on Project outputs' sustainability.

The respondents from Minsk, Horki, Orša and Mahilioŭ districts were most active. During the field phase the EE faced challenges in establishing contact with the participants from Viciebsk, Hlybokae and Krychaŭ due to the COVID-19 pandemic.

The participants from these districts also demonstrated low level of engagement in the course of the online survey.

Over 40% of the respondents left comments to the questions; these comments explain the opinion of the respondents. This testifies to high level of engagement into the Project and to the fact that people are interested in the Project outcome.

The survey respondents consider that the most tangible effect of the Project is the contribution into building the competencies and improving the quality of the population's entrepreneurship initiative.

7. Facts and conclusions

Answers to the evaluation questions

Relevance

R1. To what extent did the project contribute to the national development priorities, Country Programme outcomes and outputs, the UNDP Strategic Plan and the SDGs?

R2. To what extent does the project contribute to the theory of change for the relevant Country Programme outcome?

The Project complies with the key priorities of the National Programme of Social and Economic Development, SDGs and UNDP Strategic Plan:

- The Project framework allows to track the link of the outputs and the components of the National Programme of Social and Economic Development, SDGs and UNDP Strategic Plan.
- Over 75% of the stakeholders talked about the real contribution of the Project into social and economic development of Belarus and formulated specific effects that are directly connected with the wording of the high level objectives.
- Almost 65% of the respondents mentioned the link of the Project and SDGs, as well as the National Programme of Social and Economic Development.
- All relevant respondents (UNDP, Ministry of Economy) link the Project and the UNDP Strategic Plan.

Thus, the Evaluation Expert concludes that the Project significantly contributed to the national development priorities, Country Programme outcomes and outputs, the UNDP Strategic Plan, and the SDGs and contributes to the theory of change aimed at achieving the respective Country Programme outcomes.

R3. To what extent were the perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?

The process of Project development and the inception phase lasted for over three years; a lot of experts from different fields were engaged into this work. This allowed to ensure more in-depth study of the topic and to engage a wide range of stakeholders during the planning stage.

On the other hand, constant changes in the staff of the UNDP and Ministry of Economy had a rather negative impact on the feeling of involvement into the Project, which is reflected on the impact/outcome levels and led to a shift in the emphasis on the strategic level of Project implementation. The stakeholders involved in implementation of the Project at present demonstrate a high level of awareness of their participation. The level of local participation in the activities/outputs is high, in the effects/impact it is medium.

R4. To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

During the evaluation process it was identified that development of the Project Document was initiated over 5 years ago and a number of socio-economic, political and institutional changes took place throughout this period of time (for example, the priority of downscaling state owned enterprises was replaced by the priority to develop SME infrastructure). The Project evolved according to these changes. The focus from ensuring employment for the employees dismissed during restructuring processes of key town enterprises changed to promoting entrepreneurship initiative in small towns and in rural areas and promoting employment/self-employment in order to improve the population's welfare. The legislation and strategic approaches also changed quite significantly throughout the indicated period of time: a number of regulatory and strategic documents was amended on the national level, for example the range of measures aimed at regulating the control over the work of SMEs was abolished or mitigated. Respective changes also took place in the sphere of SME regulation and support policy at the local level. When responding to this evaluation question, these factors definitely have to be taken into account.

The Project fully meets the context of the situation in the country; the Project was flexible and adjusted to the changing conditions. Almost all the interviewed respondents and the participants of the survey noted the importance of the Project for economic development and entrepreneurship development. The respondents think that entrepreneurship support in the form of entrepreneurship support centers, training events and study tours made the biggest contribution into development of the entrepreneurship support infrastructure. Thus, the Expert concludes that the Project was responsive in due time and with due flexibility to political, legal, economic, institutional, and other changes in the country.

Effectiveness

Contribution to implementation of the UNDP Country Programme

E1. To what extent did the Project contribute to the Country Programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?

Project documentation (plans and reports) contains direct logical links to the Country Programme outcomes, UNDP Strategic Plan and SDGs, and also contains links to the relevant national strategies.

All stakeholder representatives with no exceptions at the national and regional level can meaningfully discuss the Project's contribution to the achievement of the relevant strategic goals and indicators.

All interviewed representatives of the local authorities noted the Project's contribution into achievement of target indicators on increasing the number of small and medium-sized businesses, reducing unemployment rate through self-employment and growth of entrepreneurial initiative, which occurred due to the expert support on registration and business management provided by the entrepreneurship support centers.

E3. What factors have contributed to achieving or not achieving the intended Country Programme outputs and outcomes?

As it has been mentioned above, the Project made a significant contribution into achievement of the Country Programme outputs.

The participants of the online survey and the interviews formulated the following factors:

- direct financial support to entrepreneurs;
- high level of expert support to the entrepreneurs-beginners;
- development of the local business community;
- flexible structure of the Project;
- wide coverage of participants;
- synergy with the local authorities.

Based on the analysis of the Project implementation, the Evaluation Expert identified the following factors that made a significant contribution into achieving the Country Programme outputs:

- Availability of specialists with experience of work in Minsk entrepreneurship support center in two regional entrepreneurship support centers. Coordination of these entrepreneurship support centers by the experts with experience of work on the national/central town level created additional opportunities for obtaining resources, transfer of piloted technologies and techniques of work with the SMEs.
- Motivation and interest from the side of the representatives of the local authorities (particularly deputy chairpersons of the district executive committees) to economic development of the districts, in particular in SME development.
- Structure of the UNDP Project that envisages allocation of funds directly to entrepreneurs for development of their business while ensuring transparency in procedures for allocation of such resources.

Stakeholder engagement

E4. To what extent has the UNDP Partnership Strategy been appropriate and effective?

The representatives of strategic stakeholders, primarily represented by the national partner, the Ministry of Economy, were actively involved in development and implementation of the Project. Regional economic policy actors (at the regional level) took part in Project implementation in terms of their institutional role and competencies. The capacity of the local actors is insufficient to comprehend the aspects of the Project that affect the strategic level, and accordingly, their involvement in the Project is limited by the level of outputs, in some cases, effects.

The target pilot districts were not identified at the stage of Project planning; therefore, it was not possible to involve stakeholders from among representatives of SMEs or

other relevant actors into Project planning. Instead, UNDP specialists consulted a wide range of experts, including non-profit organizations and business associations.

After the pilot regions of the Project were determined, the UNDP team established close interaction with the majority of the local stakeholders. Unfortunately, the level of organizational development of the local organizations does not allow them to be full-fledged stakeholders in UNDP projects; the local partners do not have sufficient capacity for strategic management, result-oriented management, do not fully understand the roles of the actors involved in development activities. This leads to the fact that often the interests of the stakeholders are formulated at consumer level, at the level of actions/measures and infrastructure issues (repair of premises, equipment, etc.). Therefore, the Project had to make additional efforts to form proper understanding among the local organizations about the support and role of the UNDP and the Ministry of Economy in the activities for regional economic development.

Possible areas for improvement of the UNDP Partnership Strategy include the issue of engaging stakeholders representing the interests of the vulnerable groups relevant to the Project (women's organizations, organizations working with people with disabilities, etc.).

The partnership with the Development Bank should also be noted. According to the 2019 Program Implementation Annual Review, the partnership with the Development Bank of the Republic of Belarus successfully developed at various levels, including signing a memorandum of intent and holding general educational and information events. Inviting the experts from the Development Bank to participate in the trainings improved the quality of the events and gave the participants the opportunity to get first-hand information, and also helped to reduce the costs and conduct more trainings than originally planned. As a result, the Project activities contributed to an increase in the number of SMEs financed by the Development Bank in Viciebsk and Mahilioŭ regions.

During the interviews 100% of the interviewed representatives of the entrepreneurship support centers and over 50% of the entrepreneurs noted the significant contribution of the Project into development of the SMEs in their region.

Thus, the Expert concludes that the UNDP Partnership Strategy proved to be effective and ensured quality response of the Project to the needs of the stakeholders at the national level.

E12. To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

The Project team was responsive to the maximum extent to the requests and interests of the national partners in terms of adjusting the Project strategy to changing demands and conditions. In some cases, Project efficiency issues were sacrificed to this approach. In particular, almost all respondents (involved to one degree or another into Project management) noted the fact that the start of the Project was delayed due to the long period of determining the target regions of the Project. Moreover, this delay was caused primarily by the desire to compromise between the requests and

interests of the national side, the UNDP Project management procedures and the donor's policy.

The Evaluation Expert also observed, perhaps even excessive responsiveness of the Project team to the requests of the local partners. Often, the Project team was involved in discussing minor issues (choosing the tiles and the color of the tiles for renovation of the premises, ensuring warranty obligations for sanitary equipment installed within the Project). Local partners noted this responsiveness as an advantage and thanked UNDP for flexibility. However, it is evident that this willingness to be responsive to the interests of local stakeholders creates excessive load on the Project team.

It should also be noted that, especially local partners and stakeholders, most often do not have sufficient capacity to properly formulate their needs and objectives based on a long-term strategy. During the interview process, the attempts to find out the expectations of local stakeholders from future UNDP projects or possible changes in the evaluated Project resulted only in expression of their wishes for investment into equipment, infrastructure, renovation of premises, etc. and also expression of expectation of continuation of the work of international projects in the region. Therefore, capacity building for local partners should be a part of the UNDP stakeholder engagement/Partnership Strategy in future projects.

Thus the Evaluation Expert concludes that the UNDP Partnership Strategy allowed the Project to respond in a flexible and timely manner to changing priorities of the partners.

E9. Are the Project's objectives and outputs clear, practical and feasible enough within its frame?

The Evaluation Expert concludes that given the activities of the Project lead to high-quality outputs, the use of the outputs leads to effects that, when accumulating, lead to changes and then to impact; while the structure of the Project objectives on the whole is clear, the objectives are achievable and economically feasible.

E10. To what extent have the stakeholders been involved in the project implementation?

As it has been mentioned, the major part of the institutional stakeholders was actively involved in implementation of the Project. Engagement of stakeholders representing the interests of the vulnerable groups relevant to the Project (women's organizations, organizations working with people with disabilities, etc.) could contribute to inclusiveness of the Project activities. While individual efforts aimed at capacity building for local key partners could contribute to increasing the level of awareness of engagement into Project activities.

Project achievements and factors that influenced the achievements

E2. To what extent were the project outputs achieved?

In order to respond to this question, the data on changes in the indicators was analyzed (based on Annual Project Reports). In addition to that, during the interviews the respondents were asked about their opinion about achievement or non-achievement of the Project outputs. According to the indicator stipulated in the Evaluation Matrix, each Project output was commented by at least 10% of key respondents. The comments contained informed judgment regarding the quantity/quality of the outputs. The findings for each of the three key Project outputs are introduced below.

Output 1. Development and promotion of the concept of socially responsible approach to SME development in small and medium-sized towns of Belarus

65% of the respondents (stakeholders and implementers) discussed the output during the key informant interviews and noted positive changes in this sphere.

According to the APR 2019 (indicator 1.1), the number of people taking part in the information and educational Project activities increased by 39% (the value of the indicator is 277, while the target indicator is 200).

Output 2. Establishing business incubators/training centers for small and medium businesses (SME) at the selected town-forming enterprises and supporting the qualifying small businesses, including through the credit line provided by the Development Bank of the Republic of Belarus (DBRB)

This output was not achieved to the full extent due to the changes in the focus of the Project (see R4). Business incubators and entrepreneurship support centers were established in the pilot towns, which significantly influenced the SME support. Financial support to the SMEs registered and operating in the pilot districts in Viciebsk and Mahilioŭ regions was provided with the funds of the DBRB, while the Project activities were not directly related to key town enterprises.

Taking into account the changes in the Project focus from key town enterprises to SMEs; and changes in SME support from business incubators to entrepreneurship support centers, one can note that 4 out of 6 entrepreneurship support centers significantly improved the quality and increased the volume of work with the SMEs. Two entrepreneurship support centers (in Krychaŭ and Hlybokae) effectively used the Project funds to support the activities for SMEs, however, they require for further capacity building to ensure independent service provision to SMEs.

If one is to evaluate achievement of this output based on the indicator 2.3 (Small and medium-sized enterprises established due to the measures to support entrepreneurship and industrial cooperation in pilot towns), the number of registered enterprises in 2019 amounted to 27, while the target value was 20.

Output 3. Creation of favorable conditions for the development of small business and production cooperation in small and medium-sized towns.

During the key informant interviews, 100% of the respondents noted positive changes in the conditions for the SME development and production cooperation in the pilot regions. 60% of the online survey respondents noted creation of additional opportunities for business education, 48,9% noted increase in the entrepreneurship initiative, 35,6% noted positive changes in the entrepreneurship support infrastructure.

According to the 2019 APR, Output 3 indicators were achieved or over-achieved, specifically:

- Indicator 3.2. Business matchmaking sessions (BMS) held to expand the cooperation in the EAEU: actual number of sessions held in 2019 – 3, target indicator for 2019 – 3.
- Indicator 3.3. Cooperation agreements signed, including businesses from the Russian Federation and the Republic of Kazakhstan: actual number in 2019 – 9, target indicator for 2019 – 0.
- Indicator 3.4. Multi-stakeholder projects developed in the pilot towns to facilitate the collaboration between Government, NGOs and businesses: actual number in 2019 – 6, target indicator for 2019 – 5.
- Indicator 3.6. The professional capacity in the field of industrial cooperation and investment attraction improved: experts trained to analyse value chains, to apply international best practices in the social and economic development of small towns and to enhance competitiveness of the selected regions: actual number in 2019 – 27, target indicator for 2019 – 15.

E5. What factors contributed to effectiveness or ineffectiveness (of the Project)?

Implementation of the Project jointly with the Ministry of Economy contributed to involvement of a wide range of stakeholders into the Project, allowed to strengthen communication between the representatives of business community of the pilot regions and local authorities. On the other hand, different approaches to the procedures and implementation of the Project in governmental agencies and the UNDP, as well as the lack of interaction experience (the Project was one of the first projects implemented in this format in Belarus), had negative impact on the speed of decision-making on certain issues (for example, selection and approval of pilot regions). At the same time, a number of interviewees note that this Project contributed to faster and more successful launch and implementation of international projects (including UNDP projects) with economic focus.

E13. How and why the outcomes (listed as the outputs in the project document) and the strategies contribute to the achievement of the expected results?

Output 2.1: National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods.

The Project made a significant contribution into achieving the output: the system and the structure of the entrepreneurship support centers (4 out of 6) operate within the developed strategy; the level of interaction with the actors at the local and regional level fully complies with the national priorities and SME support strategy. The services of the entrepreneurship support centers are in demand. Various models of the entrepreneurship support centers created within the framework of the Project demonstrate a wide range of approaches and allow to use the experience of the Project for dissemination and upscaling.

Output 2.2: Inclusive and sustainable socio-economic policies developed and implemented in selected sectors.

On the one hand, the Project made a significant contribution to an inclusive dialogue on socio-economic policies in the pilot regions at the national level. This was confirmed by 13 out of 15 interviewed stakeholders and regional partners. On the other hand, lack of strategic planning for the development of individual territories is observed at the local level (this was mentioned by three out of four interviewed representatives of local authorities at the district level. The Project managed to launch the process of agreeing on the vision, and in some regions forming the need for strategic planning; which is an excellent result for a project with such a small budget and tight deadline for implementation of the activities (all the interviewed representatives of local authorities at the district level confirmed this).

E6. In which areas does the project have the greatest achievements? What and why have been the supporting factors? How can the project build on or expand these achievements?

6 pilot regions were selected in Belarus to implement the Project. The approaches to organizing the entrepreneurship support centers and the Project outputs vary across the districts.

When answering the question about the Project outputs, the respondents mentioned the following most often: improvement in the infrastructure for entrepreneurship support and business environment, increase in entrepreneurship activity and initiative, business literacy, increase in the number of SMEs, craftsmen and self-employed. It should be noted that the overwhelming majority of the answers are positive (89% of the interviewees). This was facilitated by the big number of educational events, consultations, establishment of the entrepreneurship support centers – information, knowledge and skills received by the participants through the Project; the participants developed confidence in their strength, new ideas on starting a business or business development.

E7. In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome now or in the future?

Several interviewees (3 out of 27 who answered the question) noted lack of visible Project effects. This may be due to the fact that these effects take a longer time to develop. In addition, the COVID-19 pandemic and the pause in many sectors of the economy had negative impact and became an obstacle to the development of the potential effects (business creation and development). Another factor is the difficulty in differentiation of the Project effects for direct evaluation: in the executive committees the process of registration and liquidation of legal entities goes on continuously, and statistics is collected by the total number over certain period of time.

Two entrepreneurship support centers out of six supported centers may be considered very successful, two – moderately successful, two – requiring additional efforts and improvement of the operation model. In order to develop the entrepreneurship support centers, which are 100% managed by the local authorities (utility enterprises), additional and significant efforts are required in the sphere of capacity building in the future both at the level of management and the team of the entrepreneurship support centers, and at the level of strategic planning and data management system of the entrepreneurship support centers.

The practice of involving experts/organizations from Minsk into management and/or development of local entrepreneurship support centers has proved to be effective; from the perspective of evaluation, this is a good practice suitable for dissemination and expansion.

E8. What, if any, alternative strategies would have been more effective in achieving the project objectives?

When answering the question about alternative ways for Project implementation, 6 out of 15 stakeholders and implementers who took part in the interviews suggested that it would be advisable to increase the timeframes for implementation of such projects with allocation of additional time and administrative resources for selection of the pilot sites, as well as for support for entrepreneurship support centers over a longer period of time after launching the activities. In addition, the idea about the high potential for entrepreneurship development in the regions in cooperation with non-profit organizations and associations was mentioned. Some respondents who took part in the study tours suggested that when choosing the sites to visit, preference should be given to the less distant sites as the ones that are more promising from the point of view of establishing connections for further cooperation.

Project management

E11. To what extent are the project management and implementation participatory and does this participation contribute towards the achievement of the project objectives?

As mentioned above and in the E14 evaluation question, the Project team and the local implementation partners (in 4 out of 6 regions) demonstrated high level of involvement and participation. The established management mechanisms (in particular, the Project Board) ensured that the main stakeholders of the Project are involved in decision-making. At the local level, the Project worked closely with the local and regional authorities. During the process of organizing the events and consultations, the Project involved representatives of non-profit organizations as contractors and partners. During the interviews and according to the survey data, almost all the respondents noted the value of the Project activities to promote partnerships at different levels: intersectoral partnerships, establishing partnerships with entrepreneurs from other regions of the Project as well as with organizations in the Russian Federation.

Analysis of the reports and publications of the Project demonstrated that the partnership strategy was in the focus of the Project activities and was a priority. Many

respondents also noted that the contacts and partnerships built within the framework of the Project activities are valuable in terms of the further sustainability for both the entrepreneurship support centers and the SMEs supported by the Project.

Thus, the opinions of all stakeholders were taken into account throughout Project development, management and implementation; the participation of all the stakeholders made a significant contribution to achieving the Project objectives and sustainability of the results.

E14. Has the project been effectively undertaking adaptive management in order to respond to changing conditions?

During preparation and implementation of the Project, the UNDP team faced several situations when it was necessary to apply the principles of adaptive management and change certain approaches to work.

1. During Project concept preparation, the strategy of activities was initially based on the fact that the state policy of local economic development would focus on downscaling the key town enterprises. The strategy changed later and by the start of the Project, the focus switched to SME development and development of entrepreneurship support structures. The Project had to revise the share and content of a number of activities based on the changes in the focus (in particular, within the framework of Outcome 2).
2. The inception stage of the Project involved quick selection and approval of the pilot territories. This process was delayed due to a number of reasons, which led to a general delay in implementation of a number of activities. Under these circumstances, the Project team had to reorganize the order of Project activities' implementation.
3. The new Project area was added on development of women's entrepreneurship, supported by Visa Inc.
4. At the beginning of 2020 active phase of the global COVID-19 pandemic coincided with the no-cost extension period of the Project, which led to restrictions under the UN/UNDP procedures and national regulation of public events. The Project team had to reallocate the resources that were to be used during this period.

The analysis of respondents' answers, Project documentation and data of the online survey showed that the Project team coped with these challenges with the exception of the situation with the delay in selecting the pilot territories, which has already been described in detail earlier. The Project Board mechanism played an important role in ensuring flexibility in decision-making; all significant decisions were adopted by the Project Board. In the course of the interviews and online survey, a lot of respondents expressed gratitude to the Project team; the respondents expressed high appreciation the work of the Project team.

During implementation of the Project, the team regularly monitored and responded in a timely manner to the problems and difficulties that it encountered while implementing appropriate management solutions. To optimize the processes associated with implementation of construction and installation works, part of the

tasks was outsourced to the Construction Engineering Specialist. The team worked in close contact with the on-site contractors, which allowed to resolve all emerging issues promptly.

Thus, the Project effectively responded to the changing conditions and effectively adopted the adaptive management techniques.

Efficiency

Y1. To what extent was the project management structure outlined in the project document efficient in generating the expected results?

The efficiency of the Project is evaluated as high. Despite the complex approval procedures and changes that were made to the Project at various stages of its implementation, all the main objectives of the Project document were implemented.

During the interview, 75% of the interviewed implementers were able to provide explanations about the challenges they faced during the implementation of the Project and the adopted response. 78% of the respondents associate the Project outputs with the activities that were planned in the Project Document.

The fact that 100% of the procurement was carried out directly by the UNDP Project team, on the one hand, contributed to high transparency of the procedures, and on the other hand, this created a high burden for the Project team and negatively affected the involvement of local partners and their capacity.

Y2. To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?

Y3. To what extent has there been an economical use of financial and human resources? Have the resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the outcomes?

The financial resources of the Project were used in a cost-effective way. Distribution of funds and procurement was carried out according to the UNDP procedures. 91% of the respondents noted the transparency in the use of the Project funds.

All the respondents consider that communication with the Project team was clear and open. 64% of interview participants can name the key Project outcomes and give a reasonable judgment about their contribution to achievement of the Project objectives.

Almost all the respondents involved in Project management processes (respectively, those who had access to information about the Project's Work Plans) noted the delay in implementation of the activities caused by protracted communication on the approval of the pilot territories. This aspect is also reflected in the APR 2019: The process of selecting the pilot towns took much longer than expected. By the end of 2017, 4 out of 5 pilot towns had been selected, and this situation led to a delay in equipping the business incubators in accordance with Activity 2.5 of the Work Plan for

2017. Initially, the Project Board decided to invite the local authorities of small towns to participate in the Project through the regional executive committees of Viciebsk and Mahilioŭ regions, but this did not ensure sufficient number of applications.

After several discussions of this situation with those who were involved in communication on the issue, the Evaluation Expert concluded that one of the reasons for the delay was the changes in the key staff in the Ministry of Economy (Head of the Department for Entrepreneurship) and in the UNDP (Programme Officer of the Economic Portfolio) during respective period of time. The Project Manager could not independently discuss these issues at the appropriate level. As a result, the delay was eliminated only after the issue was discussed at a higher level of decision-makers from the UNDP and Ministry of Economy.

Sustainability

Financial sustainability

S1. Are there any financial risks that may jeopardize the sustainability of the project outputs?

Based on the Project Document and Project reports, the Project activity focuses on investment (into the competences of the local specialists, infrastructure, etc.). The entrepreneurship support centers received minimal support for operational expenses and had to take care of the operational sustainability of the entrepreneurship support centers from the very beginning of the Project activity. 4 out of 5 interviewed entrepreneurship support centers were able to describe how their operational sustainability strategy will be ensured and announced specific amounts that will support the entrepreneurship support center's budget. At the same time, all the entrepreneurship support centers emphasized that with the end of the Project they will not be able to carry out as many events and consultations as when receiving UNDP funding; while the direction of study tours will be basically closed down.

Financial planning of both the entrepreneurship support centers and SMEs is very short term. The interviews were conducted in April 2020, and according to KII respondents, the main risks to financial stability are associated with low demand for the services of the entrepreneurship support centers due to COVID-19 pandemic, which had an impact on all sectors of the economy. Small businesses have almost no savings or reserves, so they are very vulnerable to changes in the economic environment.

S2. To what extent will the financial and economic resources be available to sustain the benefits achieved by the project?

Financial sustainability of the Project is evaluated as high. 4 out of 6 interviewed entrepreneurship support centers established within the framework of the Project will continue working after the end of the Project. The entrepreneurship support centers are planning to rely on the income from consulting services, rental of premises, events, participation in international technical assistance projects. 70% of the interview participants can explain ways to support the sustainability of the Project results.

As mentioned above (in S1), based on the Project strategy the entrepreneurship support centers had to take care of the operational sustainability, therefore each entrepreneurship support center has a vision of how to ensure operation after the end of the Project.

Availability of financial and economic resources to maintain the Project outputs at the operational level may be evaluated as high, and in terms of ongoing investment, further development or multiplication of the results, it may be evaluated as low.

Risk management

S3. Are there any social or political risks that may jeopardize sustainability of the project outputs and the project's contributions to the Country Programme outputs and outcomes?

Social and political risks such as changes in economic policy on small and medium-sized enterprises and economic downturn were identified during the process of Project document development. Accordingly, measures were taken to respond to these risks. These aspects were regularly monitored by the Project team, which is reflected in the annual reports to the donor. Implementation of the Project together with the national partner allowed to effectively manage these risks and mitigate the negative impact on the Project outputs.

All the interviewed respondents from among those influencing economic policy at the local, regional (oblast) and national levels noted that the development of small and medium-sized business is a priority. The number of newly registered enterprises, as well as the number of jobs created by these is the indicator that is tracked within the framework of the national monitoring system (monitoring of target indicators); local authorities report on these indicators and their activities.

S4. Do the legal frameworks, policies, governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of the project outputs?

The Project was developed taking into account the policy on SME development and support, regulatory framework and management structure in the Republic of Belarus. The Project activities were aimed at raising awareness, presenting best practices and cases of SME development, and organization of consultations on topical issues of legal and practical aspects of doing business. In this regard, the risk of negative impact of the factors mentioned in the evaluation question on sustainability of the Project results is minimal.

During the interview process, the respondents who were in general prepared to discuss the topic of risks, most often mentioned the entrepreneurial risks of doing business and external factors that affect their business at a given moment (in particular, the issue of COVID-19 and decline in demand for goods/services). During the discussion about the risks, significant risks associated with the level of economic development were centered around the following topics a) planning and implementation of investment projects (risk of termination of an investment agreement and the need to pay incentive amounts received), b) risks of subsidiary liability of the

owners in the event of business bankruptcy, c) risk of non-payment and delays in settlements for services rendered/products supplied by state-owned enterprises that dominate the economy of most districts (in particular, the belief that debt collection is impossible in practice even through the courts).

However, the work with the above mentioned risks was not the subject of the Project activities and was not envisaged, therefore this did not have a direct impact on the sustainability of the Project outputs.

S5. To what extent did the UNDP actions pose an environmental threat to the sustainability of the project outputs?

During the risk analysis of the Project, no factors that would pose environmental threat were identified. None of the respondents mentioned risks or environmental factors as important or relevant to the Project. At the same time, there are some business projects introduced by entrepreneurs and one of the entrepreneurship support center (Barań) that include environmental issues into their strategies. In particular, within the agricultural cooperative established within the framework of the Barań entrepreneurship support center the private household plot is planning sell the products that were called “environmentally friendly” or “organic” by the respondents, despite the fact that the farm and processing system did not undergo appropriate certification. Also there is a farmstead among the beneficiaries of the Project in Mscislaŭ that positions its products as healthy and environmentally healthy.

Project documentation (Project Document, Project reports) does not contain specific strategies, goals or indicators related to environmental issues. According to the Project Document, the Project is categorized as “Low risk” under the Social and Environmental Screening Procedure (SESP); respective report is Annex 1 to the Project Document. The SESP procedure assumes that if people affected by the Project express concerns and/or dissatisfaction with the social and/or environmental performance of the Project during and after the implementation of the Project, stakeholders will be able to use the complaints mechanism at the Project level and/or at the UNDP Country Office level. According to the documents provided to the Evaluation Expert, no such requests were received by the UNDP Country Office in Belarus.

Throughout the direct observation process, there were no visible attributes identified in the entrepreneurship support centers visited by the Evaluation Expert that would reflect the concern of the staff about environmental issues (separate waste collection, not using disposable tableware, other aspects of sustainable consumption). During the interviews the entrepreneurship support centers in Barań and Mscislaŭ (Mscislaŭ entrepreneurship support center also during the visit to the office) demonstrated interest and/or experience of partnership with NGOs that keep the topic of environment in their focus (New Eurasia Foundation, Support Programme of Belarus, “Education for Sustainable Development Association”, “APB-BirdLife Belarus”). However, partnership with these organizations is not part of this UNDP Project.

Therefore, the Evaluation Expert came to the conclusion that the issues of environmental protection, sustainable consumption, biodiversity and etc. were not in the focus of the Project and therefore do not impact sustainability of the Project

outputs. At the same time, some Project partners are planning to build sustainability of their work with the help of future partnership projects, including environmental projects with NGOs; while the UNDP Country Office has implemented the required procedures within the framework of SESP.

S6. What is the risk that the level of stakeholders' ownership will be sufficient to allow the project benefits to be sustained?

The Evaluation Expert reviewed the Project documentation and identified the key stakeholders; the Expert held the interviews with these stakeholders. Almost all the interviewees demonstrated high level of ownership of the Project activities, goals and strategy of the Project, share its importance and usefulness for local development. The Project Document also contains analysis of internal and external factors that may affect the Project. 48% of the respondents can explain risk management methods and their impact on Project sustainability.

In general, the analysis of the interest of the stakeholders in the Project showed mainly the consumer nature of this interest ("it's great that they helped us"). It is only the representatives of the Ministry of Economy, Development Bank and UNDP who see the strategic perspective of the Project activities, evaluate it as a tool for testing and piloting technologies and practices, a mechanism for establishing intersectoral partnerships, etc.

The end beneficiaries (entrepreneurs) generally refer to the Project as a source of gratuitous resources (for training, financial support, consultations) and note that the "free of charge services" are one of the values of the Project; while the attempts to discuss the issue whether they are prepared to pay for similar services (very valuable services of the Project, according to them) lead to confusion. Accordingly, the expectations from the Project are to "continue holding free events in the future to provide free services".

Local authorities and entrepreneurship support centers have a higher level of Project awareness. In addition to the value of gratuitous aid, they declare an understanding of higher-level objectives (support to SMEs as a mechanism for economic sustainability of the districts and towns, creating jobs, employment and self-employment, etc.). However, only one representative of the district executive committee and 3 entrepreneurship support centers managed to formulate a vision of how they would continue the work initiated within the framework of the Project, mentioned the ideas about attracting resources (mainly through international programs and grants), requested expert assistance not only in the form of the possibility to pay experts and speakers, but also in terms of organizational development for the entrepreneurship support entities. And only the respondents of two interviews (from among direct and end beneficiaries) managed to identify the key mechanisms for supporting entrepreneurship, implemented by the Project and expressed the desire to continue using them upon the end of the Project.

Therefore, on the one hand, one may conclude with confidence that the investment in entrepreneurship training, entrepreneurship support infrastructure, methodological manuals and materials will be sustainable. On the other hand, the level of awareness of the methodological framework of the Project and its strategy is too low, and there

are very limited resources independent from the UNDP to continue the activities initiated and piloted within the Project. Thus, at least one more cycle of project financing from the UNDP or other organizations would be required to ensure the sustainability of the Project at the level of the system (rather than infrastructure) of supporting entrepreneurship at the level of small towns.

Operations and methodological sustainability

S7. To what extent do the existing mechanisms, procedures and policies allow the primary stakeholders to carry forward the results attained on gender equality, women empowerment, human rights and human development?

By focusing on certain vulnerable groups (women, unemployed, residents of remote regions, youth) the Project contributed to raising awareness about the problems and rights of these groups of population, as well as about the mechanisms to support them. The majority of the respondents indicated certain categories of beneficiaries among women whose quality of life was significantly influenced by the Project (single-parent mothers, girls-students, mothers with many children). None of the respondents mentioned the issues of human rights and human rights-based approach as one of the Project's priorities.

As mentioned earlier, both at the Project level and at the level of the strategies for the activities of the entrepreneurship support centers and businesses supported within the framework of the Project, no special plans/strategies/procedures were developed aimed at achieving specific results in terms of gender equality, women empowerment, human rights and human development (except for the action plan under the component of women's entrepreneurship development, supported by Visa Inc.). Thus, the activities related to gender equality and women empowerment were managed through the UNDP procedures and gender equality monitoring system within the UNDP; while the activities in the sphere of mainstreaming the interests of vulnerable groups, people with disabilities, environment, human rights and human development were not managed.

Thus, the mechanisms, procedures and strategies to motivate key stakeholders to achieving the results related to gender equality, women empowerment, human rights and human development were elaborated to quite small extent.

S8. To what extent do the stakeholders support the project long-term objectives?

As noted earlier, the results of the interviews with the stakeholders demonstrated a high degree of support and ownership in relation to the long-term goals of the Project. As mentioned in S6, the overwhelming majority of the respondents demonstrate ownership of the Project activities, goals and strategy of the Project. At the same time, the analysis of the interest of the stakeholders in the Project showed mainly the consumer nature of this interest ("it's great that they helped us"). It is only the representatives of the Ministry of Economy, Development Bank and UNDP who see the strategic perspective of the Project activities, evaluate it as a tool for testing and piloting technologies and practices, a mechanism for establishing intersectoral partnerships, etc.

The end beneficiaries (entrepreneurs) generally refer to the Project as a source of gratuitous resources. Local authorities and entrepreneurship support centers have a higher level of awareness, but they generally find it difficult to formulate a vision of how they will continue the work initiated within the framework of the Project; and only the respondents of two interviews (from among direct and end beneficiaries) managed to identify the key mechanisms for supporting entrepreneurship, implemented by the Project and expressed the desire to continue using them upon the end of the Project.

Thus, on the one hand, one may conclude with confidence that the stakeholders support the long-term Project objectives; on the other hand, this support is not clearly translated into further plans or strategies. Such support is provided by operational resources and is very limited in terms of development resources.

S9. To what extent have the lessons learned been documented by the project team on a continual basis and shared with the appropriate parties who could learn from the project?

The experience gained during the implementation of the Project was regularly analyzed by the Project team and reflected in the reports, which allowed to promptly respond to the changes and challenges. In addition to the Project progress data, Project risk monitoring, incident analysis, the annual reports to the donor contain lessons learned. Specifically, the 2019 report contains the following summary of the documented lessons:

1. The Project received significant support from the local partners, which accelerated procurement and delivery of equipment for the business incubators in 2018. Local executive committees in small and medium-sized towns in Belarus are highly respected, and as the Project team observed the selection and equipment of the 6 pilot business incubators in the second half of 2018, they acted as highly supportive partners of the Project.
2. The activities organized to enhance cooperation between the Project partners and beneficiaries were very productive. This is confirmed by the participants of the internship organized in November 2018 for 15 representatives of the pilot business incubators and participants of other Project events. This thesis may also be traced in the reports of the mentors who provided expert advice and monitored the implementation of the development plans for the pilot business incubators.
3. The partnership with the Development Bank of the Republic of Belarus successfully developed at various levels, including signing a memorandum of intent and holding general educational and information events. Inviting the experts from the Development Bank to participate in the trainings improved the quality of the events and gave the participants the opportunity to get first-hand information, and also helped to reduce the costs and conduct more trainings than originally planned. As a result, the Project activities contributed to an increase in the number of SMEs financed by the Development Bank in Viciebsk and Mahilioŭ regions.
4. The process of selecting the pilot towns took much longer than expected. By the end of 2017, 4 out of 5 pilot towns had been selected, and this situation led to a delay in equipping the business incubators in accordance with Activity 2.5

of the Work Plan for 2017. Initially, the Project Board decided to invite the local authorities of small towns to participate in the Project through the regional executive committees of Viciebsk and Mahilioŭ regions, but this did not ensure sufficient number of applications.

The description of each of the lessons learned contains recommendations for addressing the identified problematic issues.

Thus, it may be concluded that the Project team documented the experience gained on an ongoing basis and ensured proper analysis.

S10. To what extent do the UNDP interventions have well-designed and well-planned exit strategies?

The quality of development and planning the interventions implemented within the framework of the Project was very high. Development of the entrepreneurship support infrastructure was in the focus, along with capacity building and an increase in the entrepreneurship initiative in small towns and adjacent districts of Belarus. According to the online survey, these Project areas were most supported by the respondents: about 60% of the respondents mentioned the additional opportunities created for business education in SMEs as one of the most significant effects of the Project; about 48% of the respondents noted increase in the level of entrepreneurship initiative in the sphere of SMEs; about 35% participants of the survey think that entrepreneurship support infrastructure significantly improved. During the interviews, the respondents mentioned the focus on investment into infrastructure and capacity building as the key to sustainability and long-term effect of the Project outputs. In this sense, the principle of selecting Project activities may be considered as part of the successful exit strategy.

The main challenge associated with the exit strategy is the lack of a post-project activity plan for the entrepreneurship support centers (supported by the Project) and the departments of economy at the level of the small town/district. There are some elements of the vision formed based on the Project activities and there are some planning attempts not related to the Project activities. In this sense, the exit strategy planning system at the level of local partners requires additional attention from the UNDP when planning future SME development projects.

Impact

The ToR did not contain any specific impact related questions, however the description of the evaluation objectives mentioned that the long-term impact potential should also be assessed. Taking into account the fact that impact is an important element of any evaluation, the Evaluation Expert added another evaluation question related to Impact:

I1. What kind of potential for the long-lasting impact of the project interventions can be identified?

According to the participants of the interviews, the Project has high potential for long-term impact. 82% of the interview participants associate the changes that occurred

due to the Project with its goals and objectives. 6% of the respondents noted negative factors of influence of the Project. In the online survey, each of the thematic areas of the project received a response from at least 10% of the participants and positive feedback. However, the attempts to discuss the effects of the impact level with the respondents were usually limited to achievements that are at the level of results or effects in the Project strategy. And the theses of the level of impact that we managed to get during the discussion most often resulted in general wording, such as “the business environment has developed” or “the interest in entrepreneurship has increased”. Therefore, it is not possible to identify statistically significant or verified triangulations of the impact level.

The Evaluation Expert identified the individual effects that may be acknowledged as highly probable hypotheses describing the long-term impact of the interventions carried out within the Project, and that may be evaluated in some time:

- The entrepreneurs understood that they may refer to the local authorities for support; and they may receive the support.
- The fear of communicating with the officials was eliminated.
- The stakeholders learned to build partnerships and established partnerships with other regions in the country and beyond.
- The stakeholders believe that international technical assistance projects may be useful to regular people.
- The experience of implementing the “Small Towns” Project facilitated initiation of a number of larger-scale economic development projects, such as “Local Development” and etc.

Human rights and gender equality

H1. To what extent have the poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project?

The Project was mostly targeted at supporting the unemployed, low-income residents of sparsely populated and remote regions, women and youth. 78% of the respondents were able to recall at least two vulnerable groups whose interests were taken into account by the Project. Women and low-income residents were mentioned more often than others. Women were often referred to in the context of “single women”, “single-parent mothers” and “mothers with many children”. People with disabilities (different wording) were mentioned by no more than 10% of the respondents.

The infrastructure sites of the Project have limited accessibility for people with disabilities. The local partners have made almost no special efforts and do not have a vision/plans for targeted involvement of people with disabilities and other specific vulnerable groups in entrepreneurship activities, do not have stable contacts with organizations that keep the interests of people with disabilities in their focus.

At the same time, the Project worked quite effectively to mainstream the interests of women. Most of the respondents mentioned certain groups of women as groups that received special attention and support within the framework of the Project. A number of activities was implemented as part of the support from Visa Inc. within the

framework of the Project; these activities were targeted at supporting women's entrepreneurship (see the answer to question H2 for more details).

Evaluating the impact of the Project as an activity that focuses on the poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups, it can be concluded that they benefited from the Project activities to a moderate extent, while women benefited from the Project to high extent.

H2. To what extent have gender equality and women empowerment issues been addressed in the design, implementation and monitoring of the project?

As mentioned in the answers to questions H3 and H4, Project documentation pays adequate attention to the issues of mainstreaming of the interests of women. Over 80% of the respondents clearly link the activities and outputs of the Project with the interests of women and human development.

In the initial version of the Project Document, the topic of women's entrepreneurship was not identified as a separate focus, strategy or priority. However, the Project also raised additional funds from Visa Inc. to implement a number of activities directly aimed at developing and supporting women's entrepreneurship. These activities were properly planned and implemented, which may serve as an example of systemic and purposeful activities targeted at the interests of women.

Monitoring data, annual reports data and indicator values (wherever relevant) includes statistics on men and women. The analysis of the values of these indicators of the annual reports demonstrates that there is a balance of the number of men and women among the Project beneficiaries (even without taking into account the component supported by Visa Inc.), and most often on the outcome the number of women exceeds the number of men.

Thus, during Project implementation, considerable attention was paid to the issues of gender equality and women empowerment.

H3. Is the gender marker data assigned to this project representative of reality?

The documentation analysis confirmed that gender statistics separately registered data on participation of men and women in Project activities. Indicator data (where applicable) additionally takes into account men and women. There is no data on gender identification other than "man" and "woman" in the Project documentation and reports. However, during the interview, none of the respondents raised this issue. The content analysis of the main printed products of the Project demonstrated that the materials contain accents related to promotion of the ideas of women's entrepreneurship, interests of women, and relevant statistics is provided.

H4. To what extent has the project promoted positive changes in gender equality and women empowerment? Were there any unintended effects?

As mentioned in H2, over 80% of the respondents clearly link the activities and outputs of the Project with the interests of women and human development. Project documentation and materials include elements of gender mainstreaming and

promotion of the interests of relevant vulnerable groups. The respondents did not mention the topic of human rights and human rights-based approach in their responses.

Gender balance and equality of approaches may be observed among the implementers, experts and beneficiaries of the Project. Several respondents noted the bias towards supporting women's interests as one of the unintended effects of the Project.

8. Recommendations

1. To increase the implementation timeframes and budget for such projects with allocation of additional time and administrative resources for selection of pilot regions/towns. Whenever possible, to identify pilot regions at the stage of drafting the Project Document; to stipulate the mechanism for replacing the pilot regions.
2. To pay attention to the systemic organizational development of the entrepreneurship support centers, in particular to the development of strategic development plans for the entrepreneurship support centers after the end of support within the framework of the Project. To pay attention to the strategy of supporting entrepreneurship support centers after launching the activities for a longer period of time. Whenever necessary, to pay attention to the strategic planning of SME development at the district/regional level.
3. To initiate a new project as follow-up to the evaluated Project. To disseminate the experience of the Project on entrepreneurship development in the regions of Belarus in cooperation with non-profit organizations and associations. To promote partnerships between national and local organizations.
4. In the future, when planning such projects, special attention should be paid to planning the work of the Project Implementation Unit, primarily in order to reduce the workload on the Project Manager and Administrative and Finance Assistant. This may be conducted by using the National Implementation Modality mechanism to work with the local partners with appropriate level of organizational development, mechanism for providing sub-grants/holding contests of initiatives, engagement of additional specialists to work in the Project Implementation Unit during the periods of the greatest workload on the team.
5. In cases when there is significant amount of construction and installation works envisaged in the Project Work Plan, it is recommended to consider the feasibility of engaging an engineering organization as a contractor to perform the functions of the construction customer.

9. Lessons learned

Implementation of the activities by an **experienced partner** with national, central-level experience, significantly increases the likelihood of success and sustainability of the results of the activities (example of the pilot areas of Mscislaŭ and Barań).

Entrepreneurship support centers being a part of unitary enterprises require for additional **capacity building efforts** to ensure their efficiency and sustainability. When planning activities based on such entrepreneurship support centers, it is necessary to reserve additional time and resources for conducting approval procedures with the local authorities or other supervising authorities.

In the event that the inception stage of the Project implementation occurs during the changes in staffing of the position of the Programme Officer or Portfolio Manager, additional involvement of the lead/senior UNDP Programme Officers is required to

ensure the continuity and effective use of the working time in communication processes with the national Implementing Partner.

Annex 1. Evaluation matrix

| Relevance | | | | |
|--|---|---|---|--|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| Project relevance to the main priorities of the National Socio-Economic Development Programme, SDGs and UNDP strategic framework | <p>R1 To what extent was the project in line with the national development priorities, the Country Programmes's outputs and outcomes, the UNDP Strategic Plan and the SDGs?</p> <p>R2 To what extent does the project contribute to the theory of change for the relevant Country Programme outcome?</p> <p>R3 To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?</p> | <p>At least 50% of the interviewed stakeholders can explain how the project goals contribute to achieving the National Socio-Economic Development Programme, SDGs and UNDP Strategic Plan.</p> <p>The project structure allows to trace the line with the National Socio-Economic Development Programme outputs and outcomes, SDGs and UNDP Strategic Plan.</p> | <p>Desk Research</p> <p>Key Informant Interview</p> | <p>The project documentation assessment</p> <p>The National Socio-Economic Development Programme</p> <p>The UNDP CP, the UNDAF, Relevant the UN/UNDP's Strategic documents</p> <p>Minutes of the Key Informant Interviews (KII) with the stakeholders</p> <p>KII1. What contributions of the project to the socio-economic development of Belarus do you see? What do you think is the benefit of the project for the country/region?</p> <p>KII2. What, in your opinion, was the essence of the project? Why the UNDP initiated this project? What is the interest for the UN to support it?</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> |

| Relevance | | | | |
|--|--|---|---------------------------|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| To what extent the project stakeholders demonstrate good mindfulness of their participation and high level of local ownership? | R4 To what extent were the perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes? | Not less than 50% of the representatives of the project implementers and not less than 30% of the regional implementers can explain in their own words the core essence of the project (describe 3 levels of the project objectives in the part of activities related to them). | Key Informant Interview | <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>KII4. Please, clarify your role in the project.</p> <p>KII5. Could you please explain the general project structure in your own worlds?</p> |

| Impact | | | | |
|---------------|--|---|---|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| | I1 What kind of potential for the long-lasting impact of the project interventions can be identified? (Not specified in the ToR) | <p>Minimum 50% of the feedback on the project impacts consistent with one of the project objectives or the overall objectives.</p> <p>Not more than 10% of the feedback comments on unexpected project impacts have negative influence.</p> <p>Each of the project outcomes has comments from at least 10% of Online Survey respondents</p> | <p>Key Informant Interview</p> <p>Online Survey</p> | <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>The Online Survey Data</p> <p>KII6. How do you see the long-term effect of this project? How did it influence the socio-economic development of Belarus? Can you name some foreseen and unforeseen effects of the project?</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> |

| Effectiveness | | | | |
|-------------------|--|---|---|--|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| Country Programme | <p>E1 To what extent did the project contribute to the Country Programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</p> <p>E2 What factors have contributed to achieving or not achieving the intended Country Programme outputs and outcomes?</p> | <p>In the documentation (plans and reports) of the project, there are precise logical connections of high level and strategy of the Country Programme, also there are guidance on the relevant national strategies. В документации (планы и отчеты) проекта имеются четкие логические связи целей высокого порядка с целями и стратегией страновой программы, ЦУР, имеются указания на релевантные национальные стратегии.</p> <p>100% of the national and regional policy-level stakeholders (region and district executive committee, ministry of economy) can reflectively discuss contribution of the project to achievement of the relevant strategical objectives and indicators.</p> | <p>Desk Research</p> <p>Key Informant Interview</p> | <p>The UNDP CP, The UNDAF, Relevant the UN/UNDP Strategic documents</p> <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>KII7 What are the benefits of the project to the district (region, country)? How does the project aids in achieving the targets brought to the district (region, at the Ministry level)?</p> |

| Effectiveness | | | | |
|--|--|--|--|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| The stakeholders' engagement, participation and needs assessment | <p>E3 To what extent has the UNDP partnership strategy been appropriate and effective?</p> <p>E4 To what extent have the stakeholders been involved in the project implementation?</p> <p>E5 To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?</p> <p>E12 Are the projects objectives and outputs clear, practical and feasible enough within its frame?</p> | <p>Not less than 50% of the representatives of the project implementers and not less than 30% of the regional implementers can explain in their own words the core essence of the project (describe 3 levels of the project objectives in the part of activities related to them)</p> <p>Minimum 70% of the interviewed respondents can name the key project outputs and give reasonable judgement on their quality/quantity.</p> <p>The number of covered direct and indirect beneficiaries, confirmed by the lists of participants, post-training feedback questionnaires and other documents</p> <p>Activities lead to the outputs of good quality; usage of the outputs leads to the outcomes, which are accumulated in changes and impact. The outcomes and impact indicators are out of the direct zone of influence of the implementers</p> <p>Average mark of the outputs'</p> | <p>Key Informant Interview</p> <p>Desk Research</p> <p>Online Survey</p> | <p>The Lists of the participants' project activities</p> <p>The Online Survey Data</p> <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>KII4. Please, clarify your role in the project.</p> <p>KII5. Could you please explain the general project structure in your own worlds?</p> <p>OS6. To what extent the various products of the project affect your activities?</p> |

| Effectiveness | | | | |
|--|--|--|--|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| | | usefulness is 70% from the maximal scoring | | |
| Project achievements and influencing factors | <p>E6 To what extent were the project outputs achieved?</p> <p>E7 What factors contributed to effectiveness or ineffectiveness?</p> <p>E8 How and why the outcomes (listed as the outputs in the project document) and the strategies contribute to the achievement of the expected results?</p> <p>E9 In which areas does the</p> | <p>Each of the project outputs has comments from at least 10% of KII respondents with the reasonable judgement on their quality/quantity.</p> <p>Comments/feedback from the respondents KII are mostly positive (marks 3 and higher are given by at least 2/3 of the respondents). The proposals on following up and further improvement of the project outputs are constructive and applicable for further development and expansion of the project activities.</p> | <p>Desk Research</p> <p>Key Informant Interview</p> <p>Online Survey</p> | <p>The project documentation assessment</p> <p>The analysis of publications and success stories of the entrepreneurs published by the project and published in the press</p> <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>The Online Survey Data</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> <p>KII8. If you had to go back to the starting point of the project,</p> |

| Effectiveness | | | | |
|--------------------|---|---|--|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| | <p>project have the greatest achievements? What and why have been the supporting factors? How can the project build on or expand these achievements?</p> <p>E10 In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?</p> <p>E11 What, if any, alternative strategies would have been more effective in achieving the project objectives?</p> | The degree of satisfaction of the target group representatives of their participation in the project activities | | <p>what would you have done differently during its implementation?</p> |
| Project Management | <p>E13 To what extent are the project management and implementation participatory and does this participation contribute towards the achievement of the project objectives?</p> <p>E14 Has the project been effectively undertaking adaptive management in order to respond to changing conditions? Осуществлялось ли в рамках проекта Эффективное адаптивное</p> | The project management hasn't faced any significant problems or these difficulties have been regularly monitored and timely responded to by the appropriate management decisions. | Desk Research Key Informant Interview | <p>The project documentation assessment</p> <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> <p>KII9. What challenges did you face during the project? What steps were taken to overcome it?</p> |

| Effectiveness | | | | |
|---------------|--|-------------------------------|---------------------------|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| | <p>управление в целях реагирования на изменяющиеся условия?</p> <p>Эффективно ли осуществлялось адаптивное управление проектом в целях реагирования на изменяющиеся условия?</p> | | | |

| Efficiency | | | | |
|--|---|--|--|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| How efficient have the project been used for achieving the objectives? | Y1 To what extent was the project management structure outlined in the project document efficient in generating the expected results? | <p>Not less than 50% of the representatives of the project implementers can explain how they overcame the challenges faced during the project.</p> <p>Minimum 50% of the representatives connect the project outcomes with the planned in the project document activities.</p> | <p>Desk Research</p> <p>Direct observation</p> <p>Key Informant Interviews</p> | <p>The project documentation and reports (in specific – decisions of the PSC and other relevant evidences on the management decisions)</p> <p>The observations of the EE during the field phase</p> <p>KII9 What challenges have you met during the project? How did you overcome it?</p> <p>KII10. If we were planning our future activities, what kind of</p> |

| Efficiency | | | | |
|--|--|---|--|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| | | | | capacity building would you recommend for the PIU and the Project Management? Please, justify. |
| How efficient have the main project resources been used in achieving the objectives? | <p>Y2 To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?</p> <p>Y3 To what extent has there been an economical use of financial and human resources? Have the resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the outcomes?</p> | <p>At least 70% of the respondents note transparency of the project spending.</p> <p>At least 70% of the respondents note clear and open communication among the project team</p> <p>Minimum 50% of the interviewed respondents can name the key project outcomes and give reasonable judgement on their contribution in achieving the project goals.</p> | <p>Desk Research</p> <p>Direct observation</p> <p>Key Informant Interviews</p> | <p>The project documentation</p> <p>The observations of the EE during the field phase</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> <p>KII11. How, in your opinion, the project provided the principle of 'maximum results with least resources'? Has it been reached?</p> |

| Sustainability | | | | |
|--------------------------|---|---|--|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| Financial sustainability | <p>S1 Are there any financial risks that may jeopardize the sustainability of the project outputs?</p> <p>S2 To what extent will the financial and economic resources be available to sustain the benefits achieved by the project?</p> | Minimum 30% of the respondents can explain the ways to support the sustainability of the project outputs. | <p>Desk Research</p> <p>Direct observation</p> <p>Key Informant Interviews</p> | <p>The Project documentation</p> <p>Observations of the EE during the field phase</p> <p>KII12. What resources (in your opinion) will be available to support the project benefits in the future?</p> |

| Sustainability | | | | |
|--------------------------|--|---|--|--|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| Risk management measures | <p>S3 Are there any social or political risks that may jeopardize sustainability of the project outputs and the project's contributions to the Country Programme outputs and outcomes?</p> <p>S4 Do the legal frameworks, policies, governance structures and processes within which the project operates pose the risks that may jeopardize the sustainability of the project benefits?</p> <p>S5 To what extent did the UNDP actions pose an environmental threat to the sustainability of the project outputs?</p> <p>S6 What is the risk that the level of stakeholders' ownership will be sufficient to allow the project benefits to be sustained?</p> | <p>The project document contains the analysis of the internal and external factors that may affect the project.</p> <p>No less than 50% of the respondents can explain the methods of risk management for the project sustainability.</p> <p>R3</p> | <p>Desk Research</p> <p>Direct observation</p> <p>Key Informant Interviews</p> | <p>The project documentation</p> <p>The observations of the EE during the field phase</p> <p>Minutes of Key Informant Interviews (KII) with the stakeholders</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> <p>KII8. If you had to go back to the starting point of the project, what would you have done differently during its implementation?</p> |

| Sustainability | | | | |
|---|---|--|---|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| Operational and methodological sustainability | <p>S7 To what extent do the mechanisms, procedures and policies exist allow the primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?</p> <p>S8 To what extent do the stakeholders support the project long-term objectives?</p> <p>S9 To what extent have the lessons learned been documented by the project team on a continual basis and shared with the appropriate parties who could learn from the project?</p> <p>S10 To what extent do the UNDP interventions have well-designed and well-planned exit strategies?</p> | <p>All the factors identified in the interview process and the factors that negatively affect the sustainability of the project results according to the respondents, are either present in the project document (as the elements of the strategies or risk analysis) or could not have been predicted at the time of the project development, The respondents' strategies to improve the project sustainability are either have already been implemented, in the project or could not have been implemented within the project budget and procedures.</p> <p>H1</p> <p>R4</p> | <p>Desk Research</p> <p>Direct observation</p> <p>Key Informant Interviews</p> <p>Online Survey</p> | <p>The project documentation</p> <p>The observations of the EE during the field phase</p> <p>Minutes of Key Informant Interviews (KII) with theStakeholders</p> <p>The Online Survey Data</p> <p>KII8. If you had to go back to the starting point of the project, what would you have done differently during its implementation?</p> <p>KII9. What challenges did you face during the project? What steps were taken to overcome it?</p> <p>KII3. Please describe 3 strengths and 3 weaknesses of the project, from design to management.</p> <p>OS9. What other activities and products, in your opinion, can be useful for the development of small and medium-sized business? ?</p> <p>OS13. The project ends soon. In your opinion, what is the likelihood that the benefits of the project (methodologies, experience, knowledge, contacts, infrastructure, support) will be sustainable enough and will continue delivering benefiits in the long term?</p> <p>OS14. Please, choose one of the thesis above and give the arguments for your choice.</p> |

| Human Rights Based Approach and non-discrimination | | | | |
|---|--|--|---|---|
| Key questions | Specific sub questions | Indicators / success standard | Methods for data analysis | Data collection methods/tools and sources |
| How were the interests of vulnerable groups addressed in the project? | H1 To what extent have the poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of the project? | <p>100% of the respondents can recall at least two vulnerable groups whose interests were addressed in the project.</p> <p>No less than 50% of the respondents can clearly connect the project activities and results to the interests of women, human rights and human development mainstreaming.</p> <p>100% of the project infrastructure is friendly for the disabled.</p> <p>The project documentation, visibility materials and products include elements of gender mainstreaming, disability mainstreaming and right based approach and promotion of the interests of relevant marginalized groups and gender mainstreaming</p> | <p>Desk review</p> <p>Direct observation</p> <p>Online Survey</p> <p>Key Informant Interviews</p> | <p>The project documentation, content analysis of the project The documents, the PSC minutes and other relevant management documents and publications.</p> <p>The content analysis of the project documentation and publications.</p> <p>The observations of the EE during the field phase</p> <p>KII13. Were the interests of vulnerable social groups addressed in the project? If so, which groups' and how?</p> <p>KII14. What, in your opinion, can be done and what have already been done to support promoted positive changes in gender equality and the empowerment of women?</p> <p>OS12. The interests of which social groups were addressed in the project? Could you please name them and describe briefly either the positive or negative impact on a particular group? By vulnerable groups, we mean all those (usually for objective reasons) who are unable to provide themselves and their families with the necessary living standard on their own. If the project didn't address the interests of such groups of people, indicate "no".</p> |

| | | | | |
|--|--|---|---|--|
| | <p>H2 To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</p> <p>H3 Is the gender marker data assigned to this project representative of reality?</p> <p>H4 To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</p> <p>H5 What could be done to strengthen exit strategies and sustainability?</p> | <p>Gender balance in the group of managers, experts and beneficiaries, engaged into the project implementation.</p> <p>S3</p> <p>S7</p> | <p>Desk review</p> <p>Direct observation</p> <p>Online Survey</p> <p>Key Informant Interviews</p> | |
|--|--|---|---|--|

Annex 2. List of interviewees

| Контактное лицо | Организация/ учреждение, должность | e-mail | Телефон |
|------------------------------------|--|--|-------------------------------|
| Kiryl Stsezhkin, | The UNDP, Programme Analyst | kiryl.stsezhkin@undp.org | +375 29 778 05 61 |
| Igor Severine | The UNDP, former Programme Analyst (project design period) | igor.severine@gmail.com | |
| Marina Kalinouskaya | The UNDP, Project Manager | marina.kalinouskaya@undp.org | +375 29 671 63 27 |
| Volha Pryshchepa | The UNDP, Administrative and Finance Assistant | volha.pryshchepa@undp.org | +375 29 618 98 99 |
| Павел Фунтиков | Инженер по строительству | | +375291113534 |
| Егор Новиков | The UN RC Office | | |
| Бабачёнок Ирина Вячеславовна | Entrepreneurship Development Department of the Ministry of Economy of the Republic of Belarus, Директор | | |
| Булгаков Дмитрий Юрьевич | Посольство Российской Федерации в Республике Беларусь, Первый секретарь | dybulgakov@yandex.ru | 8033-333 9430 |
| Юлия Кавецкая | Belarusian Development Bank | | 8029-6636645 |
| Елена Гавинска (Olena Gavinska) | VISA, Региональный офис (Киев) | ogavinsk@visa.com | +380 67 6256516 (whatsapp) |
| Истомина Людмила Александровна | Республиканский фонд содействия развитию предпринимательств а | | 8029-676 0221 |
| Петр Борисович Арушаньянц | Белорусский фонд финансовой поддержки предпринимательств | | 8029-694 1675 |

| Контактное лицо | Организация/ учреждение, должность | e-mail | Телефон |
|------------------------------------|--|---|--------------------------------|
| | а, руководитель | | |
| Быкова Татьяна Петровна | Республиканский фонда содействия развитию предпринимательств а, директор | | 8029-320 5880 8-017-3378442 |
| Верховодкин Андрей Владимирович | Заместитель председателя Чаусского райисполкома по экономическим вопросам | | +375 29 352-22-47 |
| Павел Леонидович Мариненко | Mogilev Region Executive Committee, Economy Department | | +375 29-376 48 31 |
| Ольга Семеновна Яшина | Mogilev Region, Executive Committee, Economy Department | | |
| Трофимов Александр Иванович | Витебский облисполком, Начальник отдела развития предпринимательств а комитета экономики | vitpred@yandex .by | +375 29 712 7731 |
| Ольга Леонтьева | Belfranchising NGO | | 8029-6153156 |
| Альбина Васильевна Самусенко | УКП «Могилевский городской центр развития малого предпринимательств а», Начальник отдела | | +375 29 605 70 22 |
| Гельвер Виктор Викторович | ЦПП ОАО «Кричевский рынок», директор | | + 375 29 845 0487 |
| Зуев Евгений | ЦПП Мстиславль, директор | | +375 29-625 5025 |
| Клименков Сергей | ЦПП ОДО «Чаусский бизнес-центр», руководитель | | +375 29 367 7699 |
| Статкевич Дмитрий | ЦПП Глубокое, руководитель | | +375 29 816-69-27 |

| Контактное лицо | Организация/ учреждение, должность | e-mail | Телефон |
|---|--|--------|--|
| Предприниматели ЦПП Глубокое | | | |
| Предприниматели | ЦПП Кричев | | +375296358128 Станислав Хромов +375296982769 Виктория |
| Александра Володенко | ИП, косм. кабинет в помещениях ЦПП Чаусы | | |
| Оксана Завадская | ИП, детский центр развития, Чаусы | | |
| Александр Семенов | ЦПП Мстиславль, заместитель директора | | +375299305101 |
| Предприниматели – получатели поддержки | ЦПП Мстиславль | | |
| Ольга Николаевна | Райисполком Мстиславль, Зампред исполкома по экономике | | |
| Татьяна | Агроусадьба «Духмяны сад» д. Коробчино, Мстиславский район | | +375 29 3328104 |
| Андрей Тимаев | ЦПП Горки | | +375 29 528 85 10 |
| Предприниматели г. Горки | ЦПП Горки | | |
| Ольга Николаевна | Райисполком Горки, Зампред исполкома по экономике | | |
| Владельцы агроусадеб и фермеры | ЦПП Орша/Барань | | |
| Яна | Администратор ЦПП Барань/Орша | | |
| Марина Гурбанова | Участница проекта «Предприимчивая землевладелица» ЦПП Орша/Барань | | |

| Контактное лицо | Организация/ учреждение, должность | e-mail | Телефон |
|-----------------|--|--------|---------------|
| Рима Епур | ООО «АЛРИИКО», директор | | +375296593418 |

Annex 3. Framework of the interview questions

| № п/п | № | <i>В соответствии с матрицей оценки</i> |
|----------|----|--|
| 1 | 4 | Пожалуйста, уточните свою роль в проекте. |
| 2а | 5 | Не могли бы вы объяснить общую структуру проекта своими словами? |
| 2в | 2 | В чем, на ваш взгляд, суть проекта? Почему ПРООН инициировала этот проект? Каков интерес для ООН, чтобы поддержать его? |
| 3а | 1 | Какой Вы видите вклад проекта в социально-экономическое развитие Беларуси вы видите? Какова, с Вашей точки зрения, польза от проекта для страны/области/района/региона? |
| 3в | 7 | Какая польза от проекта для района (области, страны)? Как проект помогает в достижении целевых показателей доведенных до района (области, на уровне министерства) и каких? |
| 4 | 6 | Каким вы видите долгосрочный эффект от этого проекта? Как это повлияло на социально-экономическое развитие Беларуси? Можете ли вы назвать некоторые прогнозируемые и непредвиденные последствия проекта? |
| 5 | 11 | Скажите, как, с Вашей точки зрения, проект обеспечивал принцип «максимальный результат за минимальные деньги»? Удалось ли этого добиться? |
| 6а | 13 | Учитывал ли проект интересы уязвимых групп общества? Если да, то какие группы и как практически? |
| 6б | 14 | Что, по вашему мнению, было сделано и что могло бы быть сделано для того, чтобы проект еще больше способствовал позитивным изменениям в гендерном равенстве и расширению прав и возможностей женщин? |
| 7 | 3 | Опишите 3 сильные и 3 слабые стороны проекта – от дизайна до работы команды управления. |
| 8 | 9 | С какими трудностями вы столкнулись во время проекта? Какие шаги были предприняты для их преодоления? |
| 9 | 8 | Если вам пришлось вернуться к началу проекта, что бы вы сделали по-другому во время его реализации? |
| 10 | 10 | Если говорить о будущей деятельности, что Вы могли бы рекомендовать для PIU и РМ? Пожалуйста, обоснуйте. |
| 11 | 12 | Какие ресурсы (на ваш взгляд) будут доступны для поддержки результатов проекта в будущем? |

Annex 4. Online survey questionnaire



Проект финансируется
Российской Федерацией



Министерство экономики
Республики Беларусь



UN
DP
Полномочия людей
для устойчивой страны



imacon
innovation management consulting

Опрос участников мероприятий проекта ПРООН "Малые города"

Добрый день!

Команда консалтинговой группы IMACON, по заказу ПРООН, проводит оценку результатов проекта "Содействие занятости и самозанятости населения в малых и средних городах Республики Беларусь" ("Малые города"), реализованного в период 2017-2020 гг. ПРООН и Министерством экономики Республики Беларусь.

Мы пригласили Вас к участию в этом опросе, поскольку Вы принимали участие в мероприятиях проекта "Малые города". Пожалуйста, уделите 5-7 минут своего времени на заполнение анкеты и помогите нам оценить качество и полезность разработанных документов и проведенных мероприятий. Ваша помощь очень важна для планирования нашей дальнейшей работы!

Участие в опросе является добровольным, мы гарантируем сохранение конфиденциальности предоставленных данных.

Информация (в том числе персональная) будет использована исключительно в обобщенном виде, по обработанным результатам будет невозможно отследить ответы отдельных участников опроса. Вопросы, отмеченные звездочкой, являются обязательными.

Если у Вас возникнут какие-либо вопросы и затруднения в заполнении анкеты, Вы можете задать их координатору опроса Татьяне Банадык по телефону +375293761860 или электронной почте info@imacon.org. Мы с радостью ответим на все Ваши вопросы!

*** Обязательно**

1. Пожалуйста, укажите Ваши имя и фамилию (Вопрос не является обязательным. Вы можете ответить анонимно. Персональные данные не будут использованы в отчете):

Мой ответ _____

2. Пожалуйста, укажите Ваше место проживания *

- ☐ г. Могилев
- ☐ Чаусы и район
- ☐ Мстиславль и район
- ☐ Кричев и район
- ☐ Горки и район
- ☐ Витебск
- ☐ Орша и район
- ☐ Барань и район
- ☐ Глубокое и район
- ☐ Минск
- ☐ Другое: _____

3. Какова Ваша основная сфера деятельности? Если Вы являетесь представителем двух и более групп, пожалуйста, отметьте не более двух вариантов, являющихся для Вас приоритетными. *

- ☐ Государственный служащий
- ☐ Сотрудник государственного предприятия (производственное, коммерческое, коммунальное)
- ☐ Сотрудник государственного учреждения (образования, здравоохранения, культуры...)
- ☐ Сотрудник частного (коммерческого) предприятия (бизнеса)
- ☐ Сотрудник некоммерческой организации
- ☐ Собственник бизнеса
- ☐ Индивидуальный предприниматель
- ☐ Ремесленник
- ☐ Эксперт, консультант
- ☐ Студент, магистрант, аспирант
- ☐ Сотрудник/руководитель Центра Поддержки Предпринимательства
- ☐ Другое: _____

4. Какова Ваша роль в проекте "Малые города" на протяжении 2017-2020 гг.? *

- ☐ Посещаю мероприятия/ семинары/ конференции в качестве участника
- ☐ Принимаю участие в мероприятиях в качестве спикера, лектора, тренера, докладчика, участника дискуссий, "круглых столов"
- ☐ Участвую в зарубежных обучающих поездках
- ☐ Участвую в обучающих поездках в Беларуси
- ☐ Участвую в образовательных мероприятиях: бизнес-школы для предпринимателей, тематические семинары, консультации
- ☐ Участвую в конкурсах бизнес-идей и хакатонах
- ☐ Являюсь получателем грантовой поддержки
- ☐ Партнер проекта
- ☐ Центр Поддержки Предпринимательства
- ☐ Подрядчик проекта (оказываю услуги проекту)
- ☐ Другое: _____

5. Как много мероприятий проекта (семинары, поездки, конференции, тренинги...) вы посетили? *

- ☐ Ни одного
- ☐ 1
- ☐ 2-5
- ☐ 6-10
- ☐ 11-20
- ☐ 21-30
- ☐ Более 30

6. В какой степени различные продукты проекта оказывают влияние на Вашу деятельность? *

| | Не участвовал(а) | Никак не влияет | Вызывает интерес | Иногда использую | Активно использую | Н ис по |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------|
| Книги, отчеты об исследованиях, пособия, публикации | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Обучающие мероприятия: семинары, тренинги, лекции, индивидуальные консультации | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Массовые мероприятия: конференции, форумы | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Конкурсы бизнес-идей, хакатоны | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Обучающие поездки зарубежные | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Обучающие поездки в Беларуси | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Выставки, ярмарки | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Центры поддержки предпринимательства | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Контактно-кооперационные биржи | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Другое (прокомментируйте ниже) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |

7. Опишите, пожалуйста, как участие в мероприятиях, которые Вы отметили выше, повлияло на вашу личную и профессиональную деятельность?

Мой ответ _____

8. Опишите как, с Вашей точки зрения, деятельность проекта повлияла на ситуацию в Вашем городе, районе, регионе? Какие произошли изменения благодаря проекту?

Мой ответ _____

9. Вы только что описали то, как проект повлиял на Вас и на Ваш город/район. Отметьте ниже не более 3х утверждений, которые наиболее верно характеризуют Ваше описание.

- ☐ Улучшилось благосостояние населения малых и средних городов
- ☐ Вырос уровень предпринимательской инициативы в сфере малого и среднего бизнеса
- ☐ Увеличилось число различных форм производственной кооперации
- ☐ Появились дополнительные возможности для бизнес-образования в малых и средних городах
- ☐ Улучшилась инфраструктура поддержки предпринимательства в малых и средних городах
- ☐ Другое: _____

10. Пожалуйста, оцените качество организации и проведения мероприятий – каждый аспект по шкале 1-4 (1 - неудовлетворительно, 4 - отлично): *

| | 1 | 2 | 3 | 4 |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Полезность полученной информации для моей повседневной работы / учебы | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Актуальность материала/ программы | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Компетентность лекторов, экспертов | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Состав участников | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Разнообразие подходов и методов подачи информации | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Организация дискуссий, работа с обратной связью от участников | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Информационное обеспечение и коммуникация | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Место проведения (комфорт, организация, месторасположение) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

11. Оцените на сколько полезными и применимыми на практике, для Вас лично, оказались следующие тематические направления мероприятий проекта (1 - бесполезны и неприменимы, 4 - очень полезны, использую на практике): *

| | Не знаком с такими продуктами | 1 | 2 | 3 | 4 |
|--|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Основы предпринимательства | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Франчайзинг | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Кластеры в регионах | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Социальное предпринимательство | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Молодежное предпринимательство | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Женское предпринимательство | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Государственная поддержка малого бизнеса | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Юридические и налоговые консультации | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Кредиты и гарантии фонда финансовой поддержки предпринимательства | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Контрактно-кооперационные биржи и другие услуги центра субконтракции | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Центры поддержки предпринимательства | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Кредиты программы Банка Развития РБ | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

12. Какие еще мероприятия, сервисы и продукты, на Ваш взгляд, могут быть полезны для развития малого и среднего предпринимательства в Вашем городе/регионе?

Мой ответ

13. Интересы каких уязвимых групп населения затронул проект? Пожалуйста, перечислите и кратко опишите положительное или отрицательное влияние на отдельную группу. Под уязвимыми группами мы понимаем всех тех, кто (как правило, по объективным причинам) не способен самостоятельно в полной мере обеспечить себе и своей семье необходимый жизненный уровень.

Мой ответ

14. Проект ПРООН скоро заканчивается. По Вашему мнению, какова вероятность того, что созданные проектом блага (методологии, опыт, знания, контакты, инфраструктура, поддержка) будут устойчивы и продолжат приносить пользу в долгосрочной перспективе?


☐ Высокая вероятность. Созданные в рамках проекта блага будут использоваться и распространяться без участия ПРООН

☐ Скорее высокая вероятность. Большая часть благ проекта будут использоваться и распространяться без участия ПРООН

☐ Средняя вероятность. Только некоторые из благ проекта будут долгосрочно использоваться. Опыт проекта не будет распространяться без дополнительных ресурсов ПРООН и других международных организаций

☐ Скорее низкая вероятность. Единичные блага проекта будут использоваться, если не будет иной поддержки со стороны проекта ПРООН или других международных организаций.

☐ Проектные результаты не имеют устойчивости и не могут быть использованы в будущем без дополнительной внешней поддержки.


☐ Другое: 

15. Приведите, пожалуйста, аргументы в поддержку выбранного Вами выше тезиса.

Мой ответ

Мы благодарим Вас за сотрудничество! Ваше мнение очень ценно для нас. Если Вы хотите что-то добавить для экспертов по оценке проекта, оставьте эту информацию в расположенном ниже поле. Пожалуйста, нажмите кнопку "Отправить" для завершения опроса.

Мой ответ

Страница 1 из 1 

Никогда не используйте формы Google для передачи паролей.

Форма создана в домене Gotin.org. [Сообщение о нарушении](#)

Google Формы

Annex 5. Answers of the online survey participants to the questionnaire questions

Ответы на 7,8 вопросы анкеты:

- «Люди стали «двигаться вперед». Им интересно заниматься сельским хозяйством, они проявляют инициативу. Также многие открыли ЛПХ и активно работают».
- «Удачно организованные стартапы в рамках проекта будут способствовать тому, что жители Мстиславского района в дальнейшем смогут самостоятельно находить для себя определенный вид деятельности и организовывать процесс труда, осуществляемый в рамках личных или семейных домохозяйств и их кооперации, результаты которого обеспечат им денежный или натуральный доход, что предполагает кардинальное изменение трудовой мотивации и соответствующего поведения, вследствие полной ответственности за положительные или отрицательные результаты работы».
- «Есть результаты участия в выставке и заказах групп на туры в Могилевскую область. ЦПП Могилевоблтурист, несмотря на малый срок работы, стали более известны и увеличилось количество обращений в центр, заинтересованность в советах, консультациях и ориентирах при открытии новых объектов инфраструктуры туризма на территории Могилёвской области. Очень помогает знакомство с другими ЦПП и опытом их деятельности.»
- «В малонаселенном городе, удаленном от областного центра, организован центр развития для детей с особенностями развития, в котором жители могут получить качественные услуги в непосредственной близости от места жительства. Это снижает транспортные расходы семей, повышает доступность образования для детей и взрослых разных имущественных категорий».
- «С точки зрения просвещения - это большой толчок для многих людей, которые искали свою нишу и не знали, с чего лучше начать. Проекту 3 года, но узнала я о нем только в конце 2019 года. Не знаю почему? Возможно, были ограничены рамки по рекламе проекта? Хотелось бы, чтобы в последующем людей больше информировали о подобных проектах».
- «Бизнес инкубатор в нашем городе - это место, где можно всегда получить помощь. Побывав на семинарах, я обратила внимание, что всегда много присутствует студентов, у них есть желание обучаться, встречаться с практиками бизнеса, теорию они получают на занятиях».
- «Ожила Могилевская область. Там активно начали реализовываться проекты за счет средств международных доноров. Люди научились бизнес-мышлению. В Могилевской области появились инициативные группы людей, фамилии которых на слуху и в Могилеве, и в Минске».
- «Получили не менее 40 запросов от жителей городов, в которых прошли мероприятия, о создании и/или развитии их бизнеса. Не

менее 10 новых предприятий МСП (предпринимателей) начали свою деятельность по итогам проведенных мероприятий».

- «Развитие инфраструктуры в малых городах, что в свою очередь благоприятно сказывается на повышении предпринимательской активности и со стороны бизнес-инкубаторов - поддержка начинающих предпринимателей».
- «Открылся Бизнес-инкубатор, в котором всегда можно получить консультацию, было проведено множество семинаров, которые познакомили и сплотили местное бизнес-сообщество».
- «Появление "Центра поддержки предпринимательства" для кооперации самозанятых и землевладельцев, вовлечение других жителей в процесс самозанятости (мотивация личным примером)».
- «Увы, сложно ответить. Сам не видел и не ощущал. А PR в проекте ориентирован только на "дешевые" социальные ролики, поэтому иной информации не имею (и не только я)».
- «Проект на самом деле очень интересный и информативный. Но в условиях Беларуси не все так оптимистично, как представляется со сцены и в презентации».
- «Стало больше лекций и мастер-классов по теме предпринимательства. Не знаю, каков процент из посетивших лекции стали ИП. В моем окружении таких нет».
- «Надеюсь, повлияла позитивно. Очень хочется верить, что девочки, которые хотели попробовать свои силы в бизнесе, найдут в себе силы».
- «Очень повлияла, начали работать различные проекты по развитию инфраструктуры, сотрудничеству с организациями в различных сферах».
- «Повышает мотивацию, концентрацию на важных вопросах, порождает новые идеи и предложения его жителей, развивает нетворкинг».
- «Многие женщины-участницы загорелись желанием воплотить свои идеи, однако ситуация с коронавирусом внесла свои коррективы».
- «Увеличилась деловая активность женщин города, возник интерес принять участие в подобных проектах у соседей и знакомых».
- «Повлияло на увеличение активности граждан, повысило их самооценку, вдохновило на новые подходы к реализации замыслов».
- «Было много заинтересованных участников, как повлияла деятельность проекта в целом на город, ответить затрудняюсь».
- «Создан бизнес-инкубатор, который становится центром притяжения для начинающих и действующих предпринимателей».
- «В г.Мстиславль - появилась не коммерческая и не гос. структура, оказывающая практическую поддержку предпринимателям».
- «Благодаря полученной информации можно узнать об альтернативах в деятельности и возможностях реализации идей».
- «Много инициативных людей познакомились друг с другом, возникли совместные проекты, зародилась новые идеи».

- «Когда рекомендую другим людям, вижу их заинтересованность, и они записываются на дальнейшие программы».
- «Усиление имиджа Чаусского бизнес-центра и увеличение предпринимательской активности на территории».
- «Предпринимателям нашего города удалось реализовать свои проекты. Появились новые рабочие места».
- «Положительно - посетители мероприятий получили много информации и свежих идей, мотивация».
- «Появилось больше активных людей, равнодушных к своему будущему, ремесленников, ИП».
- «Расширился спектр услуг для предпринимателей, появились бизнес-активные группы».
- «Никак, никому кроме организаторов и участников это было, не особо интересно».
- «Больше людей вовлекается в предпринимательство. Налаживаются связи, поддержка».
- «Стало больше ИП и ремесленников, стало больше для меня заказов по их рекламе».
- «Бизнес среда улучшилась. Но радикальных изменений, к сожалению, не увидел».
- «Жители города стали больше внимания обращать на личную культуру».
- «Больше наблюдается инициатив от населения для открытия своего бизнеса».
- «Прежде всего на эту тему стали говорить и что-то делать».
- «В нашем населенном пункте ничего пока не проходит».
- «Лично я не заметила изменений, но думаю они есть».
- «Новые знакомства, новые идеи, новые возможности».
- «Больше женщин активно развивают свое дело».
- «Улучшились горизонтальные связи».

Ответы на вопрос 12:

- «Нужно обратить внимание на организацию деятельности Школьной Бизнес-Компании в учебных заведениях района. Это повысит предприимчивость школьников, создаст перспективную платформу развития региональной партнёрской сети для ведения бизнеса и после окончания проекта, повысит образовательный уровень молодых предпринимателей, научит взаимодействию с потенциальными инвесторами».
- «Большое значение имеет регулярность проведения встреч, семинаров и т.п., единичные мероприятия не носят благоприятной характер, важно, чтобы предпринимательское сообщество понимало и знало, что встречи регулярны, тем самым создается среда для повышения активности и вовлеченности, обмена идей и опытом».
- «Онлайн-вебинары, сайты с необходимыми юридическими документами и сервисом быстрого поиска последних изменений и дополнений, сервисы, где можно проанализировать перспективу

развития и финансовую стабильность предпринимательской идеи»

- «Образовательные мероприятия по развитию малого бизнеса в малых городах и сельской местности с использованием IT-технологий. Информационные мероприятия о возможностях финансирования НАЧИНАЮЩЕГО малого бизнеса в Беларуси».
- «На мероприятия ходят одни и те же люди, обладающие необходимой компетенцией. Больше информации для тех, кому нужны такие семинары, привлечение другой аудитории, более широкая информационная компания должна быть».
- «Консультационные и информационные онлайн ресурсы по вопросам создания и развития бизнеса с широкой аудиторией и актуальной информацией. Дополнительные программы финансирования/кредитования МСП».
- «Мероприятия экономического плана, а не просто рассуждения на тему предпринимательства. Надо больше точности, цифр, конкретных примеров, а не собственных субъективных суждений выступающих».
- «Важна организация регулярных мероприятий для ЦПП: информирование, обучение, обмен опытом, координация взаимодействия, помощь в становлении Ассоциации ЦПП и бизнес-инкубаторов».
- «Возможно, какой-то централизованный информационный портал, где будут собраны все бизнесы района вместе с контактами и инфо об их услугах и продуктах».
- «Развитие финансовой поддержки в регионах на примере создания более крепкой связи между местной властью, банками и институтами финансовой поддержки»
- «Субъекты хозяйствования района мало участвуют в конкурсах стартапов и программах, реализуемых ЕС и ПРООН в Беларуси по поддержке малого бизнеса».
- «Блендинг Blending (связанная микрогрантовая поддержка, после которой наступает получение коммерческого кредита)».
- «Трудоустройство родителей(в основном мам) ,воспитывающих детей-инвалидов».
- «Создание Общей платформы для взаимодействия всех заинтересованных лиц».
- «Сотрудничество бизнес центров и НКО».
- «Экспортные программы».

Ответы на вопрос 14:

- «Витебск стал более уверенным, Могилев стал более активным. Бизнес-активность людей никуда не пропадет, она будет искать выхода. Уже наблюдается увеличение бизнес-активности, не относящееся к проекту. Как эксперт по отбору микрогрантовых заявок по проекту ЕС «Сетевое взаимодействие для улучшения возможностей занятости в сельских районах Могилевской области» отмечаю, что инициативные группы, включавшие тех людей, которые приходили на семинары проекта "Малые города",

подготовили заявки более высокого уровня, и претендуют на микрогрантовую поддержку своих кластеров, и инициатив внутри этих кластеров. 2) инициативные группы начали более активно регистрировать новые НГО. Юридические лица никуда не исчезнут ближайшие 5 лет, а будут искать новые проекты. Таким образом, на уровне районов созданы ЦПП, которые будут постоянно искать новые проекты. Это даст поддержку предпринимательской активности и после проекта».

- «За время проведения проекта было разработано и реализовано множество инструментов для развития предпринимательской активности в малых и средних городах. Дальнейшая поддержка со стороны ПРООН или иных международных организаций касается существования и деятельности центров поддержки и инкубаторов, открытых в малых городах. Связано это с тем, что самостоятельно существовать и быть окупаемой структурой достаточно, т.к. активность населения низкая и платежеспособность тем более, чтобы иметь возможность оплачивать или консультации, или обучение и т.п. Поэтому для дальнейшего развития таких структур важна вовлеченность, активная позиция самих лидеров организаций, внешнее финансирование и поддержка гос. структур».
- «Считаю, что полученная информация и возможности будут использоваться участниками проведенных мероприятий, однако вижу необходимость проведения подобного рода проектов с целью помощи и координации в дальнейшем развитии, а также большего охвата заинтересованной аудитории. Лично я с удовольствием приму участие в последующих мероприятиях и буду стараться применять полученную информацию и знания в своей дальнейшей деятельности и саморазвитии. Пользуясь случаем хочу выразить благодарность за организованные мероприятия, сожалею лишь о том, что поздно узнала о проекте».
- «Отдельным эффектом реализации проекта стала активизация населения Мстиславского района и возросший интерес к предпринимательской деятельности и развитию территории. Расширилось сотрудничество местных органов власти, организаций и ЦПП с субъектами по всей Беларуси. Укрепилось партнёрство ЦПП с представителями районных органов власти».
- «Полученные контакты и связи поддерживаются уже полтора года без участия проекта. Пособия по франчайзингу и кластерам актуальны и интересны по содержанию уже на протяжении 2-х лет. Опыт созданных ЦПП изучается и перенимается в рамках другого проекта, формируется сеть ЦПП и бизнес-инкубаторов».
- «Определенная устойчивость результатов проекта обеспечивается созданием институтов развития предпринимательства (обучение, оснащение, передача материалов и методик, формирование их бизнес-моделей), а также заинтересованностью министерства экономики в развитии инфраструктуры ПП в регионах».
- «Нет большой инициативной группы людей, готовых вести за собой в целях продолжения работы над проектом. Нужна

поддержка, нужен опыт других людей, должно быть движение в рамках проекта, для продвижения нашего города, как перспективного туристического объекта Могилевской области».

- «Для тех, кто только начал свой бизнес, нужна поддержка в виде контактных бирж, участия в конкурсах бизнес-проектов, получение знаний по постоянно меняющимся законам в области предпринимательства, финансирования малого бизнеса».
- «Большинство действий в сфере бизнеса, даже социального, требуют финансовых вложений - хотя бы минимальных. В связи с этим - нет финансирования (оплата экспертов, консультантов, аренда) - нет деятельности».
- «Я считаю, что без контроля благами проекта будут пользоваться только опытные в бизнесе люди, а не те, кто решил в трудное время начать свой бизнес: таким нужна дополнительная поддержка и содействие».
- «В нашем городе Горки работает отличная команда, у которой много планов и идей. Я уверена, что созданные в рамках проекта блага будут использоваться и распространяться. Это им по силам!!!!»
- «Созданные субъекты инфраструктуры поддержки МСП и базы знаний будут доступны всем заинтересованным, партнеры проекта получили инструменты, которыми продолжают пользоваться для развития МСП».
- «Проект хороший и нужный, но для осуществления в дальнейшем нужно финансирование, т.к. люди, которые его реализовывают, также должны получать зарплату и приглашать актуальных спикеров».
- «Я выбрала среднюю вероятность и это для меня оптимистический прогноз. Я вижу, что люди уезжают из Беларуси, именно те, которые могли бы развиваться в бизнесе. Но так сложилось».
- «В нашем городе создано отличное пространство для совместной работы. Уверена, что и дальнейшем оно будет функционировать и привлекать новых интересных лекторов, спикеров».
- «В устойчивости заинтересован руководитель Центра (Чаусы. Клименков С.И.), его активности поддерживаются слушателями, есть заинтересованность власти».
- «Бизнес-инициативы, стартапы, малый бизнес в сельской местности не готовы платить, а государственных программ поддержки деятельности центров нет».
- «Ситуация в целом в мировой экономике не позволит быстро начать деятельность тех, кто получил знания в силу снижения покупательского спроса».
- «Хочется верить, что будет продолжаться, но как правило, в нашей стране бесплатные проекты, без спонсорской помощи, слабо развиваются».
- «Проект задал направление деятельности, определил модель. А дальше - сам не плошай. Объединяйся, развивайся - получай доход и удовольствие».

- «Это нужно людям в моём городе и у них хватит энтузиазма на осуществление изменений и их работу после завершения проекта».
- «Например, необходим авторитетный "мотиватор", "активатор", "катализатор" и в ряде случаев мощная финансовая поддержка».
- «Система общественных отношений не поменялась. Кто будет финансово поддерживать устойчивость результатов проекта?»
- «Нужна финансовая поддержка, возможность участия в конкурсах бизнес-проектов, получение новых деловых контактов».
- «Опыт проекта должен в дальнейшем распространяться и поддерживаться ПРООН и др. международными организациями».
- «Благодаря проекту были созданы идеи, которые активно развивались и теперь помогают развиваться другим».
- «Материалы, наработанные в процессе реализации проекта, могут быть полезны и для новых проектов».
- «Нужна постоянная система всестороннего образования».
- «Хорошая организация, но формальное исполнение».
- «Менталитет людей меняется очень медленно».
- «Сложная экономическая ситуация в стране».