

Independent Terminal Evaluation

**Greening Economies in the Eastern Neighbourhood
(EaP GREEN) - Resource Efficient and Cleaner
Production Component**

UNIDO Project No.: 120143



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO INDEPENDENT EVALUATION DIVISION

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The evaluation took place from 10/02/2018 to 15/04/2018. The evaluation field missions occurred during the weeks of 19 - 23 March 2018 (Georgia) and 2 - 6 April 2018 (Belarus). The evaluation covered the project implementation period from January 2013 till the end of 2017. The evaluation team was comprised Mr. José de Bettencourt, international consultant and team leader; Ms. Mariam Bakhtadze and Mr. Andrei Pinihin, both national consultants.

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Acronyms and abbreviations

Acronyms	Meaning
AWP	Annual Work Plan
BAT	Best Available Techniques
BEP	Best Environmental Practices
CoP	Conference of the Parties
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations of the European Commission
EA	Enabling Activities
EaP	Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine)
EaP Green	Greening Economies in the Eastern Neighbourhood
EC	European Commission
EEC	Energy Efficiency Centre (Georgia)
ET	Evaluation Team
ISID	Inclusive and Sustainable Industrial Development
NPC	National Project Coordinator
ODG/EVA	UNIDO Office for Independent Evaluation
OECD	Economic Cooperation and Development
OECD/DAC	Development Assistance Committee
OeEB	Development Bank of Austria (Oesterreichisches Entwicklungsbank AG)
PM	Project Manager
PMU	Project Management Unit
PSC	Project Steering Committee
RBM	Results-based Management
RECP	Resource Efficient and Cleaner Production
RECPC	Resource Efficient and Cleaner Production Centre
SAP	Systems Applications Products
SCP	Sustainable Consumption and Production
TE	Terminal Evaluation
ToR	Terms of Reference
UE	European Union
UN Environment	United Nations Environment Programme
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNIDO	United Nations Industrial Development Program

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Lesson Learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcome, impact) and their causal relationships, indicators, and assumptions that may affect success or failure. Based on RBM (results-based management) principles.
Outcome	The likely or achieved (short-term and/or medium-term) effects of an intervention's outputs.
Outputs	The products, capital goods and services that result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Relevance	The extent to which the objectives of an intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

Executive summary

The Resource Efficiency and Cleaner Production (RECP) component of EaP Green was funded by the EU (core funding), Austrian Development Bank, and other partners. The project was implemented between 2014 and 2017. The project has been implemented through national service units and a national coordinator in each country. The partners of the project were the companies participating in the project and the centers. The project counts with the following financing sources: EU: 1,980,000€, UNIDO 300,000€, co-financing from other sources 656,789€.

After substantial efforts put in place in 2013 to engage the EaP countries in the programme implementation, to develop the governance structure and to establish coordination routines among the implementing partners, the beneficiary countries and the EC, the emphasis was placed on launching and implementing country-based projects in all EaP countries in 2014 and advancing and consolidating the results of in-country activities in 2015 and 2016. Quite a significant volume of activities was implemented in 2017.

The overall objective of RECP component of EaP Green was to improve the resource productivity and environmental performance of businesses and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes. The project aimed at increasing the awareness and understanding of businesses, business membership organizations, government, academia and other stakeholders on RECP, its benefits and contribution to sustainable development.

The terminal evaluation of the EaP GREEN - Resource Efficient and Cleaner Production Component has two main objectives: i) assess the effectiveness, efficiency and sustainability of the project, and ii) provide recommendations on adoptable best practices for the phase II (EU4Environment).

This regional project is highly relevant as the six participating EaP countries are pursuing a regional integration agenda and closer ties with the European Union or with EAEU¹. This means that pressure to improve environmental performance (e.g. more stringent regulations and requirements, increased enforcement, monitoring and reporting) as well as energy and water prices will increase, leading to stronger incentives for enterprises to consider and implement RECP. Besides, the countries of the region have other international commitments on green economy, climate change and other multilateral environmental agreements. The project is also highly relevant for the EU as Environment is a priority for regional cooperation involving the six partner countries, and the EU acknowledges that addressing private sector actors is of increasing relevance for environmental action. The project is highly relevant to UNIDO mission and policy, and through UNDAF, UNIDO has been tasked to support EaP countries with promotion of sustainable production practices and techniques.

Effectiveness of the project is considered satisfactory. The stated objectives have been successfully achieved, and some outputs went beyond what was stated. The project has been successful in introducing RECP in four countries and increasing availability of RECP services other two. The project has also been successful in establishing RECP at local level through the RECP Clubs. RECP has been applied in 357 SMEs and organizations and approximately 2000 RECP measures (> 5 Million € investment) were identified, that once implemented would lead to 9.4 Million € in savings. The project has also been successful in mobilizing co-funding and in using the available funds efficiently.

¹ Eurasian Economic Union

The approach originally agreed upon by stakeholders was adopted to implement the project. The overall project management and supervision was done by a UNIDO PM and the international project coordinator fully dedicated to the project, and was adequately assisted by a team of international consultants for technical aspects of the project. At national level, a somehow innovative approach for UNIDO of using service units and national project coordinator was followed. This national presence has set the RECP Demonstration component apart from the other components of EaP Green, namely increased visibility and ownership. However, there is some room for improvement in terms of results-oriented management, namely regarding simplifying some procedures, aligning priorities and making funds available timely.

The likelihood of sustainability of project outcomes is considered to be moderate. Although institutional framework is adequate and countries (except Azerbaijan) are fully committed to promote RECP, the financial mechanism for the sustainability of the RECP Centres and Clubs, and availability of funds for small and medium enterprises still need further work.

Recommendations

<p>Future projects should:</p> <ul style="list-style-type: none"> - Increase the dynamics of RECP Clubs and the willingness of companies to sponsor/pay to be member of the clubs. Improving Clubs set-up and sustainability supports scaling-up of RECP in the region by reaching and attracting more businesses. This can be done through: optimizing the time of training session by combining some modules when possible; allowing longer period of work with companies to be able to assess benefits (also valid for demonstration companies); promoting further demonstration and experience exchange by organizing visits to member companies and other clubs; establishing Clubs’ interactions at regional (EaP) level; increase the relevance of certificates, by establishing a certificate for companies that actually implement the RECP measures (the one existing currently certifies participation in training and production of RECP plan).
<ul style="list-style-type: none"> - Find ways to involve company owners (top managers) in the RECP activities, either by establishing management clubs or by using existing structures, to increase understanding of the benefits of RECP and promote implementation of measures.
<ul style="list-style-type: none"> - Consider further activities to facilitate companies’ access to finance to implement RECP measures. This would encompass working with financial institutions (e.g. EBRD), with commercial banks (particularly those adhering to IFC rules) to find adequate financial tools (customized loans, guarantees, etc.), and also provide required advisory assistance and support to companies. This could also encompass having a fund for low cost/high impact measures for demonstration, or co-financing some larger RECP interventions, allowing for the use of BAT, as pilots.
<ul style="list-style-type: none"> - Expand the scope of RECP trainings to include: business/industry association’s staff involved in training/coaching companies; environmental inspectors; bank’s compliance department staff. Produce pocket guides in other sectors - note that translated pocket guides need to be revised/adapted to national context by technical experts to avoid errors and provide credibility
<ul style="list-style-type: none"> - Design a robust monitoring and evaluation plan, to be implemented at country level and UNIDO-HQ level.

For RECP Centre/programme:

- The RECP Centres should strive to generate a sense of community among the experts trained by the project, a sort of RECP Alumni Club. This could facilitate synergies, promote the use of the measuring equipment provided by the project, and provide more dynamics for the RECP Centre.

- The RECP Centres should be pro-active in establishing partnerships, particularly with entities that have good reputation and can reach large amount of companies (business/industry associations, chambers of commerce, vocational training entities, etc).

For UNIDO:

- UNIDO should provide stronger backstopping for the newly establish RECP Centres, even between projects, namely when Centres are seeking donor's support, or strategic partnerships.

- UNIDO should provide further/stronger technical expertise particularly in the definition of the final solutions (at the advanced assessments) - an experienced international specialist can point out solutions unknown to national specialists - and dissemination of BAT. UNIDO should try to provide support to link participating companies in the EaP countries with companies implementing innovative solutions in the EU.

- UNIDO should facilitate national management: set a single contract for the management (including service unit and project coordinator and team), provide initial funds for service units to be able to start implementing the project, facilitate financial reporting towards a results-oriented report rather than the need to justify each and every expense.

- UNIDO should consider enriching the RECPnet with a sub-tool with methodology and possibly an application for the calculation of economic and environmental savings achieved with the implementation of RECP recommendations, and also with benchmark technical solutions.

For EU:

- Consider working with focal points from the EaP governments to establish in each country an EU4Environment national coordination mechanism (e.g. a national steering committee of the programme, national programme component boards), to be able to establish synergies between the different components of the programme. It would be useful that a representative of the EU Delegation would be a member of the steering committee.

- Consider linking EU technical cooperation projects, such as EaP GREEN, with EU financial instruments in the region and individual countries. The EU bilateral funding provides significant funds for SMEs, which could be used for RECP investments.

Lessons Learned

Key Lessons
<ul style="list-style-type: none">• The lack of institutional Programme coordination mechanism at country level - including the involvement of EU Delegation - generates weak interaction between beneficiaries of different components. This prevents synergies between different programme components as well as with other projects.
<ul style="list-style-type: none">• Some factors impacting on the willingness of companies to implement RECP measures are: i) economic instruments (polluter-pays, consumer-pays), and cost of resources (water and energy) - the conjunctures of EaP countries differ significantly regarding those issues; ii) the engagement of the owners (top managers) of SMEs in the RECP work, for example in the clubs or other specific venues, to increase understanding of benefits and the motivation to implement RECP; iii) use of examples of benefits obtained by national companies with the implementation of the RECP measures, in particular the use of low cost/no cost measures, in awareness raising activities; iv) Many companies have confidentiality issues, both at disclosing the real extent of their problems, and at disclosing success-stories.
<ul style="list-style-type: none">• When designing future projects, it is important to distinguish between different levels RECP methods that might co-exist in reality. In the RECP Demonstration project the meaning of detailed RECP assessment and in-depth RECP assessment was not clear and generated confusion. Besides, in practice there is an entry level RECP assessment that can be implemented by more generalist experts and by the staff of companies, consists of assessment of all processes and infrastructures, and results in simpler measures that can have large impacts (this is usually applicable to smaller SMEs or to SMEs at early stage of environmental management). At a more advanced level, RECP assessments require specialists of specific fields, consists of in-depth assessments of some processes and results in more complex and innovative solutions. Companies (usually larger) with in-house technical capacity are aware of their problems, and favor the more advanced level, through a process in which the technical director/staff defines the issue to be solved and works together with experts to find solutions.
<ul style="list-style-type: none">• Many stakeholders consider that one of the limitations of the project concerns access to finance to implement RECP measures. Even in the countries in which funds are available there are different obstacles for companies to access the funds: lack of knowledge, limited adequate loans to implement RECP, high co-lateral costs, and credit worthiness of companies and capacity of companies to present business plan and prepare the proposal.
<ul style="list-style-type: none">• RECP clubs are very successful, effective and many stakeholders express willingness to continue meeting at the clubs on a regular basis to continue learning and exchanging. Participants get motivated to implement measures and/or to plan improvements in their companies. Involving local government in RECP Clubs' activities is likely to enhance both ownership and the overall implementation of a project.
<ul style="list-style-type: none">• Regarding implementation issues: Certified analytical equipment to measure losses or inefficiencies (energy, water) are deemed very important as they enable more accurate assessments. Regional meetings are very important as a means for countries to share their experiences and learn from each other. Webinars in the way they were imparted are not so effective as there is limited interaction. Administrative/financial procedures involving UNIDO-HQ, Service Unit and national project coordination need to be improved.

I. Evaluation objectives, methodology and process

According to UNIDO's evaluation policy, project and programme evaluations are part of project cycle management, hence all project are supposed to be evaluated. Evaluations serve three main purposes: to assure accountability, to support management, and to drive learning and innovation.

The terminal evaluation (TE) of the Greening Economies in the Eastern Neighbourhood (EaP GREEN) - Resource Efficient and Cleaner Production Component has two main objectives: i) assess the effectiveness, efficiency and sustainability of the project, and ii) provide recommendations on adoptable best practices for the phase II (EU4Environment). The evaluation will also address to the extent meaningful other standing evaluation criteria singled out in UNIDO's Evaluation Policy, such as relevance, impact, management, gender mainstreaming, environmental sustainability, alignment with the UNIDO's Inclusive and Sustainable Industrial Development (ISID), level of national ownership, and exploration of synergies with other UNIDO projects and with related initiatives of the Government.

The evaluation took place from 10/02/2018 to 15/04/2018. The evaluation field missions occurred in the weeks of 19-23 March (Georgia) and 2-6 April (Belarus). The evaluation covered the project implementation period from January 2013 till the end of 2017. The evaluation team was composed by Mr. José de Bettencourt (international consultant and team leader) and Ms. Mariam Bakhtadze and Mr. Andrei Pinihin (national consultants)

According to the Terms of reference, the following key questions and issues were taken into consideration:

Table 1. Evaluation key questions

Aspect	Key Questions
Project identification and design	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. The situation, problem, need/gap was clearly identified, analyzed and documented (evidence, references). The project design was based on a needs assessment 2. Stakeholder analysis was adequate (e.g. clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities in the project(s)). 3. The project considered and reflected national and local priorities and strategies 4. The project design was adequate to address the problems at hand; 5. The design of administrative process was well articulated
Ownership and relevance	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. The project objectives, outcomes and outputs are relevant to the different target groups of the intervention; 2. The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach; 3. The outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives; 4. The project is relevant to the UN Development Assistance Framework (UNDAF)/Country programmes objectives in each target countries and UNIDO's ISID agenda. 5. Relevant country representatives (from government, industries, gender groups, custom officers and civil society), were appropriately involved and participated in the identification of critical problem

Aspect	Key Questions
Efficiency of implementation	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. UNIDO and counterpart inputs have been provided as planned and were adequate to meet requirements. 2. The quality of UNIDO inputs and services (expertise, training, methodologies, etc.) was as planned and led to the production of outputs. 3. UNIDO procurement services are provided as planned and were adequate in terms of timing, value, process issues, responsibilities, etc. 4. Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.
Project coordination and efficacy	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. The national management and overall field coordination mechanisms of the project have been efficient and effective; 2. The UNIDO management, coordination, quality control and technical inputs have been efficient and effective; 3. Monitoring and self-evaluation were carried, were based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management; 4. Changes in planning documents during implementation have been approved and documented;
Effectiveness	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. Outputs have been produced and how the target beneficiaries used the outputs; 2. Outcomes have been or are likely to be achieved through utilization of outputs; 3. The project/programme contributes to women economic empowerment and inclusive and sustainable industrial development.
Impact and sustainability	<p>The extent to which:</p> <ol style="list-style-type: none"> 1. Developmental changes (economic, environmental, social, inclusiveness) have occurred or are likely to occur as a result of the intervention and are these sustainable; 2. Was the project able to achieve unplanned results? 3. Did it have a multiplying effect; 4. Was sustainability correctly factored in the project strategy (risks analyzed and assumptions identified at design stage and appropriately monitored during implementation); 5. What is the prospect for technical, organizational and financial sustainability;

The main limitations for the evaluation are:

- The TE includes fact-finding missions to two countries, while for the remaining countries TE is based on document analysis and distance interviews. The EaP countries are at different stages regarding: governance, democracy, basic services provision, capacity of SMEs, income and job creation, social cohesion, and protection of the environment and natural resources. It is therefore to be expected that the project particularities will be different in the different countries. The TE might not capture important/relevant issues, particularly on the countries not visited.
- Azerbaijan did not produce a final report and despite of many attempts from the TE team, it has not been possible to interview the project coordinator.
- Although the project document contained some elements of an M&E plan there was not a plan per se, there was no specific budget. Although some monitoring has been implemented, some of the indicators are not addressed in the reports.

- Dispersion of stakeholders, particularly RECP clubs, demonstration companies, experts, requiring analysis by sampling.

The evaluation was implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Inception phase: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation;
- ii. Desk based literature review and data analysis;
- iii. Interviews and survey;
- iv. Country visit;
- v. Data analysis and report writing.

In conducting the evaluation, the following methodological approaches were followed:

- Participatory approach: information will be shared and consultations undertaken with all key parties;
- Triangulation approach: combination of different sources/types of information and their integration during the implementation phase. These will provide the bases for the recommendations.

The desk and literature review of documents related to the project, include but is not limited to:

- The original project document, monitoring reports (such as progress and financial reports), output reports (case studies, action plans, sub-regional strategies, etc.), consultants' reports and relevant correspondence;
- Notes from the meetings of Advisory Board involved in the project (e.g. approval of the Advisory Board meetings);
- Other project-related material produced by the project.

Interviews and survey included (See Annex II):

- Interviews with the project manager and technical support including staff and consultant at UNIDO HQ and in the field (UNIDO's project management) and – if necessary - staff associated with the project's financial administration, M&E expert and procurement;
- Interviews with project partners including EU, OECD, UNEP and UNECE as needed;
- Interviews with Government counterparts, and cooperating institutions (implementing partners) in all six countries.

Additionally, in the countries in which fact-finding mission occurs:

- Interviews with intended users for the project outputs (experts, demonstration companies, companies belonging to RECP clubs, local authorities), etc.
- Interviews with industrial development agencies, industry associations and chambers of commerce, even if not participated directly in the project.

During the field visits the evaluation team conducted interviews; visited plants that have implemented RECP activities; and visit the RECP Centres (or hosting organization).

Stakeholder consultations were conducted through structured and semi-structured interviews and focus group discussion.

II. Countries and project background

2.1 Countries' context

The Eastern Partnership (EaP) countries (Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine) share a common past during the Soviet era, which determined to a large extent their still existing industrial, economic and social structures. As a consequence, the industrial sectors are at national levels often dominated by one or few industrial sub-sectors.

Industry has enjoyed some growth in the region since the countries became independent in 1995 however not equally spread. Such growth has been predominantly led by the exploitation and processing of fossil fuels, metals and minerals, and primary processing of agricultural commodities. Having started from a low baseline, industrial production has continued to be mainly achieved by relatively polluting and energy-intensive extraction and processing, producing commodities for export (fuels, metals, minerals, chemicals and agricultural).

The inefficient use of energy and materials in production processes, by utilities, and households, hinders the countries' competitiveness, the resilience of economies and ecosystems and the environmental well-being of citizens. Material consumption in the six EaP countries substantially exceeds world average, according to most recent data².

Companies are reportedly aware of the necessity of improving resource productivity and environmental performance of their operations and production processes, but many of them, particularly national companies, cite as primary constraints preventing them from investing in more sustainable production practices and techniques: lack of collateral (due to outdated technology, unresolved property rights, etc.); limited availability of financing for productive investments; and overall regulatory and policy uncertainty.

Providing access to affordable financing and appropriate technology and management systems are thus needed to start a virtuous circle of sustainable production investments, while overall policy and fiscal frameworks can provide the enabling conditions to encourage green private investment.

Besides, much work remains to be done on environmental governance. There is often a weak evidence base for decision-making. Frequently policy implementation lacks sufficient resources or depends on externally financed projects. Culturally, intra and inter-ministerial coordination is limited resulting in incoherent policies and actions. Enforcement and compliance with environmental requirements are weak, often due to e.g. outdated regulations no longer possible to implement, insufficient regulations enabling implementation of laws, etc. In Georgia, an environmental deregulation occurred in the last decade, and is currently being gradually reverted. Public consultation and participation, transparency, and accountability, even when established in procedural requirements, remain weak. This is also due to the fact that public awareness on the benefits of sound environmental management and green growth is still low.

² UN Environment Programme, 2013.

2.2. Project context, description and implementation arrangements

The project under evaluation is a component of the European Commission established “umbrella” programme “Greening Economies in the Eastern Neighbourhood (EaP GREEN)”. This EaP Green programme objective was to support the Governments of the Eastern Partnership (EaP) countries on the transformation to a green economy. The programme builds upon the work of intergovernmental organizations in the region. Within the framework of EaP GREEN UNIDO implemented a Resource Efficient and Cleaner Production (RECP) demonstration project in each country, hereinafter dubbed EaP Green RECP.

In parallel, the Organization for Economic Cooperation and Development (OECD) provided support for strategic policy setting, policy and monitoring for green economy; the United Nations Economic Commission for Europe (UNECE) supported the countries with implementation of their commitments towards strategic environmental assessment and environmental impact assessment under the Espoo Convention; and the United Nations Environment Programme (UN Environment) provided support for policy and implementation for sustainable public procurement and organic agriculture.

Resource Efficient and Cleaner Production (RECP) applies proven preventive environmental approaches and productivity concepts for the triple benefits of improved resource productivity (hence reduced operational costs and reduced use of materials, energy and water), reduced environmental impacts (less waste, emissions and pollution) and improved occupational and community health and safety. The EaP Green RECP project focused directly on the first two objectives.

The EaP Green RECP component aimed at improving resource efficiency and environmental performance in each of the six EaP countries, through the widespread adaptation and adoption of RECP methods, practices and techniques. Specific outputs pertain to building capacity for RECP service delivery, implementation at enterprise level and fostering of technology innovation. The project targeted specifically Agro-food processing, chemical and construction materials’ sectors. The sectors were chosen based on their current and expected future contributions to the economies at large, their potential for job creation and development of small and medium enterprises, and their significant resource-use and pollution footprints. Inclusion of agro-food sector further supports decentralization of economic growth to rural and remote areas, which have in many cases remained deprived from past economic growth. Moreover, further development of the construction materials sector is pivotal for urban and infrastructure developments.

The European Union, through the European Commission’s DG NEAR (Unit C/2 – Armenia, Azerbaijan, Belarus and Eastern Partnership) is the main donor for EaP GREEN, and also for the RECP component. Co-funding for this component was also leveraged from UNIDO, the Government of Slovenia and the Development Bank of Austria (Oesterreichisches Entwicklungsbank AG, OeEB). Funding from the Austrian Development Bank was aimed at supporting activities specifically in Georgia. The ToR provide the following budget and expenditure information:

Table 2. Project Budget

Grant	Total allotment, (incl. 7% support costs)	Total, (excl. support costs)	Total expenditures	% implemented	Donor
2000001436	1,980,000	1,850,467.29	1,690,206.14	91%	European Commission
2000001502	180,000	168,224.29	164,618.88	98%	Government of Slovenia ³
2000002520	325,000	303,738.18	260,884.74	86%	Development Bank of Austria
4000333	n/a	81,255.72	81,255.72	100%	UNIDO (cash)
n/a	93,744.28	92,744.28	93,744.28	100%	UNIDO (in-kind contribution)
Total	2,660,000	2,496,430	2,290,710	92%	

Prior to the project under evaluation UNIDO had already gained valuable experience in implementing RECP within a joint UNIDO-UNEP global RECP Programme, including in the Eastern European and Central Asian Region⁴. Moreover, a large and medium scale national RECP programmes are currently under implementation in respectively Ukraine and the Republic of Moldova with funding from the Governments of Switzerland and Austria. Therefore, the EaP Green RECP disproportionately focused (fund extended sets of national activities) in Armenia, Azerbaijan, Belarus and Georgia, and fund more limited sets of national activities in the Republic of Moldova and Ukraine. The complementary regional activities under this programme are meant to benefit all six countries in an equal manner.

The overall objective of RECP component of EaP Green was to improve the resource productivity and environmental performance of businesses and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes.

The outcome of the EaP Green RECP Demonstration Project was the increased awareness, understanding and uptake of RECP concepts, practices and techniques in the EaP Countries. The expectation was that by the end of the project businesses, business membership organizations, government and potentially other stakeholders (e.g. professional associations, academia) would have greater awareness and understanding of RECP, its benefits and contribution to sustainable development, and have started to take up specific measures for implementation, in particular in the prioritized sectors - food and beverages, construction materials and chemicals.

The project is further structured into a total of three outputs, presented in the following table.

³ According to the UNIDO PM, for administrative reasons it was not possible to integrate the funds provided by the Government of Slovenia into the overall EaP GREEN budget; however funds were used to support activities related to the RECP component implementation. The budget of the RECP component was 2.48 M EUR, as per the project document; with the funds from Slovenia the total was 2.66 M €

⁴ Including Romania, Bulgaria, Ukraine, Czech Republic, Slovakia, Hungary, Croatia, Russian Federation, Albania, Macedonia, Serbia and Uzbekistan (<http://ecca.recpnet.org/>)

The full logical framework is included as Annex 1 of the ToR of this assignment.

Table 3. Project structure

Work Stream	Outputs/indicators
1. RECP Human and Institutional Capacity Development:	<p>A nationally appropriate mechanism established or strengthened for delivery of RECP services to enterprises and other organizations in each EaP country</p> <p>Indicators: 1.1: Increased availability of RECP services in each EaP country;</p> <p>1.2: Participation of key government and industry stakeholders in governance of RECP service delivery</p>
2. RECP Implementation, Dissemination and Replication:	<p>RECP concepts, methods, practices and technologies have been implemented by enterprises and other organizations in the EaP countries and their environment, resource use and economic benefits have been monitored and verified⁵.</p> <p>Indicators: 2.1: ECP implementation in enterprises and other organizations audited and/or supported by the project.</p> <p>2.2: Degree of environment, resource and economic benefits achieved through RECP implementation in enterprises</p>
3: RECP Technology Support	<p>Appropriate and affordable RECP techniques and technologies for the target sectors have been identified and promoted for transfer and widespread deployment in EaP countries.</p> <p>Indicator: 3. Improved availability and affordability of RECP techniques and technologies for the target industry sectors in the EaP countries</p>

According to the project document, OECD is contracted by EC as the lead partner for EaP Green. UNIDO is a consortium partner and signed a cooperation agreement with OECD and report to the EC through OECD.

A EaP Green steering committee was established with participation of the EC, the four implementing international organizations (OECD, UNECE, UNEP and UNIDO), government representatives of the six target countries and implementing partners. The steering committee should meet annually to review progress and endorse annual progress reports and work plans. Also, an established Management Group regularly brought together representatives from relevant EC services (including DG NEAR, DG ENV, the EEAS) and the OECD, UNECE, UNIDO and UNEP to discuss the main challenges and difficulties encountered in the Project implementation and to advise on the way forward.

A further executive committee (Action Implementation and Coordination Committee) including the four international organizations, and participation of the EC where appropriate was established to coordinate the interventions lead by the four organizations. This executive committee was expected to meet more regularly, where appropriate by video- or teleconference, to deal with operational matters and ensure that synergies are being achieved between demonstration activities and policy support interventions. A password protected EaP

⁵ Monitoring of benefits will follow the framework outlined in: *Enterprise level resource productivity and environmental pollution intensity indicators: a primer for Small and Medium Enterprises*, UNIDO and UNEP, 2010

GREEN management site⁶ was established and has been maintained by the OECD secretariat. Reportedly, the site contains general and technical information about the Project, an updated list of missions and meetings to ensure better co-ordination in activity planning, lists of contacts and communication tools.

At country level, national focal points were designated at key ministries such as environment/ecology, economy/finance to accompany the different components of EaP Green. According to the ROM Evaluation EaP Green behaved as 4 different projects implemented by 4 different partners with little coordination. The ROM states “At events such as Steering Committee meetings, all stakeholders (government, the implementing partners, and others) dialogue with one another. Apart from that, for their own activities and actions, each of the 4 organizations develops separate partnerships and sets up separate arrangements with the stakeholders concerned. There have been instances noted where two or three of the partners are separately approaching a ministry, with the respective ministry staff (with the exception of the National Focal Points) unaware of developments in other parts of the ministry on other EaP GREEN components.”

Specifically, for the RECP Demonstration project, in 2014 UNIDO hired National project coordinators (NPC) in each EaP country for the duration of the project. The National Project Coordinators were in charge of overseeing the implementation of the national activities, liaison with government, business and other stakeholders, and leading the human and institutional capacity development components (work stream 1). A steering committee or board was also established specifically for this component in each country except Belarus, including the NPC, representatives of the ministries involved, cooperating institutions, and some other stakeholders (each country had a different composition). In Belarus, as the RECP Demonstration project has not been registered, the board was replaced by the “Friends of Demonstration RECP program in Belarus” community where main public stakeholders were represented.

Besides, UNIDO launched a competitive call for proposals for cooperating institutions and experts to select national implementing partners. By January 2014 the following partners had been selected for the countries: Regional Environment Centre – Caucasus – Yerevan Branch (RECC Armenia); Regional Environment Centre – Caucasus - Baku Branch (RECC Azerbaijan)⁷; Energy Efficiency Centre (EEC, Georgia); Ukraine Resource Efficient and Cleaner Production Centre (URECPC). Through an open tender procedure held in the summer of 2015, the partners for the remaining countries were selected: The Chamber of Commerce and Industry of Moldova (Moldova); and School of Business and Management of Technology of Belarus State University (Belarus).

The cooperating institutions function was to assume a national executive and governance function specifically to guide the institutional development for RECP service delivery, potentially into a separate entity as a National Cleaner Production Centre, similarly to what UNIDO-UNEP programme did in Ukraine with the setup of the Ukraine Resource Efficient and Cleaner Production Centre (URECPC). UNIDO tried in this way to work towards implementation of the international best practices gained from the RECP programme globally, as reflected in the governance and institutionalization primer for RECP services’ providers⁸.

The National RECP Experts were trained on the RECP approach and charged with delivering assessment and technology services, in the framework of the industry implementation and technology support components (work streams 2 and 3) in different sectors and regions of their country. National experts were identified and selected from relevant technical and or

⁶ <https://community.oecd.org/community/eapgreen>

⁷ Service contract of REC-Caucasus Baku Branch was not extended in 2016 due to understaffing issues and subsequent performance issues of the organization. Open tender for a substitute organization was opened by UNIDO in February 2016, but none of applicants were deemed qualified. Further implementation of the Project in Azerbaijan was organized through national experts and directly from the UNIDO HQ

⁸ Good Organization, Management and Governance Practices: a primer for providers of services in Resource Efficient and Cleaner Production, UNIDO and UNEP, Vienna/Paris, 2010.

business institutions (e.g. universities, regional development agencies, chambers, industry associations, or private consultants)⁹ and were required to have an engineering or highly related disciplinary background, demonstrated experience in service delivery to enterprises and demonstrated affinity and understanding of environment and energy issues.

The main stakeholders at national level, and their role are listed in the table below.

Table 4. Stakeholder Involvement

Stakeholder	Involvement
Government and its agencies at national and sub-national levels	The government counterpart should take up information gathered from the UNIDO demonstration activities (namely opportunities and constraints encountered in practice) and feed them into the policy and strategy components of the EaP GREEN Programme (implemented with support of OECD and UNECE). □The government agencies are expected to mainstream RECP concepts and policy instruments in the development, implementation and enforcement of relevant policies and legislation, including the environment, industry and other applicable policy domains. The governments are also expected to activate and/or strengthen the incentives for different categories of enterprises and other organizations to consider and implement RECP in their operations.
Other stakeholders	These include education and training institutions, professional and industry sector associations etc. These stakeholders are expected to consider RECP concepts, methods and information in their activities (for example as part of their vocational training, education and outreach functions) and disseminate them through their channels and networks.
Enterprises and other organizations	<p>These are the direct beneficiaries of the programme, as they are supposed to implement RECP opportunities in their operations, achieving reductions in the intensities of their waste and pollution generation and of their use of natural resources. In so doing enterprises increase the number of indirect beneficiaries.</p> <p>It is expected that enterprises will start with the RECP Practices that have lower technological complexity (including good housekeeping, improved process controls, energy and water monitoring etc.). The Regional RECP programme is intentionally structured to help enterprises to move a step ahead and adapting and adopting more innovative technological, operational and/or managerial solutions.</p>
Demonstration companies	Companies that are identified by national and international experts, considering the recommendations by industrial development agencies, industry associations and chambers of commerce, in which RECP methods can have a strong impact. The demonstration companies are willing to be RECP assessed, to implement the RECP action plan (or part of it), and to have their story published, as example to others.
RECP Clubs (municipal or regional)	RECP Clubs are a platform for specialists of local industrial companies to come together to studying RECP methodology, exchange of experience and a consulting point for finding solutions for production improvements. Each company represented in the club shall develop a RECP plan to be implemented.

⁹ There was the possibility that national experts contributing to other components of EaP GREEN could also be trained and utilized for the RECP service delivery, e.g. experts in environmental impact assessment (component 2 of EaP Green).

2.3. Positioning of the EaP Green - RECP demonstration component

The EaP Green RECP demonstration project is totally aligned with UNIDO's mission, policies, mandate and experience. Since the early 1990s, UNIDO has been implementing a number of programmes that promote cleaner technologies and/or preventive environmental management.

The mission of UNIDO, as described in the Lima Declaration adopted at the 15th session of the UNIDO General Conference in 2013, is to promote and accelerate inclusive and sustainable industrial development (ISID) in Member States. The two main pillars of ISID are: creating shared prosperity for all, and safeguarding the environment. UNIDO's mandate is fully recognized in SDG-9, which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation".

In order to focus on industry's potential positive contributions to sustainable development, UNIDO launched in 2008 an organization-wide strategic Green Industry Initiative. Green Industry comprises a two-pronged agenda for reducing on an ongoing basis in existing industries the generation of emissions and wastes and improving efficiency of use of natural resources (including energy and water) and for creating a vibrant supply of environmental goods and services. The green industry Initiative focus on: Removing gaps in the normative framework; Removing gaps in the support system (specialized enterprises in the green, or environmental goods and services, sector to support industry); Removing gaps in the industrial sector's knowledge and skills set.

UNIDO's 13th General Conference in December 2009 provided strong endorsement for the Green Industry agenda as a practical contribution to the UN- system-wide initiatives on the Green Economy and Green Growth, which was further endorsed by the launch of the global Green Industry Platform during the Rio+20 Conference held in June 2012 in Rio de Janeiro. A flagship of the Green Industry strand of activities focused on the greening of industries is the global joint UNIDO-UNEP Resource Efficiency and Cleaner Production (RECP) Programme.

The UNIDO-UNEP RECP Programme started in 1994, with the objective of increasing the competitiveness and productive capacity of industry, specifically Small and Medium Enterprises (SMEs), through implementation of Cleaner Production (CP) and application, adaptation and diffusion of Environmentally Sound Technologies (ESTs). The programme supported the implementation National Cleaner Production Centres (NCPCs) and in some countries National Cleaner Production Programmes (NCPPs). The NCPCs/NCPPs were initially established as project management units administered by UNIDO and/or UNEP. However, over time these have become increasingly independent, both administratively as well as financially, through an appropriate national institutional and governance arrangement, either in one centralized agency (typical for a NCPC) or by coordinating the different inputs from various agencies (common for a NCPP). The Programme currently covers activities in 50 countries in Africa, Asia, Latin America and Eastern European countries. By 2012 around two thirds of these NCPCs/NCPPs operated without core-funding from UNIDO and/or UNEP, generating income from different sources (fee for services, project implementing partners or national government allocations, under e.g. environment or innovation policies).

The EaP Green RECP Demonstration component adds up to other UNIDO's initiatives in the region, in particular related to energy efficiency, such as: Introduction of Energy Management System (EnMS) and systems optimization, currently underway in the Republic of Moldova and Ukraine, and energy efficiency in industrial sector in Georgia, all with funding from the Global Environment Facility (GEF); Renewable and rural energy currently ongoing in Armenia, and Ukraine; and Phase out of Ozone Depleting Substances (ODS) and environmentally sound management of PCBs (both in Azerbaijan).

III. Project assessment

3.1 Project Design

The project document contains substantial information on the context of each country and rationale of the project. The description of the context in each country includes references to work done and priorities on greening the economy. The project document also contains relevant, precise and concise information to achieve the overall objective of the project. The goal is defined qualitatively and is realistic, and the project design was adequate to address the problems at hand given the context and UNIDO's 20 year's experience on RECP implementation, including in the region.

The project design was based on a needs assessment undertaken by the EU, and Description of the Action (DoA) for EaP GREEN was further developed in consultation with OECD, UNECE, UNEP and UNIDO. The project considered and reflected national and local priorities and strategies.

Stakeholder analysis was adequate, with clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities in the project. Appropriate project implementation arrangements are described in the project document, Section C.4, C.7 and annex 2 of the project document. The roles of the different committees, coordinators, managers and national counterparts of the project are also clearly described.

The approach proposed in section C.2 and the set of activities designed and described in Section C.6 of the project document appear to be adequate to produce the intended results and the planned outputs. The timeframe provided in the project document seems adequate to undertake the planned activities. The project design addresses sustainability of RECP demonstration programme namely by supporting the establishment of "national RECP unit or centre in a suitably qualified and reputable national institution", and regional enterprise clubs for replication and scaling-up.

Section C8 discusses the risks, and makes a clear distinction between risk factors on which the project can have an influence, from other factors outside the scope of the management of the RECP Programme that may potentially have a big impact on the programme's ability to achieve its intended outcomes. The design of outcome and outputs takes those risks into account.

However, the project design does not specify any assumptions or risks for the establishment and sustainability of the RECP Clubs. The financial risk on how do companies finance the implementation of RECP measures turned out to be important, and was not considered in the project design.

A comprehensive logical framework (annex 1 of the project document) has been developed for the project. There is a coherent logic between the objective, outcome, outputs and activities, and realistic assumptions are included at each level in the logical framework. However, the logframe does not reflect the intent of the project "to guide the institutional development for RECP service delivery, potentially into a separate entity as a National Cleaner Production Centre". According to UNIDO PM that omission was done on purpose to not limit the "delivery model" to just the option of establishing a RECP Service. Reportedly experience from other projects show that the establishment of a center is not always the preferred option as centers do often struggle with sustainability outside the scope of a project.

The proposed indicators for Objective, outcome and outputs are qualitative, but the outcome

indicator does not express any tendency: “RECP initiatives of enterprises and organizations”. Therefore, no outcome goal is set, and the remaining higher-level indicators are not measurable, or are arguable: “improvement”, “reduced”, “degree”, “participation”. The activities indicators include targets, which are conservative considering the proposed activities and the results achieved. The proposed means of verification are appropriate.

The overall rating on Project Design is **Satisfactory**, although the logical framework is moderately satisfactory.

3.2 Relevance

This regional project is highly relevant as the six participating EaP countries are pursuing a regional integration agenda and closer ties with the European Union. This means that pressure to improve environmental performance (e.g. more stringent regulations and requirements, increased enforcement, monitoring and reporting) as well as energy and water prices will increase, leading to stronger incentives for enterprises to consider and implement RECP.

Besides, the countries of the region have other commitments. For instance, within the Pan-European Strategic Framework for Greening the Economy¹⁰, the Batumi Initiative on Green Economy (BIG-E)¹¹ comprises voluntary commitments by interested countries and organizations, both public and private (BIG-E stakeholders), in the form of green economy actions that operationalize the strategy during the period 2016–2030. All EaP countries, except Armenia, have made Big-E commitments, and many of the commitments are related to RECP.

At global level, the EaP countries are also bound by commitments such as the Intended Nationally Determined Contribution to reduce greenhouse emissions, besides other Multilateral Environment Agreements such as the ones related to waste and chemicals.

Under the above commitments, the EaP country governments will have to report on environmental performance (including energy and use of resources efficiency). Therefore, governments are urged to improve their environmental, RECP, and energy efficiency policies and legal frameworks, as well as to promote a swift capacity development of institutions and of the civil society, and in particular of the private sector.

The ability of enterprises and other organizations to respond in a proactive manner to the above referred changes in the business environment is critically dependent on understanding the benefits and having access to a supply of value-adding RECP services that are appropriate and adapted to the present-day realities experienced by enterprises in the Region.

Considering that other components of EaP Green deal with the policy and regulatory aspects, the project addresses the critical issue of further develop, professionalize and institutionalize the RECP service delivery capacity in all countries in the EaP Region, while at the same time promoting awareness about RECP on all levels.

The ministries¹², stakeholders (including business associations) and SMEs were all

¹⁰ <https://www.unece.org/environmental-policy/environment-for-europe/initiatives/greening-the-economy-in-the-pan-european-region/the-pan-european-strategic-framework-for-greening-the-economy.html>

¹¹ <https://www.unece.org/environmental-policy/environment-for-europe/initiatives/big-e.html>

¹² For example, in August and November 2016, the Deputy Minister of Economy and Sustainable Development of Georgia, Mrs. Irma Kavtaradze sent a letter to H.E. Mr. Li Yong Director General of UNIDO and another to H.E. Janos Herman, Head of Delegation of the European Union to Georgia stating that the Ministry highly appreciated the results achieved under the RECP Demonstration Project of UNIDO and would like to further develop and

unanimous in considering the project as highly relevant. Entities often stated this was the first experience they had with RECP.

Relevance for the EU

Environment is a priority for regional cooperation involving the six partner countries and the European Union. In 2011 the EU and the EaP countries decided¹³ on need to work together on green economy. The Review of the European Neighbourhood Policy¹⁴ (ENP) highlighted the importance of building a resource-efficient economy, implementing 2015 Paris Agreement and the 2030 Agenda for Sustainable Development. Environmental action has also been integrated into the Joint Staff Working Document "Eastern Partnership – 20 Deliverables for 2020: Focusing on key priorities and tangible results".

SMEs account for about 95% of enterprises in the EaP region, and are important drivers of the economy. The EU acknowledges that addressing private sector actors is of increasing relevance for environmental action. The EaP Green RECP project addresses the challenges above, while helping enterprises to become more competitive and access new markets, and contributes to create new, green and greener jobs.

Relevance to UNIDO

As stated in section 2.3 the project is highly relevant to UNIDO mission and policy. Besides, through the relevant programming cycles of the United Nations System and the resulting United Nations Development Assistance Frameworks (UNDAF), UNIDO has been tasked to support EaP countries with promotion of sustainable production practices and techniques. The EaP Green - RECP demonstration component is an opportunity to respond to that challenge, and follows the lessons learned in 20 years of RECP implementation worldwide.

The rating on Relevance is **Highly Satisfactory**.

3.3 Effectiveness

The project was developed to deliver 3 outputs organized under 3 work-streams, contributing to one outcome. The following paragraphs discuss the achievement of outputs and activities during implementation.

Output 1 - RECP Human and Institutional Capacity Development: A nationally appropriate mechanism established or strengthened for delivery of RECP services to enterprises and other organizations in each EaP country.

The Activity 1.1 - *National experts identified, trained and coached in basic and advanced RECP methods and applications and supportive management and entrepreneurship topics* - had two quantitative indicators: 60 national experts trained and coached in application of basic RECP methods and techniques (8-15 per EaP country), and a total of 15 (2-3 per EaP country) advanced short-term trainings organized on selected 'advanced' topics with average participation of 25 national experts.

strengthen the national RECP program allowing wider application of RECP methodology by industries of Georgia. The Ministry expressed its interest in continued cooperation with UNIDO and the EU for improving the resource productivity and environmental performance of Georgian enterprises in order to put green economy into practice.

¹³ The Joint Declaration of the Warsaw Summit in 2011 had a very strong green economy element:

http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/ec/124843.pdf.

¹⁴ http://eeas.europa.eu/enp/documents/2015/151118_joint-communication_review-of-the-enp_en.pdf.

Table 5.A Project Effectiveness - Act 1.1

Country	Armenia	Azerbaijan	Belarus	Georgia	Moldova	Ukraine
Number of experts trained	24	18	37	18	17	18

The number of experts trained, 132, more than doubled the goal. Advanced short-term courses on selected topics were performed in Armenia, Belarus, and Georgia on the use of monitoring equipment to detect consumption and leaks (heat, water, etc) - the project provided monitoring equipment to which was highly appreciated, as the equipment allows a more accurate assessment of RECP issues and hence recommendations. No other advanced trainings were reported, although UNIDO reports the webinars on pocket guides as advanced training. UNIDO report provides examples of “Specialized technology trainings”, examples are: Responsible Production workshop in Belarus, the COMFAR training and the Clubs Financing workshops in Ukraine. Together with the monitoring equipment these events were organized based on demand from the countries.

The Activity 1.2 - *Awareness and understanding of RECP opportunities and benefits improved at the national and regional levels among enterprises, government and civil society* - had 2 indicators: Internet website in each EaP country, and Two national conferences in each EaP country over the duration of the programme.

All the EaP countries developed websites¹⁵. Some more elaborated than others, but all multilingual (national language, English, and some also in Russian) containing the publications prepared during the project, case studies, important documentation, news of the project and other resources. They all are constitute very useful repositories to all those interested to learn about RECP.

The RECP component performed not only national conferences in each of the country, but a set of other events (or participated in yet other events as well).

Table 5.B Project Effectiveness - Act 1.2

Country	Armenia	Azerbaijan	Belarus	Georgia	Moldova	Ukraine
Number of national Conferences held	2	2	2	2	2	2
Examples of other events ¹⁶	6 thematic RECP fora	6 thematic RECP fora	6 thematic RECP fora; Organizer of Webinar. Participation as co-speaker in national conferences and events organized by other entities	6 thematic RECP fora, 2 financing roundtables (1 international), 1 awareness raising event	6 thematic RECP fora, organizer of 1 Regional conference,	6 thematic Fora, roundtables, seminars, workshops
Number of Awareness Raising Events	31	9	15	12	46	27
Number of Participants	880	398	812	516	1200	1026

¹⁵ www.recp.am (Armenia); recpaz.wordpress.com (Azerbaijan); www.recp.by (Belarus); www.recp.ge (Georgia); www.ncpp.md (Moldova); www.recpc.kpi.ua (Ukraine)

¹⁶ This list is not exhaustive - the national final reports include references to the events the project participated in, although not always in a systematic way.

This indicator is fully achieved and the project did more than expected.

The Activity 1.3 - *Customized mechanism set up for coordination and cooperation among national experts for efficient national sharing of knowledge and experiences and peer learning as a basis for RECP advocacy and sustained RECP service delivery* - had 2 indicators Effective steering function with □ government and business participation in each EaP Country, and Proposals made and supported for institutionalization of RECP advocacy and service delivery in each EaP country

As stated previously, except for Belarus, all the countries established a committee or board, involving representatives of the government, of the project, and of the companies, and other stakeholders to drive the RECP Demonstration project. In the case of Belarus, as the RECP Demonstration project has not been registered, the board was replaced by the “Friends of Demonstration RECP program in Belarus” community where main public stakeholders were represented.

The second indicator relates to the establishment RECP Centres. An RECP centre existed already in Ukraine. In Moldova, an RECP Programme is ongoing since 2007, and an RECP Centre has been established within the Service Unit (Chamber of Commerce) within the RECP Demonstration project. In Georgia an RECP Centre has been established as an autonomous entity, an NGO, by the national project coordinator, some members of the steering committee and some experts. In Belarus, an RECP Centre has been established at the Service Unit¹⁷. In Armenia, the government has approved the concept of establishing an RECP Centre as an independent foundation. In Azerbaijan more work needs to be done to reach a situation conducive to the establishment of an RECP Programme or RECP Centre. The Ukraine RECP Centre is more consolidated and found ways to finance at least part of their activities (companies sponsor the RECP Clubs), while the Moldova RECP Centre builds upon the basis RECP Programme built, and the team is used to work on voluntary basis during some periods of time, between projects. The RECPs of Georgia and Belarus, struggle to consolidate their activities, and are expecting that the new project will provide that opportunity. Substantial additional support is necessary for the sustainability of the Centres. While in Georgia the RECP Center activities are idle, the Belarusian RECP Centre carried out a demonstration project at one of the enterprises of the Belarusian Railway in the second half of 2017, and is currently implementing a contract with that corporation to improve resource efficiency at several of its enterprises.

The Activity 1.4 - *Efficient sharing of knowledge and experience and regional peer learning among national RECP experts from the six EaP countries* - had the following indicator: Three regional meetings of key national RECP experts organized and executed. The RECP project has organized regional coordination meetings, attended by the national project coordinators and other project team members. This has been highly valued as a means to share ideas, experiences and problems/solutions.

Some regional coordination meetings occurred in conjunction with RECPnet global and/or regional chapter meetings Montreaux (2013), Portorozh (2014), Davos (2015), Batumi (2016) and Helsinki (2017), provided, among others, the opportunity to interact with colleagues from the global RECP programme. These RECPnet meetings occur within thematic events such as 17th European Roundtable on Sustainable Consumption and Production (Slovenia, Oct 2014), Batumi Ministerial Conference (Georgia, June 2016), Circular Economy Summit (Finland, June 2017), and have been attended by the national project coordinators. Besides, a kick-off meeting on RECP scaling up and localization in Kiev (2015), 2 Regional RECP Round Tables on Financing in Tbilisi (Georgia, 2015 and 2017), and technology pocket guides discussion in Moldova (2016), were attended by national project coordinators and other team

¹⁷ School of Business and Management of Technologies of Belarusian State University

members, and national RECP experts (not from project team) from the organizing country. Three webinars organized in Minsk on technology pocket guides were attended by RECP experts from all countries.

Output 2: RECP Implementation, Dissemination and Replication: RECP concepts, methods, practices and technologies have been implemented by enterprises and other organizations in the EaP countries and their environment, resource use and economic benefits have been monitored and verified.

The Activity 2.1 - *Potential for improved resource productivity and environmental performance through RECP widely demonstrated in enterprises and other organizations in all EaP countries* - had 2 indicators: Detailed RECP assessment completed for at least 90 demonstration companies (~ 8-20 in each EaP country); Minimum of 50 enterprise level success stories prepared and published (~8-12 for each EaP country). According to the data from the project (country booklets) the number of demonstration companies in which assessments have been done are:

Table 5.C Project Effectiveness - Act 2.1

Country	Armenia	Azerbaijan	Belarus	Georgia	Moldova	Ukraine
Demonstration companies Assessed	22	7	24	18	17	13
Success stories	10 + 12 in two publications ¹⁸	7	22 ¹⁹	14	6	5 + 8 in two publications ²⁰

For this activity in particular, there is a discrepancy in the project document between the detailed presentation of the detailed output and corresponding key activities in the body of the document and the logical framework. While the former refers in-depth assessment, the later refers detailed assessment. The project document does not define clearly what is detailed assessment and in-depth assessment. There is also a difference on the expected number of success stories, while the body of document refers 7-10, the logical framework states minimum 50 stories, about 8-12 per country.

The goal of the number of companies assessed has been achieved, with 103 companies. While Azerbaijan assessed 7 companies, Armenia and Belarus assessed 24 companies. The number of success stories did not reach the objective. The table above shows the number of success stories found in the national websites of RECP project.

The Activity 2.2 - *Mechanisms developed, trialed and installed for regional replication and scaling up-of RECP in enterprises and other organizations in each EaP country* - Indicator: Regional replication programme developed for each EaP country; 26 regional replication programmes planned, organized and delivered comprising of group training and coaching of SMEs (~ 4-6 replication programmes in each EaP country); 200 SMEs have completed replication programme and 75% thereof have started with implementation of RECP opportunities.

¹⁸See <http://recp.am/wp-content/uploads/2015/06/Publication-RECP-eng.pdf> and <http://recp.am/wp-content/uploads/2015/06/RECP-business-cases-english-2017-version1.pdf>

¹⁹ A somewhat different approach to case studies was used in Belarus and examples of case studies can be found at <http://en.recpc.by/glavnaja/rjebchp-v-belarusi/>.

²⁰ http://recpc.kpi.ua/images/eap_green/leaflets/business%20case%2014%20eng.pdf and http://recpc.kpi.ua/images/eap_green/printed_materials/Business%20cases%20UA%202016%20EaP%20GREEN%20eng.pdf

Table 5.D Project Effectiveness - Act 2.2

Country	Armenia	Azerbaijan	Belarus	Georgia	Moldova	Ukraine
Number of clubs	4	4	4, plus 2 sectoral	4	4	4
Number of companies in clubs ²¹	33	30	62, plus 39 in sectoral	32	64	35
Number of RECP club participating companies awarded certificates ²²	31	35	138	33	65	26

The number of clubs established, 24 regional and 2 sectoral clubs in Belarus, nearly reached the goal. Belarus, besides establishing regional clubs, established two sectoral clubs representing Belarusian Railway Enterprises and the road construction and maintenance sector. The later proved quite well, as it was a way of bringing together and delivering RECP training to companies of the same field, which were also sharing experiences, problems and solutions. As the companies are mostly public, there were in this case no competition issues among companies doing similar work. Upon completion of the training program and submission of RECP Action Plans each club member companies were awarded with UNIDO certificates for successful participation in the RECP Clubs program. According to UNIDO data about 328 companies participating in the RECP clubs received awards. However for Georgia and Moldova the figure correspond to participant companies, not necessarily to companies receiving certificate. But it can be considered the goal has been reached.

UNIDO also collected data on the certificates awarded in each country to experts trained and to demonstration companies.

Output 3: RECP Technology Support Appropriate and affordable RECP techniques and technologies for the target sectors have been identified and promoted for transfer and widespread deployment in EaP countries.

The activity 3.1 - *Pilot projects for adaptation and adoption of innovative RECP technologies developed, evaluated and promoted for investment and implementation in target sectors in all EaP countries* - had two indicators: Three sector-based needs and opportunity assessment reports published (each potentially with sub-sector supplements); Minimum of five RECP technology pilots prepared and promoted for implementation for each of three target sector. Within this context this activity, the project has produced somewhat different items than the ones expected at the project document, but very useful.

The RECP Demonstration project has produced 3 RECP technology pocket guides on (each) chemicals, road construction materials and milk processing subsectors in each of the countries. The pocket guides were produced in English and Russian and in country language, in a total of 6 languages. The pocket guides have been adapted to the EaP contexts, through sharing and exchanging between project coordinators, UNIDO and international experts. Three webinars broadcasted from Belarus have occurred, on specific topics: on 4 July (regarding milk processing and chemicals industry) and on 24 October (on construction materials industry). The webinars focused on the presentation of the pocket guides and aimed

²¹ According to Project country leaflets.

²² According to UNIDO data.

at its wide distribution and use in the region. Guides are considered very useful and there are demands to produce them to other sectors.

Another report focused on RECP financing. More than 200 enterprises' representatives from the region took part in online RECP Financing survey contributing to the analysis report on RECP financing and submitted to OECD for presentation in the Green Financing Conference. This survey was initiated in Georgia where, with the support of Development Bank of Austria, it was possible to implement a series of RECP financing related activities including: i) two roundtables (in Tbilisi) to explore possible ways to bridge the gap between companies and financial institutions for financing and implementing RECP activities; ii) a study on opportunities and barriers for green investments in Georgia - which was afterwards scaled up to other countries; iii) Training on financial analysis of investment project scenarios using specialized software COMFAR; iv) financial analysis of the proposed investments in RECP project proposals of 15 SME, as well as dialogue between local banks and the SMEs to mobilize funds for their implementation.

As for the pilot projects, about 27 in-depth RECP assessments were conducted in all 6 countries. Of those, 17 in-depth assessments (12 in Georgia and 5 in Belarus) resulted in the preparation of pilot RECP project proposals including financial analysis of the proposed investments. These were 5 pilots in each of the sectors, and the follow up of the proposals and dissemination of information about them is not reported. Two companies, both in Georgia, pursued loan applications with local banks, but none completed the application proposal.

Regarding the higher-level indicators, for the outcome indicator, *RECP initiatives of enterprises and organizations*, indeed the project has contributed, as it involved about 357 SMEs in the 6 countries, either in clubs or demonstration companies, as has also involved business associations, universities, etc. The table below contains a very brief assessment of output indicators, as most summarize activities indicators.

Table 5.E Project Effectiveness - higher level indicators

Output indicator	Assessment
Increased availability of RECP services in each EaP country	4 countries have established RECP Centres. In Armenia the RECP Centre is about to be established. Azerbaijan did not reach this objective.
Participation of key government and industry stakeholders in governance of RECP service delivery	In all countries RECP Demonstration project steering/governance committees have been established. Only in Belarus the government could not be so deeply involved.
RECP implementation in enterprises and other organizations audited and/or supported by the project.	RECP implementation in enterprises has been supported by the project, in some companies. A sub-set of companies in each country has benefited from in-depth assessment and coaching.
Degree of environment, resource and economic benefits achieved through RECP implementation in enterprises	As stated previously, the actual degree of environment, resource and economic benefits achieved through RECP implementation has not been measured in a systematic way. The project has been able to identify RECP investments with a value of over 5 million €, and estimate that this result in savings to companies of about 9.4 million €.
Improved availability and affordability of RECP techniques and technologies for the target industry sectors in the EaP countries	With the pocket guides on chemicals, road construction materials and milk processing published in 6 languages, it can be stated that availability of RECP techniques has improved. The project also produced knowledge about financial barriers for financing of RECP activities, which a future project might address.

In view of the above the effectiveness is considered **satisfactory**.

3.4 Efficiency

The kick-off meeting of the project implementation was held in February 2014, in Vienna, and further coordination and planning meeting in Portoroz, Slovenia on 15 October 2014. Initial end date of the project was 31st December 2016 and was extended to 31st December 2017.

The different countries have implemented the project at different paces. While Moldova and Ukraine already have RECP experience, for the remaining 4 countries it has been the first contact. The project strived to implement the logical framework in all countries, but specific activities differ from country to country. Some countries took initiatives in some areas, and the project was able to accommodate, and sometimes replicate - e.g. Georgias' assessment of opportunities and barriers to promote RECP financing, was then done in all six countries. In Azerbaijan the project could not be completed at the same level as other countries.

UNIDO followed an approach of having Service Units to support the administration and logistics of the project in each country. This modality is relatively new to UNIDO - who often undertakes a more centralized approach. While 4 of service units could be hired in early 2014, Moldova and Belarus service units could only be selected in the summer of 2015 - delaying the start of the project in those countries. In Azerbaijan the contract with service unit ended in 2016, due to understaffing issues and subsequent performance issues of the organization. In February 2016, UNIDO opened a tender for a substitute organization but none of applicants were deemed qualified. Further implementation of the Project in Azerbaijan was organized through national experts and directly from the UNIDO HQ.

In Armenia and Ukraine where RECP have been ongoing for more years, the project established synergies and complementarities with on-going activities. Synergies were also established with the on-going worldwide project RECPnet.

The service units would incur in expenses and later be reimbursed by UNIDO. This proved to be difficult for the service units, who are non-profit organizations (NGOs, association, University) with limited available funds. Besides, UNIDO made a very rigorous control of all expenses incurred by service units, implying detailed reporting. Therefore, the start of project implementation in the countries was limited (limited funds to invest) and had some delays.

In the remaining UNIDO followed a centralized approach applying UNIDO procurement / disbursement procedures. This ensured that funds were adequately managed.

In April 2018, 94% of the total amount available for the project has been used.

Table 6 Project Financial Reporting

Budget \ Donor	EAP Green, via OECD	Slovenia Government	Austrian Development Bank	UNIDO
Total Amount	1,850,467.29	224,299.07	303,738.00	81,255.72
Used	1,812,170.32	142,997.75	286,911.82	81,255.72
Still available	38,296.97	81,301.32	16,826.18	0
Rate of use	98%	64%	94%	100%

The remaining available Slovenia Government Fund can cover costs with salaries of staff, national and international consultants, international meetings and train/fellowship/studies. It is to note that the budget for train/fellowship/studies was released but not used.

Although the project has been delayed by 1 year, the project has been effective in terms of cost savings, mobilization of further funding, and often exceed the required outputs and for these reasons the rating on efficiency is **Satisfactory**.

3.5 Sustainability of project outcomes

Financial risks

One of the project immediate objectives was to incorporate RECP methodology and investments by identification and implementation of innovative RECP solutions. As seen in Table 2 (investment versus gain), although the return on investment was very profitable, the implementation of RECP measures requires a significant amount of initial investment from the facilities. Even in the countries in which funds are available there are different obstacles for companies to access the funds: lack of knowledge, limited adequate loans to implement RECP, co-lateral costs and credit worthiness, capacity to present business plan and prepare the proposal. The financial sustainability of the RECP Centres is currently based on the prospect of the next project. For these reasons, the evaluation considers that there are financial risks regarding sustainability of project outcomes.

Sociopolitical risks

As mentioned previously (section 3.2.) the participating countries have commitments towards green economy. The countries are fully committed to implement RECP, and in particular the authorities have shown strong support by participating in regional EaP Green steering committee, participating the events of the national RECP demonstration project, providing invitees lists, in some countries declaring interest. The local authorities and the local delegations of the ministry of environment have also supported the project. RECP Centres have been established in different countries and academia and/or business associations are supportive. Considering these reasons, sociopolitical risks are considered low.

Institutional framework and governance risks

The RECP clubs and in some cases also the Centre have been integrated into national policies, strategies, or plans, or in Resolutions of the Government. In countries where academia is participating in the project (e.g. Georgia, Belarus), RECP has been integrated in university curricula. RECP Centres / Programmes have scope to establish strategic partnerships with different entities aiming at developing sustainable mechanisms (broad awareness raising, participation of companies, trainings) to promote RECP. The evaluation considers that risks related to institutional framework and governance are low.

Environmental risks

The project is considered ecologically sustainable as it promotes resource efficiency and cleaner production that results in decrease of waste, decrease of GHG emissions, and increase efficiency of water use. Furthermore, project benefits are identified and no environmental risk can influence or jeopardize the project outcomes, therefore this risk is considered to be low.

Mainly due to the financial risks identified, the overall rating on sustainability is moderately likely.

3.6 Assessment of Monitoring and Evaluation Systems

The model of monitoring and evaluation included in the project document emphasized the success indicators (benefits achieved from RECP implementation and hence the practical contributions to the development objective of the Programme), and mentioned the several programme level output indicators included in the Logical Framework to measure human and institutional capacity development and technology support.

The project document also refers that UNIDO will prepare yearly management reports,

reporting on progress “specifically in regard to the results framework and resources under this project document”, to be used by the EaP Green Programme’s key stakeholders.

The M&E design did not include a specific budget (it is included in the item “Project Management and Monitoring”). There was no specific M&E plan for the project coordinators and service units in each country to report. The country reports do not mention the logical framework indicators.

UNIDO did collect the information from the countries, particularly regarding the logical framework indicators related to the work streams, and less so on higher level indicators and produced reports. UNIDO’s project manager made decisions and corrective actions based on analysis from this M&E system. Information on project performance and results achievement was presented at EaP Green Programme Steering Committee to enable transparency and make decisions and corrective actions.

The countries were sensed to collect data regarding the real implementation by companies of the proposed RECP measures and the consequences (hopefully benefits) of that implementation. This has not been achieved equally in all countries due to the time schedule of the project - it takes time to plan and mobilize funds for the implementation of measures, to implement them and to measure the results. Besides, many companies are not used to measure savings, and to analyze the causes of the savings. The countries produced publications on success stories but most of the stories describe the measures that have been identified for the companies and the potential benefits the companies will get when implementing the measures.

The monitoring practice was not instilled in the countries’ project teams, and the field missions demonstrated that a culture of monitoring benefits was not instilled by project to the companies.

The risks outlined the project document have not been monitored and managed, nor have they been reviewed and updated. The project design did not include a long-term monitoring system.

For the above reasons, the monitoring and evaluation system implemented in the RECP demonstration project is considered **Moderately Unsatisfactory**.

3.7 Gender Mainstreaming

The project was not designed to make explicit provisions gender consideration. Both genders were involved in the project activities. The UNIDO PM was composed of two female, and half of the country project managers were female. The majority of the countries (Belarus and Azerbaijan did not) highlighted in project informative material the participation of women: Armenia 55%, Georgia 44%, Moldova 41%, and Ukraine 41%. Belarus reports that gender favored women, as the majority of experts and participants in the events (clubs and forums) were women.

3.8 Results Based Management

The implementation approach originally agreed upon by stakeholders was adopted to execute the project. The overall project management and supervision was done by the UNIDO PM. The PM was assisted by a staff specifically dedicated to this project and a team of contracted international consultants that provided guidance for technical issues.

The UNIDO PM and international project coordinator were not involved in the formulation of

the project, but did not have major problems in its management. The Global RECP Programme that UNIDO has been implementing for over two decades guides this regional EaP RECP project. Owing to the different dynamics in the six different participating countries, the effort involved in implementation, monitoring and coordination of activities was different in each country and quite challenging.

UNIDO PM, the national governmental focal points and the project coordinators participated in the EaP Green steering Committees in Brussels. UNIDO also participated in the technical meetings of the partners of the EaP Green Programme. The frequency of the field visits by UNIDO's PM is considered satisfactory by the stakeholders, as PM or assistant were present in major events of the project in each country, and at regional meetings.

In the countries a service unit²³ has been recruited to provide administrative and logistic support to the project and to the national project team. This project team²⁴ was led by the national project coordinator. The only exception was Azerbaijan after 2016, in which UNIDO took a more classical role of managing the project from the headquarters with the support of consultants in the country.

Some of the most active or specialized RECP trained technicians did collaborate with the project, and some have been recruited as local consultants to undertake specific activities. Some became members of the national steering committee of the demonstration project.

The adopted approach of establishing national implementing teams and steering committees was set to promote ownership of the project, which has become very high. The steering committee met regularly, and each member contributed at adequate level. This facilitated discussions, analysis and transparent decision-making.

The UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs have been in general adequate. However, there is some room for improvement. The model of a separate service unit and project management raised some issues. Although each team had assigned roles and responsibilities from the beginning, as there were different contracts, not always both teams were aligned in terms of timeframes and priorities. Besides, some administrative burdens have been reported by the service units. Each expense had to be justified by a receipt, which is normal, but often a description of the purpose had to be provided, which constituted a burden²⁵. The inexistence of a financial report template also contributed to difficulties in reporting. Besides, service units report some delays on receiving payment, and on receiving addenda to the extension of the contract.

The results-based management is considered **Moderately Satisfactory**.

3.9 Performance of Partners

Recruitment of international experts and national service units and project coordinators was done through a transparent selection process by UNIDO. The national coordinators came from prestigious institutions and/or had a track record experience on the a subject related to RECP, and in the case of Moldova a Ukraine had been engaged and coordinating RECP activities in the country.

International experts hired by UNIDO performed adequately. Nevertheless, it is concluded from the evaluation interviews that the project stakeholders would have liked that UNIDO would have made available knowledgeable/experienced international experts at the time of

²³ Usually composed of a financial manager, administrative support, and a communication expert - to produce informative material for the Project. The later is usually either member of the service unit or of the Project team.

²⁴ The composition of the national Project Team varies between countries, but is usually composed of the project coordinator, a Club's facilitator, a technical expert, and a economics/financial analyst es expert (the last two often part-time).

²⁵ Reportedly these requirements come from UNIDO HQ Procurement staff.

proposing RECP measures at the detailed assessments, as these experts could know innovative technical solutions, already being applied in other countries, unknown to national experts. The stakeholders felt that Information exchange channels with companies abroad implementing BATs and study visits could have been beneficial. Stakeholders and beneficiaries highlight the importance of the certified analytical equipment that the RECP Demonstration project has provided which enables more accurate assessments of the companies. However, project staff refers that the training on the use of equipment should be improved (more in-depth) in future projects.

All national coordinators and key experts were invited to annual meetings of RECPnet and/or its European Chapter to benefit from the network experience and create own network of RECP experts around the world. The RECP Centres already established - prior (Ukraine) or during the project (Belarus, Georgia, Moldova) - , and the RECP demonstration component in Armenia have registered the RECPnet²⁶ network of UNIDO/UN Environment, and applied for membership to RECPnet. The RECPnet is considered by stakeholders an effective IT-tool for obtaining information. Key documentations produced during the RECP project - for example the RECP primer and manuals have been uploaded to RECPnet.

Country ownership is high and involvement of major stakeholders has been satisfactory. The ministries of environment and of economy of the EaP countries were focal points of the whole EaP Green initiative and meet at the steering committee meetings hosted by the EU. Regarding the RECP component the role of the ministries has been to receive the reports, to participate in some events when invited, help to organize list of participants, and to support when needed. The ministries did not promote coordination between the different components of EaPGreen at national level. Local authorities and local delegations of the ministries also provided support to the project, namely by providing lists of local companies to invite²⁷ for events and backing up the invitations. Often local authorities provide space for the RECP clubs to meet.

National Steering committees to guide and monitor RECP Demonstration component were established in five out of six countries²⁸. The steering committees integrated project management representatives, government representatives through EaP GREEN Project national focal points, as well as representatives of business, civil society and academic communities.

The RECP Demonstration project has received support from the Government based on actions and policy/strategy. For example, in Moldova and Belarus, the support to the existence of RECP Centre and RECP clubs has been included in the National Action Plans of Green Economy. One of the Commitments Georgia made at the Batumi Initiative on Green Economy (BIG-E) is "Promoting Greening SMEs and Resource Efficient Production and Consumption in Georgia". In Armenia 3 ministries are part of the steering committee of the RECP Demonstration project, and are considering the establishment of the RECP Centre - the ministries provided guidance to the project, trying to identify how eliminate barriers and find incentives for RECP.

Another unplanned result that contributes to the sustainability of the approach has been achieved with the engagement of professors from technical and management universities as project experts. Some of the materials produced by the project have reached university students. The RECP primer and guide books are being used in class. In some countries RECP information and methods are being incorporated into the college curricula. All this enables replication of the approaches and solutions via student training.

In Ukraine, the RECP programme has been ongoing since 2007, the RECP Centre was established in 2013 and currently companies are paying a small fee to participate in the RECP

²⁶ See www.recpnet.org for reference.

²⁷ These local events are organized for awareness raising and to mobilize companies to participate in the Project.

²⁸ Only a "friends of RECP Demonstration Component" group was possible to establish in Belarus due to the issue of the EaP GREEN Project registration in the country.

clubs. No exit strategy has been planned for continued funding of certain activities in the other countries.

Under the EaP GREEN Action the European Commission (EC) has committed to contribute up to 80% of the eligible project costs. UNIDO provided a total of EUR81,255 cash contribution from UNIDO Regular Budget. Moreover, UNIDO has also mobilized funds from Austrian Development Bank and Government of Slovenia. There is no reporting of disbursement delays.

The EC organized a Results Oriented Monitoring (ROM) from October – December 2015 on the overall EaP Green programme. The ROM mission visited four countries: Armenia, Azerbaijan, Georgia and Ukraine. The ROM assesses the status of a project through an analysis of project documentation and meaningful consultation with all of the parties involved. The ROM review report provided the findings on relevance, efficiency, effectiveness and sustainability of the EaP Green programme, as well as a set of recommendations - this included specific analysis and recommendations for the RECP Demonstration component. The Development Bank of Austria also showed interest to accompanying the results of the RECP Demonstration component and a representative was present at the debriefing of this ITE.

The performance of the partners is considered **satisfactory**.

3.10 Overall Assessment

According to the TOR of this evaluation (annex 1), it is required to assess and rate the different categories of the project, according to the UNIDO ODG/EVQ/IEV format, from Highly Satisfactory (HS) to Highly Unsatisfactory (HU). Rating for sustainability sub-criteria are as follows: Likely (L), Moderately Likely (ML), Moderately Unlikely (MU) and Unlikely (U). Table 7 below reports the assessment of the different categories based on the documents submitted and interviews carried out during the field mission.

Table 7 Project Evaluation Rating

Evaluation Criteria	Comments	Rating
Progress towards Impact	This is a pioneer project (except for Moldova and Ukraine). The most significant achievement of the project has been to mobilize hundreds of companies and introduce new management concepts and tools that address the needs of the companies and the policies of the governments. The RECP Clubs proved well and have a significant replication potential. Some companies state that RECP issues are currently included in their planning and some even organize regular internal meetings to discuss RECP issues. Besides, the project has increased the political relevance of RECP in different countries, promoting international commitments and inclusion of RECO activities and clubs in national green economy action plans.	S
Project design		S
Overall design	The project was adequate to address the problems, and consistent with the country and donors' priorities. Stakeholder analysis was adequate, but analysis of some risks are limited - e.g. establishment of the RECP Centres, sustainability of the Clubs, financing of RECP measures	S
Logframe	There is a coherent logic between the objective, outcome, outputs and activities. The outcome indicator does not express any tendency. Other high-level indicators are qualitative, are not measurable, or are arguable: "improvement", "reduced", "degree", "participation".	MS
Project performance		S
Relevance	The project is highly consistent with countries commitments regarding climate change, approach to EU/Eurasian legislation, and national policies. The project is highly relevant for the EU (revised ENP, 2015 Paris, 2030 Sustainable	HS

Evaluation Criteria	Comments	Rating
	Development Agenda, and for UNIDO mandate and RECP global programme.	
Effectiveness	<p>Most quantitative goals (activities) have been achieved and some outputs exceeded the expectations. However, there were limitations assessing benefits of actual RECP measures implemented (Output 2).</p> <p>In some countries, the “effective steering function with government and business participation in each EaP Country” and the “mechanism for coordination and cooperation among national experts for efficient national sharing of knowledge” (Activity 1.3) were not fully achieved.</p> <p>The distinction between detailed and advanced RECP assessments is not always clear (act 2.1.1).</p>	S
Efficiency	<p>There have not been significant delays in the implementation of the project, but the pace of implementation at beginning was not as expected and the project has had an extension of 1 year.</p> <p>Reportedly the start of the project was affected in some countries by the modality of reimbursement, and some administrative management issues</p>	S
Sustainability of benefits	<p>There are risks related to the sustainability of the RECP clubs and, where established, of the RECP Centre.</p> <p>There are also financial risks regarding the access to finance of companies to implement RECP measures.</p>	Moderately Likely
Cross-cutting performance criteria		MU
Gender mainstreaming	The project document did not address gender mainstreaming, but women were not particularly targeted by the project. The majority of the countries (Belarus and Azerbaijan did not) highlighted in project informative material the participation of women.	MU
M&E design and implementation	M&E was well designed but not implemented according to the plan. The M&E was mostly done by UNIDO-HQ. There was no specific M&E plan for the project coordinators and service units in each country to report, and the country reports do not mention the logical framework indicators. The countries were tasked to assess the benefits obtained by companies implementing RECP measures (monitoring impact). This has not been achieved, as it takes time for companies to implement RECP measures - particularly those involving investments - and then to be able to assess results. The project real implementation time-frame (concentrated in 2 years) did not allow a proper assessment.	MU
Results-based Management (RBM)	The approach agreed for the project was followed. The project benefitted from experienced consultants and UNIDO’s experience. Country ownership and leadership is satisfactory, steering committees have been established in almost all countries, country service units and project coordinators performed very satisfactorily. There is room for improvement in this model of management.	MS
Performance of partners		S
UNIDO	UNIDO PM provided adequate and timely supervision and backstopping to the project implementation, both in terms of technical guidance and administrative actions. The stakeholders provided nevertheless suggestions for improvement.	S
National counterparts	Country ownership is high and involvement of major stakeholders has been satisfactory. Ministries and their delegations, and local authorities participated in the activities and provided support. RECP has been integrated in different governance tools of the countries. National RECP Demonstration steering committees, service units, and project coordinators commit to the project.	S
Donor	EU provided funds and organized high-level steering committee meetings with all components of EaP Green, besides organizing a Results Oriented Monitoring. The support from Austrian Development Bank and the Government of Slovenia was highly appreciated by the stakeholders.	HS
Overall assessment		S

Table 8. Project rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement clearly exceeds expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory	Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory	Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	
3	Moderately unsatisfactory	Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	UNSATISFACTORY
2	Unsatisfactory	Level of achievement is substantially lower than expected and there are major shortcomings.	
1	Highly unsatisfactory	Level of achievement is negligible and there are severe shortcomings.	

IV. Conclusions, recommendations and lessons learned

4.1 Conclusions

The overall objective of RECP component of EaP Green was to improve the resource productivity and environmental performance of businesses and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes. The project aimed at increasing the awareness and understanding of businesses, business membership organizations, government, academia and other stakeholders on RECP, its benefits and contribution to sustainable development.

The terminal evaluation of the EaP GREEN - Resource Efficient and Cleaner Production Component has two main objectives: i) assess the effectiveness, efficiency and sustainability of the project, and ii) provide recommendations on adoptable best practices for the phase II (EU4Environment).

This regional project is highly relevant as the six participating EaP countries are pursuing a regional integration agenda and closer ties with the European Union or with EAEU²⁹. This means that pressure to improve environmental performance (e.g. more stringent regulations and requirements, increased enforcement, monitoring and reporting) as well as energy and water prices will increase, leading to stronger incentives for enterprises to consider and implement RECP. Besides, the countries of the region have other international commitments on green economy, climate change and other multilateral environmental agreements. The project is also highly relevant for the EU as Environment is a priority for regional cooperation involving the six partner countries, and the EU acknowledges that addressing private sector actors is of increasing relevance for environmental action. The project is highly relevant to UNIDO mission and policy, and through UNDAF, UNIDO has been tasked to support EaP countries with promotion of sustainable production practices and techniques.

Effectiveness of the project is considered satisfactory. The stated objectives have been successfully achieved, and some outputs went beyond what was stated. The project has been successful in introducing RECP in four countries and increasing availability of RECP services other two. The project has also been successful in establishing RECP at local level through the RECP Clubs. RECP has been applied in 357 SMEs and organizations and approximately 2000 RECP measures (> 5 Million € investment) were identified, that once implemented would lead to 9.4 Million € in savings. The project has also been successful in mobilizing co-funding and in using the available funds efficiently.

The approach originally agreed upon by stakeholders was adopted to implement the project. The overall project management and supervision was done by a UNIDO PM and the international project coordinator fully dedicated to the project, and was adequately assisted by a team of international consultants for technical aspects of the project. At national level, a somehow innovative approach for UNIDO of using service units and national project coordinator was followed. This national presence has set the RECP Demonstration component apart from the other components of EaP Green, namely increased visibility and ownership. However, there is some room for improvement in terms of results oriented management, namely regarding simplifying some procedures, aligning priorities and making funds available timely.

The likelihood of sustainability of project outcomes is considered to be moderate. Although institutional framework is adequate and countries (except Azerbaijan) are fully committed to promote RECP, the financial mechanism for the sustainability of the RECP Centres and Clubs, and availability of funds for small and medium enterprises still need further work.

²⁹ Eurasian Economic Union

4.2 Recommendations

Recommendations

Future projects should:

- Increase the dynamics of RECP Clubs and the willingness of companies to sponsor/pay to be member of the clubs. Improving Clubs set-up and sustainability supports scaling-up of RECP in the region by reaching and attracting more businesses. This can be done through: optimizing the time of training session by combining some modules when possible; allowing longer period of work with companies to be able to assess benefits (also valid for demonstration companies); promoting further demonstration and experience exchange by organizing visits to member companies and other clubs; establishing Clubs' interactions at regional (EaP) level; increase the relevance of certificates, by establishing a certificate for companies that actually implement the RECP measures (the one existing currently certifies participation in training and production of RECP plan).
- Find ways to involve company owners (top managers) in the RECP activities, either by establishing management clubs or by using existing structures, to increase understanding of the benefits of RECP and promote implementation of measures.
- Consider further activities to facilitate companies' access to finance to implement RECP measures. This would encompass working with financial institutions (e.g. EBRD), with commercial banks (particularly those adhering to IFC rules) to find adequate financial tools (customized loans, guarantees, etc.), and also provide required advisory assistance and support to companies. This could also encompass having a fund for low cost/high impact measures for demonstration, or co-financing some larger RECP interventions, allowing for the use of BAT, as pilots.
- Expand the scope of RECP trainings to include: business/industry association's staff involved in training/coaching companies; environmental inspectors; bank's compliance department staff. Produce pocket guides in other sectors - note that translated pocket guides need to be revised/adapted to national context by technical experts to avoid errors and provide credibility
- Design a robust monitoring and evaluation plan, to be implemented at country level and UNIDO-HQ level.

For RECP Centre/programme:

- The RECP Centres should strive to generate a sense of community among the experts trained by the project, a sort of RECP Alumni Club. This could facilitate synergies, promote the use of the measuring equipment provided by the project, and provide more dynamics for the RECP Centre.
- The RECP Centres should be pro-active in establishing partnerships, particularly with entities that have good reputation and can reach large amount of companies (business/industry associations, chambers of commerce, vocational training entities, etc).

Recommendations

For UNIDO:

- UNIDO should provide stronger backstopping for the newly establish RECP Centres, even between projects, namely when Centres are seeking donor's support, or strategic partnerships.
- UNIDO should provide further/stronger technical expertise particularly in the definition of the final solutions (at the advanced assessments) - an experienced international specialist can point out solutions unknown to national specialists - and dissemination of BAT. UNIDO should try to provide support to link participating companies in the EaP countries with companies implementing innovative solutions in the EU.
- UNIDO should facilitate national management: set a single contract for the management (including service unit and project coordinator and team), provide initial funds for service units to be able to start implementing the project, facilitate financial reporting towards a results-oriented report rather than the need to justify each and every expense.
- UNIDO should consider enriching the RECPnet with a sub-tool with methodology and possibly an application for the calculation of economic and environmental savings achieved with the implementation of RECP recommendations, and also with benchmark technical solutions.

For EU:

- Consider working with focal points from the EaP governments to establish in each country an EU4Environment national coordination mechanism (e.g. a national steering committee of the programme, national programme component boards), to be able to establish synergies between the different components of the programme. It would be useful that a representative of the EU Delegation would be a member of the steering committee.
- Consider linking EU technical cooperation projects, such as EaP GREEN, with EU financial instruments in the region and individual countries. The EU bilateral funding provides significant funds for SMEs, which could be used for RECP investments.

4.3 Lessons Learned

Key Lessons

- The lack of institutional Programme coordination mechanism at country level - including the involvement of EU Delegation - generates weak interaction between beneficiaries of different components. This prevents synergies between different programme components as well as with other projects.
- Some factors impacting on the willingness of companies to implement RECP measures are: i) economic instruments (polluter-pays, consumer-pays), and cost of resources (water and energy) - the conjunctures of EaP countries differ significantly regarding those issues; ii) the engagement of the owners (top managers) of SMEs in the RECP work, for example in the clubs or other specific venues, to increase understanding of benefits and the motivation to implement RECP; iii) use of examples of benefits obtained by national companies with the implementation of the RECP measures, in particular the use of low cost/no cost measures, in awareness raising activities; iv) Many companies have confidentiality issues, both at disclosing the real extent of their problems, and at disclosing success-stories.

Key Lessons

- When designing future projects, it is important to distinguish between different levels RECP methods that might co-exist in reality. In the RECP Demonstration project the meaning of detailed RECP assessment and in-depth RECP assessment was not clear and generated confusion. Besides, in practice there is an entry level RECP assessment that can be implemented by more generalist experts and by the staff of companies, consists of assessment of all processes and infrastructures, and results in simpler measures that can have large impacts (this is usually applicable to smaller SMEs or to SMEs at early stage of environmental management). At a more advanced level, RECP assessments require specialists of specific fields, consists of in-depth assessments of some processes and results in more complex and innovative solutions. Companies (usually larger) with in-house technical capacity are aware of their problems, and favor the more advanced level, through a process in which the technical director/staff defines the issue to be solved and works together with experts to find solutions.
- Many stakeholders consider that one of the limitations of the project concerns access to finance to implement RECP measures. Even in the countries in which funds are available there are different obstacles for companies to access the funds: lack of knowledge, limited adequate loans to implement RECP, high co-lateral costs, and credit worthiness of companies and capacity of companies to present business plan and prepare the proposal.
- RECP clubs are very successful, effective and many stakeholders express willingness to continue meeting at the clubs on a regular basis to continue learning and exchanging. Participants get motivated to implement measures and/or to plan improvements in their companies. Involving local government in RECP Clubs' activities is likely to enhance both ownership and the overall implementation of a project.
- Regarding implementation issues: Certified analytical equipment to measure losses or inefficiencies (energy, water) are deemed very important as they enable more accurate assessments. Regional meetings are very important as a means for countries to share their experiences and learn from each other. Webinars in the way they were imparted are not so effective as there is limited interaction. Administrative/financial procedures involving UNIDO-HQ, Service Unit and national project coordination need to be improved.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

INDEPENDENT TERMINAL EVALUATION

Greening Economies in the Eastern Neighbourhood (EaP GREEN)

Project ID: 120143

September 2017

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I. PROJECT BACKGROUND AND CONTEXT

The Eastern Partnership (EaP) countries (Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine) share a common past during the Soviet era, which determined to a large extent their still existing industrial, economic and social structures. 20 years post-independence the EaP countries have each embarked on their own socio-economic development roads and achieved different degrees of success in key areas including: governance, democracy, basic services provision, income and job creation, migration, social cohesion, and protection of the environment and natural resources.

Industry has enjoyed some growth in the region since 1995 however not equally spread as such growth has been predominantly led by the exploitation and processing of fossil fuels, metals and minerals, and primary processing of agricultural commodities. Industrial recovery has in the main been achieved by relatively polluting and energy-intensive extraction and other primary industries, producing fuels, metals, minerals, chemicals and agricultural commodities for export. As a consequence the industrial sectors are at national levels often dominated by one or few industrial sub-sectors.

Companies are reportedly aware of the necessity of improving resource productivity and environmental performance of their operations and production processes, but many of them, particularly national companies, cite lack of collateral (due to outdated technology, unresolved property rights, etc.), availability of financing for productive investments and overall regulatory and policy uncertainty as primary constraints preventing them from investing in more sustainable production practices and techniques. Providing access to affordable financing and appropriate technology and management systems are thus needed to start a virtuous circle of sustainable production investments, while overall policy and fiscal frameworks can provide the enabling conditions to encourage green private investment.

In 2011 the Directorate General for Development (DevCo) of the European Commission (EC) commissioned a study into “Opportunities and options for promoting a green economy in the Eastern Partnership countries” (under funding reference EuropeAid/127054/C/SER/Multi). The study confirmed a need for concerted and coordinated support to countries in the region for the greening of their economies, and suggested that the EC would initiate a regional ‘umbrella’ project on governance for green economy building upon the work of intergovernmental organizations in the region.

The European Commission established the programme “Greening Economies in the Eastern Neighbourhood (EaP GREEN) as a partnership for environment and growth that supports the Governments of the countries of the Eastern Partnership to start the transformation to a green economy. Within the framework of EaP GREEN the United Nations Industrial Development Organization (UNIDO) implements a Resource Efficient and Cleaner Production (RECP) Programme in each country. In parallel, the Organization for Economic Cooperation and Development (OECD) provides support for strategic policy setting, policy and monitoring for green economy; the United Nations Economic Commission for Europe (UNECE) supports the countries with implementation of their commitments towards strategic environmental assessment and environmental impact assessment under the Espoo Convention; and the United Nations Environment Programme (UN Environment) provides support for policy and implementation for sustainable public procurement and organic agriculture.

Resource Efficient and Cleaner Production (RECP) applies proven preventive environmental approaches and productivity concepts for the triple benefits of improved resource productivity (hence reduced operational costs and reduced use of materials, energy and water), reduced environmental impacts (less waste, emissions and pollution) and improved occupational and community health and safety. RECP is a cornerstone of Sustainable Consumption and Production (SCP), particularly in the manufacturing and related productive sectors. Prior to EaP GREEN UNIDO had already gained valuable experience in implementing RECP in the region, namely in Ukraine and the Republic of Moldova, under its joint global RECP Programme with UNEP.

The UNIDO component is aimed at improving resource efficiency and environmental performance in each of the six EaP countries, in particular in the prioritized agro-food, chemicals and construction materials' sectors, through the widespread adaptation and adoption of RECP methods, practices and techniques. Specific outputs pertain to building capacity for RECP service delivery, implementation at enterprise level and fostering of technology innovation.

Agro-food processing, chemical and construction materials' sectors are specifically targeted given the current and expected future contributions of these sectors to the economies at large, their potential for job creation and development of small and medium enterprises, and their significant resource-use and pollution footprints. Inclusion of agro-food sector further supports decentralization of economic growth to rural and remote areas, which have in many cases remained deprived from past economic growth. Moreover, further development of the construction materials sector is pivotal for urban and infrastructure developments.

The European Union, through the European Commission's DG NEAR (Unit C/2 – Armenia, Azerbaijan, Belarus and Eastern Partnership) is the main donor for EaP GREEN. Co-funding was also leveraged from UNIDO, the Government of Slovenia and the Austrian Development Bank (Oesterreichische Entwicklungsbank AG, OeEB). Funding from the Austrian Development Bank was aimed at supporting activities specifically in Georgia.

PROJECT OBJECTIVES AND ACTIVITIES

The overall objective of the Regional RECP Demonstration Programme is to improve the resource productivity and environmental performance of businesses and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes.

This will be achieved through the implementation of RECP concepts, methods, practices and techniques by enterprises and other organisations. Benefits at enterprise level will be monitored in verifiable manner using a common framework of indicators for resource productivity (productive output per unit of consumption of materials, water and energy) and pollution intensity (intensity of generation of GHG emissions, waste water and waste per unit of productive output), as per methodology developed and trialled internationally under the global RECP Programme.

The regional RECP component is structured in three work-streams each with a specific output and related sets of key activities. The work-streams are:

A. RECP Human and Institutional Capacity Development: A cadre of national experts have been trained and having developed assessment skills and business advisory competencies and experiences under the RECP Programme are expected to deliver upon project completion value adding RECP services to enterprises and other organizations in each EaP country. The RECP services to be developed and delivered by the national experts will be complimentary to

other types of environmental and energy advisory services (such as assistance on environmental law and permitting, environmental impact assessment and design and installation of effluent and waste treatment facilities). The RECP Demonstration Programme will therefore contribute to diversification of the environment and related business advisory services. The national experts will be identified and further trained in order to deliver in a coordinated and sustainable manner RECP assessment, training, information, advisory and related services that are valuable to enterprises and other organizations.

B. RECP Implementation, Dissemination and Replication: It is expected that this work stream will result in the implementation of RECP concepts, methods, practices and technologies by enterprises and other organizations in EaP countries. Their environment, resource use and economic benefits will also have been monitored and verified to provide a foundation for communications and advocacy initiatives, including dissemination through publications, workshops and other media. In addition to the standard approach for RECP implementation through full-fledged RECP assessments in the demonstration companies, the regional RECP demonstration programme will also develop and trial alternative assistance models aimed at replication of key RECP solutions in larger groups of enterprises (scaling-up). Activities will specifically target enterprises operating in food/beverage sector, construction materials and chemical sectors. Implementation at enterprise level will be accompanied by capacity building of the enterprises and monitoring and evaluation of the environment, resource use, economic and potential other social benefits accomplished by enterprises.

C. RECP Technology Support: Is aimed at improving access to appropriate and affordable RECP practices and techniques, in particular for the target industry sectors. Common technical needs will be identified following the RECP assessments and customized technical solutions will be identified, and appropriate mechanisms developed for their transfer and/or deployment and effective implementation, operation and maintenance in the EaP countries.

RESULTS ORIENTED MISSION

As part of the EC's monitoring activities a Results Oriented Monitoring (ROM) was conducted from October – December 2015 on the overall programme. The independent evaluator contracted by the EU was Mr. Ali Dastgeer, who visited four countries as part of the ROM, Armenia, Azerbaijan, Georgia and Ukraine. The specific objective of the ROM system is to provide an external review of programme implementation in order to support project management by the EC Headquarter services. In this context, ROM reviews assess the status of a project through an analysis of project documentation and meaningful consultation with all of the parties involved. ROM reviews look at progress in input provision, activities undertaken and results delivered.

The stakeholder consultations during the ROM missions are key to collect information on project expected results and their quality and sustainability in order to take into account the views and opinions of all project stakeholders. During the missions the expert carried out interviews with project stakeholders, i.e. final beneficiaries and organisations/institutions that are implementing or supporting the project/programme implementation. After the visit, the ROM review report was prepared by the expert, where he provided the findings on relevance, efficiency, effectiveness and sustainability of the project/programme, as well as a set of recommendations.

The programme was found to be relevant to the countries concerned. In terms of efficiency, UNIDO was considered to show the most immediate and noticeable results of any of the partners. This was attributed in large part to the on the ground presence of UNIDO through full time RECP project coordinators who are assisted by a team of full-time and part-time staff, and provided logistical, technical and administrative support by Service Units which are

contracted by UNIDO. Another key finding was that the RECP Clubs were considered a cost efficient way of increasing outreach to companies and promote peer-to-peer learnings.

II. BUDGET INFORMATION

Grant	Total allotment (incl. 7% support costs)	Total, (excl. support costs)	Total expenditures	% implemented	Donor
2000001436	1,980,000	1,850,467.29	1,690,206.14	91%	European Commission
2000001502	180,000	168,224.29	164,618.88	98%	Government of Slovenia
2000002520	325,000	303,738.18	260,884.74	86%	Austrian Development Bank
4000333	n/a	81,255.72	81,255.72	100%	UNIDO (cash)
n/a	93,744.28	92,744.28	93,744.28	100%	UNIDO (in-kind contribution)
Total	2,660,000	2,496,430	2,290,710	92%	

III. PURPOSE OF THE EVALUATION

The purpose of this independent evaluation is to assess the effectiveness, efficiency and sustainability of the project and provide recommendations on adoptable best practices for the phase II (EU4Environment). The evaluation will also address to the extent meaningful other standing evaluation criteria singled out in UNIDO's Evaluation Policy, such as relevance, impact, management, gender mainstreaming, environmental sustainability, alignment with the UNIDO's Inclusive and Sustainable Industrial Development (ISID) agenda, and potential to promote ISID.

The evaluation will be thus a forward-looking exercise and seek to identify the best practices and areas for improvement in order to draw lessons that can be used in the implementation of the project's upcoming phases and other similar projects to be implemented by UNIDO in other countries and the regions. Short-term interest is that the current evaluation will provide substantial recommendations and lessons learned that can be incorporated into the design of the follow up phase.

The evaluation will assess the achievement of results, as stated in the project document and the contributors to success or lack thereof. Moreover, the evaluation will assess the interventions' design, level of national ownership, relevance to various stakeholders and the exploration of synergies with other UNIDO projects and with related initiatives of the Government. It will follow a consultative process and seek inputs from a broad range of stakeholders, including policy makers and business associations involved in the design and implementation of the project. The exact scope and approach of the evaluation will be decided during the inception phase with the related Project Manager and implementing team.

The evaluation will be undertaken as per UNIDO Evaluation Policy and the Guidelines for Technical Cooperation.

IV. SCOPE OF THE EVALUATION

The project evaluation will cover the project implementation period from January 2013 till the end of 2017 covering all project activities, with particular focus on the performance indicators,

as well as on the evaluability of the outputs, outcomes and tasks as per the UNIDO Project Document, as a result of the UNIDO upgrading and modernization activities, including inputs and activities, impact and sustainability of the project implementation. The evaluation is expected to consider the following:

- Consider all the activities that are part of the project;
- Cover the entire results chain from inputs and activities to impact and sustainability and review processes as well as results;
- Produce recommendations for a follow up phase (e.g. what has worked and what has not and what are the lessons from implementation to date, which issues need to be addressed in the next phase and what conditions should be in place);
- Have a regional coverage, but with field visits to be identified by the evaluation team.

V. EVALUATION ISSUES AND KEY EVALUATION QUESTIONS

The evaluator will assess the project performance guided by the parameters and evaluations questions provided in this section. In addition to the qualitative assessment based on the evidence gathered in the evaluation, the evaluator team will rate the project on the basis of the rating criteria for the parameters described below in this section.

Ratings will be presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses (see Tables in Annex 4)

The evaluation consultant(s) will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report, and in line with the above evaluation purpose and focus descriptions.

However, the following issues and questions are expected to be taken into consideration in the assessment:

Project identification and design

The extent to which:

1. The situation, problem, need / gap was clearly identified, analyzed and documented (evidence, references). The project design was based on a needs assessment
2. Stakeholder analysis was adequate (e.g. clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities in the project(s)).
3. The project considered and reflected national and local priorities and strategies
4. The project design was adequate to address the problems at hand;
5. The design of administrative process was well articulated

Ownership and relevance

The extent to which:

1. The project objectives, outcomes and outputs are relevant to the different target groups of the intervention;
2. The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach;
3. The outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives;
4. The project is relevant to the UN Development Assistance Framework (UNDAF)/Country programmes objectives in each target countries and UNIDO's ISID agenda.

5. Relevant country representatives (from government, industries, gender groups, custom officers and civil society), were appropriately involved and participated in the identification of critical problem

Efficiency of implementation

The extent to which:

1. UNIDO and counterpart inputs have been provided as planned and were adequate to meet requirements.
2. The quality of UNIDO inputs and services (expertise, training, methodologies, etc.) was as planned and led to the production of outputs.
3. UNIDO procurement services are provided as planned and were adequate in terms of timing, value, process issues, responsibilities, etc.
4. Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.

Project coordination and efficacy

The extent to which:

1. The national management and overall field coordination mechanisms of the project have been efficient and effective;
2. The UNIDO management, coordination, quality control and technical inputs have been efficient and effective;
3. Monitoring and self-evaluation was carried, were based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
4. Changes in planning documents during implementation have been approved and documented;

Effectiveness

The extent to which:

1. Outputs have been produced and how the target beneficiaries used the outputs;
2. Outcomes have been or are likely to be achieved through utilization of outputs;
3. The project/program contributes to women economic empowerment and inclusive and sustainable industrial development.

Impact and sustainability

The extent to which:

1. developmental changes (economic, environmental, social, inclusiveness) have occurred or are likely to occur as a result of the intervention and are these sustainable;
2. Was the project able to achieve unplanned results?
3. Did it have a multiplying effect;
4. Was sustainability correctly factored in the project strategy (risks analyzed and assumptions identified at design stage and appropriately monitored during implementation);
5. What is the prospect for technical, organizational and financial sustainability.

VI. EVALUATION APPROACH AND METHODOLOGY

This evaluation will be carried out in accordance with the UNIDO Evaluation Policy and the Guidelines for the Technical Cooperation Programme and Project Cycle. The international evaluation consultant will develop interview guidelines.

The evaluation will apply the standard for assessing the relevance of criteria of effectiveness, efficiency, impact and sustainability of programs to assess achievements against objectives and indicators outlined in the Logical Framework.

The methodology will be based on the following:

Desk review of project document including, but not limited to:

- The original project document, monitoring reports (such as progress and financial reports), output reports (case studies, action plans, sub-regional strategies, etc.), consultants' reports and relevant correspondence;
- Notes from the meetings of Advisory Board involved in the project (e.g. approval of the Advisory Board meetings);
- Other project-related material produced by the project.
- Interviews with the project manager and technical support including staff and consultant at UNIDO HQ and in the field and – if necessary - staff associated with the project's financial administration, M&E expert and procurement.
- Interviews with project partners including Government counterparts, participating companies, and partners that have been selected for co-financing as shown in the corresponding sections of the project document.
- Interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator shall determine whether to seek additional information and opinions from representatives of any donor agencies or other organizations.
- Interviews with the UNIDO's project management and Project Advisory Board members and the various national and sub-regional authorities dealing with project activities as necessary.
- Other interviews, surveys or document reviews as deemed necessary by the lead evaluator and/or UNIDO's Independent Evaluation Division (ODG/EVQ/IEV).
- It is responsibility of the project management to provide the relevant information and support for the interviews.

VII. TIME SCHEDULE AND DELIVERABLES

The independent evaluation is scheduled to take place between mid-October and December 2017. The evaluation team will be formed by one International evaluator and 2 national evaluators recruited by UNIDO.

The "Evaluation Work Plan" includes the following main products/deliverables:

INCEPTION PHASE:

1. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about the documentation, including reaching an agreement on the methodology, the desk review could be completed.
2. Inception report: At the time of departure to the field mission, all the received material has been reviewed and consolidated into the Inception report.

FIELD MISSION:

1. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team, provide relevant documents, to set up the stakeholder interviews, arrange the field missions and coordinate with the Government. At the end of the field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.

2. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.

REPORTING:

1. Data analysis/collection of the data/information collected.
2. A draft terminal evaluation report will be forwarded electronically to the UNIDO Independent Evaluation Division and circulated to main stakeholders.
3. Final terminal evaluation report will incorporate comments received.

Below a timetable for the evaluation process with tentative deadlines for key events, tasks, deliverables and milestones. The schedule is based on foreseen project timeline and will be adjusted according to encountered delays.

Task	Description/ Deliverables	Timeframe
Contract signed with evaluators		10 October 2017
Desk review and development of interview guidelines by the international evaluator	Background materials provided by Project Manager	20 October 2016
Delivery of a draft inception report. The report to contain work plan, key findings of desk review, methodology, sampling technique, and evaluation tools	Inception report	31 October 2016
Evaluation missions and national evaluators work (field visits, interviews, observation based on interview guidelines)	Mission reports and information collected	November 2016
Presentation of preliminary findings	Presentation in English to Project Manager and project team	November 2016
Additional data collection and analyses of information collected, preparation of the draft evaluation report and circulation within UNIDO	Draft Report	December 2016
Presentation in Vienna	Collection of participants' comments	8 December 2016
Incorporation of comments and preparation of final draft report	Final draft report	December 2016
Sharing of draft report with main stakeholders. Collection of comments and finalization of report	Final report	December 2016
Presentation and submission to UNIDO, and Donor	Final Report and Management Response Sheet	December 2016

VIII. EVALUATION TEAM COMPOSITION

The independent evaluation will be conducted by one international evaluation consultant and two national consultants placed in the selected countries who will be working under the guidance of the UNIDO Evaluation Officer in UNIDO's Independent Evaluation Division (ODG/EVQ/IEV) in coordination with the Project Manager and with the project team. The evaluator's Job Description is presented in Annex 1.

The evaluators will consult and benefit from the information provided by the experts in charge of implementing the project activities and the business association partners in the project in each of the 6 target countries while only travelling and surveying 2 of them. The countries to be evaluated in the framework of the project will be decided at the inception phase in consultation with the PM and the implementing team based on the relevance of the expected results.

IX. QUALITY ASSURANCE

All UNIDO terminal evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process), providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report, and ensuring the draft report is factual validated by stakeholders).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 3. The draft and final terminal evaluation report are reviewed by the UNIDO Independent Evaluation Division and circulate it within UNIDO together with a management response sheet.

ANNEXES

- Annex 1: Job descriptions
- Annex 2: Table of Contents (TOC) for the evaluation report
- Annex 3: Checklist on evaluation report quality
- Annex 4: Rating tables
- Annex 5: Logical Framework

Annex 1. Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	At least 2 countries
Start of Contract (EOD)	10 October 2017
End of Contract (COB):	31 December 2017
Number of Working Days:	36 working days
Type of Contract:	When Actually Employed (WAE)

ORGANIZATIONAL CONTEXT:

The international evaluation consultant will evaluate the project according to the evaluation terms of reference. S/he will be responsible for preparing the draft and final evaluation report together, according to the standards of the UNIDO Independent Evaluation Division (ODG/EVQ/IEV).

PROJECT CONTEXT:

As described in this ToR.

MAIN DUTIES:

The International Evaluator is expected to be the team Leader of the evaluation team and conduct the following duties:

Main Duties	Concrete/ Outputs	Expected duration	Location
Conduct desk study of project document and relevant reports	Desk review	6	Home-based
Prepare an interview tool, interviewee list and mission plan	Work plan, and interviews and mission plan completed with the support of UNIDO		
Prepare inception report	Report integrating items above		
Brief with Vienna team before missions	Plans discussed and reviewed by project manager	2	Vienna
Discuss inception report and finalize Field Mission(s) to selected countries and coordination of the activities of national evaluators in the countries	Interviews to field stakeholders, including project site visits	15	Home based Countries to be selected
Detailed analysis of field results	Preliminary findings	5	Home-based
Conduct additional phone interviews/stakeholders	Notes on interviews		
Debriefing of the evaluation (Presentation of results)	Presentation (Vienna mission)	2	Vienna
Preparation of first draft evaluation report and submission for UNIDO	Draft report	3	Home-based

Main Duties	Concrete/ Outputs	Expected duration	Location
feedback			
Additional data collection and analyses of information collected, preparation of the draft evaluation report and circulation, within UNIDO for comments.			
Finalization of report upon receipt of stakeholders' feedback	Final report	3	
Total		36 days	

REQUIRED COMPETENCIES

- Long-term experience in project evaluation;
- Experience from working with organizational development, capacity and institutional building;
- Knowledge of international institutions/organizations working on skills development;

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and with training in social research methodologies;

Technical and functional experience: Minimum of 10 years of professional experience in project evaluation; proven track record in evaluation of UN projects.

Languages: Fluency in written and spoken English is required. Working knowledge of Russian or another native language from the region is an advantage.

Absence of Conflict of Interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the program/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this evaluation.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Local travel as appropriate
Start of Contract (EOD):	October 2017
End of Contract (COB):	December 2017
Number of Working Days:	20 working days
Type of Contract:	When Actually Employed (WAE)

ORGANIZATIONAL CONTEXT

The national evaluation consultant will participate and contribute to the project evaluation according to the evaluation terms of reference. S/he will be a member of the evaluation team, work under the supervision of the International evaluation consultant/Team leader and carry out the tasks assigned to him/her by the International evaluation consultant and in accordance with the standards of the UNIDO Independent Evaluation Division (ODG/EVQ/IEV).

PROJECT CONTEXT

As described in the evaluation ToR. Under the leadership of the International evaluation consultant/Team Leader, s/he will perform the following tasks:

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Days	Location
Briefing with the evaluation team leader, UNIDO to discuss overall work		3	Home based
Review Project information in your country and summarize the Information according to the analytical frame provided by the Team leader.	The summary background of information prepared according to analytical frame		Home based
In cooperation with the Team Leader: determine key observations to collect in your country and discuss instruments provided (questionnaires, logic models) to collect data and observations.			Skype/phone
Implement interviews in the Government, and NGOs and beneficiary of the project.	List of interviewees prepared Structured interviews tool of the evaluation applied. Interviews notes available Interview results analyzed	5	Home based
Prepare a list of lessons learned with description of the cases and include best practices observed		5	Home based
Briefing of the team with comparison of results of interviews in other countries of the same evaluation	Results summarized	2	Home based
Organize and implement a focus group on the future of the project	Focus group implemented and results analyzed	3	Home based
Participate in the briefing for the	Discuss opportunities and	1	Skype/phone

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Days	Location
preparation of the draft report	problems with a selected group of stakeholders and report on results.		
Revise the draft project evaluation reports for your country based on comments from the UNIDO Office for Independent Evaluation and stakeholders and edit the language and form of the final version according to UNIDO standards.	Discuss and integrate changes for the relevant country	1	Home based

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in science, engineering or other relevant discipline like developmental studies or business administration.

Technical and functional experience:

A minimum of five years professional experience, including experience involving technical cooperation in developing countries. Exposure to the needs, conditions and problems in developing countries. Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English is required. Working knowledge of French is an advantage.

Absence of Conflict of Interest:

According to the UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the program/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract for this evaluation.

Annex 2: Table of Contents for the Evaluation Report

TABLE OF CONTENTS

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Countries and project background

- Brief countries context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project and important developments during the project implementation period
- Project summary:
 - o Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
 - o Brief description including history and previous cooperation
 - o Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
 - o Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
 - o Counterpart organization(s)

III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR. Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

- A. Relevance (Report on the relevance of project towards countries and beneficiaries)
- B. Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
- C. Sustainability of Project Outcomes (Report on the risks and vulnerability of the project, considering the likely effects of socio political and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, socio political, institutional framework and governance, and environmental risks)
- D. Project coordination and management (Report project management conditions and achievements, and partner countries commitment)

At the end of this chapter, the rating tables should be presented as required in annex 4.

IV. Conclusions, Recommendations and Lessons Learned

This chapter can be divided into three sections:

A. Conclusions

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

B. Recommendations

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

C. Lessons learned

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson the context from which they are derived should be briefly stated

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 3. Checklist on evaluation report quality

Independent terminal evaluation of UNIDO project:

Project Title:

UNIDO ID:

Evaluation team leader:

Quality review done by:

Date:

Checklist on evaluation report quality

Report quality criteria	UNIDO ODG/EVQ/IEV assessment notes	Rating
A. Was the report well-structured and properly written (Clear language, correct grammar, clear and logical structure)		
B. Was the evaluation objective clearly stated and the methodology appropriately defined?		
C. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
D. Was the report consistent with the ToR and was the evidence complete and convincing?		
E. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
F. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
G. Did the report include the actual project costs (total, per activity, per source)?		
H. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
I. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest		
J. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
K. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
L. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.

Annex 4 - Rating tables

#	Evaluation criteria	Mandatory rating
A	Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	Yes
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Efficiency	Yes
4	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes
3	• Results-based Management (RBM)	Yes
E	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
F	Overall assessment	Yes

Rating system

In line with the practice adopted by many development agencies, the UNIDO ODG/EVQ/IEV uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per the following Table.

Table 1. Project rating criteria

Score	Definition	Category
6	Highly satisfactory Level of achievement clearly exceeds expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	
3	Moderately unsatisfactory Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	
2	Unsatisfactory Level of achievement is substantially lower than expected and there are major shortcomings.	UNSATISFACTORY
1	Highly unsatisfactory Level of achievement is negligible and there are severe shortcomings.	

Annex 5. Logical Framework

Narrative Summary	Indicators	Means of Verification	Assumptions
Objective			
<p>Objective: Improve resource productivity and environmental performance of enterprises and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes</p>	<p>Aspects:</p> <ol style="list-style-type: none"> <i>Environment:</i> reduced environmental footprint ⁽³⁰⁾ of enterprises <i>Production Efficiency:</i> increased resource productivity ⁽³¹⁾ and reduced operational and/or compliance costs of enterprises <i>Technology:</i> improved access to appropriate and affordable RECP practices and techniques 	<ul style="list-style-type: none"> Final project report Results Oriented Monitoring (by EC) Aggregated results from demonstration and replication activities (output 2) 	
Outcome			
Increased awareness, understanding and uptake of RECP concepts, practices and techniques in the EaP Countries.	1. RECP initiatives of enterprises and organizations	<ul style="list-style-type: none"> Final project report Annual reports of enterprises, government agencies and other stakeholders 	<ul style="list-style-type: none"> RECP is beneficial for enterprises in the EaP region and such enterprises can appropriate tangible and measurable benefits from RECP implementation
Outputs			
<p>Output 1: RECP Human and Institutional Capacity Development: A nationally appropriate mechanism established or strengthened for delivery of RECP services to</p>	<ol style="list-style-type: none"> 1.1. Increased availability of RECP services in each EaP country 1.2. Participation of key government and industry stakeholders in governance of RECP service delivery 	<ul style="list-style-type: none"> Final project report Annual activity, management and governance reports of this regional RECP 	<ul style="list-style-type: none"> Limited uptake of RECP by enterprises of the target groups is at least in part a result of lacking supply of appropriate RECP services that deliver

³⁰ Environmental footprint is used as a shorthand for the total of the impacts of an enterprise on its surrounding environment, in particular through its discharges of waste and emissions; noise, odor, radiation and/or other nuisance factors; and impact on the quality of local ecosystems (through e.g. extraction of water and harvesting or extracting of other natural resources). The total of environmental impacts of a business can in principle be expressed with a proxy, aggregated environmental pressure indicator such as ecological footprint. Improvements in the environmental performance of the business over time are best expressed in terms of pollution intensities, i.e. kg waste per ton of product or kg of GHG emission per ton of product.

³¹ Resource productivity is concerned with the productive use of natural resources by the enterprise or other organization as measured in the ratio of value creation or productive output per unit of resource consumption (including water, energy and materials), e.g. MVA/energy (\$/MJ) or MVA/water (\$/GL).

Narrative Summary	Indicators	Means of Verification	Assumptions
enterprises and other organizations in each EaP country		Programme <ul style="list-style-type: none"> Appreciation received for RECP activities from third parties in each EaP country (government, industry and professional associations) 	value to enterprises and other organizations in the target sectors
Narrative Summary	Indicators	Means of Verification	Assumptions
<u>Output 2:</u> RECP Implementation, Dissemination and Replication: RECP concepts, methods, practices and technologies have been implemented by enterprises and other organizations in the EaP countries and their environment, resource use and economic benefits have been monitored and verified ⁽³²⁾	2.1. RECP implementation in enterprises and other organizations audited and/or supported by the project. 2.2. Degree of environment, resource and economic benefits achieved through RECP implementation in enterprises	<ul style="list-style-type: none"> Environment, financial and/or sustainability reports of enterprises Annual reports of RECP service delivery in each EaP country Final project report 	<ul style="list-style-type: none"> Availability of compelling success stories with environmental, resource use and cost benefits of RECP implementation would accelerate the wider consideration and uptake of RECP concepts, methods and practices.
<u>Output 3:</u> RECP Technology Support Appropriate and affordable RECP techniques and technologies for the target sectors have been identified and promoted for transfer and widespread deployment in EaP countries	3.1. Improved availability and affordability of RECP techniques and technologies for the target industry sectors in the EaP countries	<ul style="list-style-type: none"> Annual reports of RECP Programme Technology needs and opportunity reports 	<ul style="list-style-type: none"> Investment in RECP implementation is hampered by constraints in accessing environmentally sound technologies that are appropriate and affordable in the business context of EaP countries
Work-stream 1: RECP Human and Institutional Capacity Development			
<u>Activity 1.1:</u> National experts identified, trained and coached in basic and advanced RECP methods and applications and supportive management and entrepreneurship topics	1.1.1. A total of 60 national experts trained and coached in application of basic RECP methods and techniques (8-15 per EaP country) 1.1.2. A total of 15 (2-3 per EaP	<ul style="list-style-type: none"> Annual workplans and progress reports of RECP Programme 	<ul style="list-style-type: none"> Lacking professional capacity for delivery of value adding RECP services prevents enterprises in the target sectors from considering and implementing RECP

³² Monitoring of benefits will follow the framework outlined in: *Enterprise level resource productivity and environmental pollution intensity indicators: a primer for Small and Medium Enterprises*, UNIDO and UNEP, 2010.

Narrative Summary	Indicators	Means of Verification	Assumptions
	country) advanced short-term trainings organized on selected 'advanced' topics with average participation of 25 national experts		opportunities.
<i>Activity 1.2:</i> Awareness and understanding of RECP opportunities and benefits improved at the national and regional levels among enterprises, government and civil society	1.2.1. Internet website in each EaP country 1.2.2. Two national conferences in each EaP country over the duration of the programme	<ul style="list-style-type: none"> • Annual reports of RECP Programme • Proceedings of conferences • Availability of promotion materials 	<ul style="list-style-type: none"> • Awareness and knowledge of opportunities for and benefits of RECP is low among enterprises and government agencies in EaP region
<i>Activity 1.3:</i> Customized mechanism set up for coordination and cooperation among national experts for efficient national sharing of knowledge and experiences and peer learning as a basis for RECP advocacy and sustained RECP service delivery	1.3.1. Effective steering function with government and business participation in each EaP Country 1.3.2. Proposals made and supported for institutionalization of RECP advocacy and service delivery in each EaP country	<ul style="list-style-type: none"> • Annual reports of RECP Programme • Records of steering committee meetings 	<ul style="list-style-type: none"> • Solid institutional foundation and transparent governance mechanisms are required to bolster national ownership and continuity of service delivery
<i>Activity 1.4:</i> Efficient sharing of knowledge and experience and regional peer learning among national RECP experts from the six EaP countries	1.4.1. Three regional meetings of key national RECP experts organized and executed	<ul style="list-style-type: none"> • Records of regional coordination meetings 	<ul style="list-style-type: none"> • Improved information exchange between RECP initiatives in the EaP countries will improve service delivery in each EaP country
Work stream 2: RECP Implementation, Dissemination and Replication			
<i>Activity 2.1:</i> Potential for improved resource productivity and environmental performance through RECP widely demonstrated in enterprises and other organizations in all EaP countries	2.1.1. Detailed RECP assessments completed for at least 90 demonstration companies (~ 8-20 in each EaP country) 2.1.2. Minimum of 50 enterprise level success stories prepared and published	<ul style="list-style-type: none"> • Activity reports RECP Programme • RECP assessment reports for demonstration companies • Enterprise success stories with documented economic, 	<ul style="list-style-type: none"> • RECP methods, practices and technologies can be utilised to achieve significant reductions in resource consumption and pollution generation in the target industry sectors

Narrative Summary	Indicators	Means of Verification	Assumptions
	(~8-12 for each EaP country)	environmental and other benefits (using common indicator framework ⁽³³⁾)	
<i>Activity 2.2:</i> Mechanisms developed, trialled and installed for regional replication and scaling up-of RECP in enterprises and other organizations in each EaP country	2.2.1. Regional replication programme developed for each EaP country 2.2.2. 26 regional replication programmes planned, organized and delivered comprising of group training and coaching of SMEs (~ 4-6 replication programmes in each EaP country) 2.2.3. 200 SMEs have completed replication programme and 75% thereof have stated with implementation of RECP opportunities	<ul style="list-style-type: none"> • Activity reports of RECP programme • Resource materials for the replication programme in each EaP country • Summary booklets of achievements in each replication programme 	
Work-stream 3: RECP Technology Support			
<i>Activity 3.1:</i> Pilot projects for adaptation and adoption of innovative RECP technologies developed, evaluated and promoted for investment and implementation in target sectors in all EaP countries	3.1.1. Three sector-based needs and opportunity assessment reports published (each potentially with sub- sector supplements) 3.1.2. Minimum of five RECP technology pilots prepared and promoted for implementation for each of three target sectors	<ul style="list-style-type: none"> • Technology needs and opportunity assessment reports • Pilot project proposals 	<ul style="list-style-type: none"> • Investment in RECP can be further leveraged and catalyzed by improving supply of appropriate RECP techniques

³³ Monitoring of benefits will follow the framework outlined in: *Enterprise level resource productivity and environmental pollution intensity indicators: a primer for Small and Medium Enterprises*, UNIDO and UNEP, 2010.

Annex B: Lessons Learned Georgia

Conclusions

The project was very relevant according with MoEconomy, MoEnvironment (“rate top 5 out of 65 projects currently being implemented”), as it contributes to reaching the commitments of the government in terms of energy efficiency, greening the economy, emission reduction (Intended Nationally Determined Contribution) etc

The Georgia Employers Association³⁴ and companies also find the project very relevant. Reportedly this was the first time RECP concepts were disseminated in Georgia.

The project reach the intended goals: generated awareness through conferences and *fora*, involved 50 companies, trained 18 experts, 18 demonstration companies were assessed, 35 companies participated in the clubs and developed an RECP action plan. Many companies implemented part of the measures (particularly the ones with low cost) and other companies implemented RECP measures different from the ones proposed but because of the discussion and way of thinking brought by the project

The project did an experiment with a larger company but general agreement (including from the company) is that RECP method should be addressed to SME

It has been important to have a steering committee at national level and the regional conferences were very important moments for exchange of experiences

The project had some administrative-financial burden for the hosting entity. UNIDO HQ can improve some contractual procedures (e.g. extension of mandate) and provide indications for reporting.

The sustainability of the actions of the project is low

The Green Economy Centre has potential if it establishes adequate partnerships and creates good reputation; academia expressed interest to have trainings or courses on RECP, business association expressed interest to provide services to their members.

Sustainability

All activities of RECP stopped when project finished.

Green economy Centre was created as an NGO (by the project manager and some of the experts), but has no budget and no activity.

Unplanned Results

Some of the materials produced by the project have reached university students. Some experts are university professors and took materials to students, and are using the primer examples and guide books in class.

One of the Commitments Georgia made at the *Batumi Initiative on Green Economy (BIG-E)*³⁵ is “Promoting Greening SMEs and Resource Efficient Production and Consumption in Georgia”. This commitment has been promoted by the project.

³⁴ [The members of Georgia Employers' Association are various business sector representatives; The GEA provides a broad array of products and services to benefit Georgia businesses. Moreover, a business association provides its members with opportunities to network and share information and resources. For more information, please refer to following website: https://georgiaemployers.org/](https://georgiaemployers.org/)

³⁵ more info on BIG-E could be found on following web page: <http://www.unece.org/fileadmin/DAM/env/efe/Batumi/Georgia.BIG-E.e.pdf>

Recommendations

- The Green Economy Centre should seek partnerships with business associations, industry associations, trade unions, etc, to reach out to more companies; and partnership with universities to reach out to students.
- Stronger technical expertise from UNIDO particularly in the definition of the final solutions (at the advanced assessments) is necessary. An experienced international specialist can point out solutions unknown to Georgian specialists.
- Future project should increase links with legislation (use examples, create awareness of legislation changes that are to happen, etc).
- It could be interesting to include some items of environmental management system, no need for the whole ISO14001
- Future projects should involve more the banks (particularly those adhering to IFC rules - mainly their compliance department).
- Future project should provide training to business/industry association's staff involved in training/coaching companies. Future project should also think about training of environmental inspectors.
- Future project should think about co-financing of larger interventions as pilots; and have a fund for low cost/high impact measures for demonstration.
- Whenever there is expertise in the plant, the solutions should be thought together with the plant technicians.
- The concept of clubs should be extended to experts, so they can continue communicating with each other
- Improve knowledge sharing mechanism between experts at national level, and between EaP countries, via internet
- Produce videos with technical solutions implemented.
- Produce recordings of the trainings, in particular of webinars
- Better support from UNIDO in terms of publicity-communication for the project at national and international level - ideas what materials to produced
- Improved backstopping from UNIDO for seeking donor's support to the Green Economy Centre

Lessons learned

- Ministries and business associations are keen on the continuation of the project - it was the only component of EaP Green with concrete outputs in the field. (Letters from Ministry to UNIDO at the final report)
- Stakeholders praise the fact that the UNIDO component had national representatives (the Project Manager), and recommend other components to also have representatives
- Several companies showed interest to be linked or to be provided with contact of companies that in other EU countries perform the same processes, in order to share experiences.
- The role of the ministries regarding the RECP component was to receive information once or twice per year, to participate in some events when invited to provide prestige, help to organize list of participants, and to support when needed. The lack of coordination between the different components of EaP Green was in part due to this passive attitude.
- There is a need to think about financial support (that would function as incentive) for implementation of solutions (e.g. see Green Credit Trust Fund, Viet Nam). For example work with banks for establishing specific credit lines (e.g. extend *ProCredit* Eco-loan to SMEs), lower bank interest (through guaranties?), co-financing of solutions, a revolving fund, financing of pilots, leasing equipment, etc - otherwise companies will not invest.
- Conditions should be created for the clubs to continue to exist.

- Co-financing itself may not be sufficient, as there is a capital of trust that needs to be built with the companies. Future project should last longer time, working with companies and devising the solutions together with the companies. Several companies state that they know their problems and priorities, and that the project should be more focused on solutions than on assessing the problems
- In many companies the top management is not the owner of the plant. If a project has a payback of several years the management may not be interested to implement as they don't know if they will stay in post. It is important that the project tries to involve the owners of the plants, when relevant.
- Many Industrial SMEs run old equipment and technicians who know operation and maintenance of the equipment will soon retire; there is a need for modernization of equipment.
- Several companies state that they know their problems and priorities, and that the project should be more focused on solutions than on assessing the problems
- Reportedly project was mostly focused on energy efficiency and it would be better to be broader in scope - other areas as strong as EE.
- Companies were expecting to receive some funds do implement measures - the project did mention that would help to find sources of funding.
- Companies prefer to integrate the RECP investment in larger company development loans
- Providing certificates of attendance to companies is a good idea. Companies like it. It can be suggested to have two certificates, one of attendance, but a more valuable one of implementation.
- Regional meetings are very important as a means for countries to share their experiences and learn from each other
- Webinars in the way they were imparted are not so effective. With limited interaction, people being at their office easily get distracted and start doing other things.
- Translations of the technical materials (pocket guides) need to be revised by technicians in order to avoid errors and provide credibility.

Annex C: Lessons Learned Belarus

Conclusions:

- The Programme EaPGreen was well-structured and clearly defined the objectives and outcomes of both the Programme in general and each international agency involved in the project implementation. This helped to UNIDO to fulfil the RECP project component objectives and outcomes at a high level of quality.
- The project has introduced RECP concept in the country, trained 37 experts, involved about 90 companies who currently have a better understanding of what RECP measures to implement in order to rationalize resource use and become more efficient. About 812 persons from different sectors (public, private, academia) participated in the project.
- The main stakeholders and beneficiaries acknowledge the relevance of the project and are interested in its continuation. Main stakeholders state that this project has introduced RECP in Belarus
- At regional level (EU) there has been satisfactory coordination of the whole EaPGreen with the participation of the countries' focal points and implementing agencies, facilitating the success of the initiative.
- The RECP complex approach based on capacity building and training of the staff of industrial SMEs in resource-efficient production and carrying out assessments led companies to start thinking and planning differently, integrating at least part of UNIDO RECP approach.
- The role of the ministries regarding the RECP component was to receive information final report, to participate in some events when they were invited, help to organize list of participants, and to support when needed. The lack of coordination between the different components of EaPGreen was in part due to this passive attitude. Some companies started having regular technical meetings to discuss issues following RECP methodology and to strengthen improvement planning process.
- Participants on the RECP clubs have been able to introduce some measures in the yearly investment plans of the companies. However, there is no measuring of the benefits obtained with the RECP measures.
- The RECP Centre was created at the School of Business and Management of Technology (SBMT) of the Belarussian State University, as a unit of the School, as there are others, without autonomy. The status of the RECP Centre follows the examples of Serbia and Ukraine.
- There is scope to increase awareness about RECP. Some business associations and potential partners (private entities providing educational, counselling companies on areas of management and finance - including green economy) do not know about the project.
- The project administrative management went smoothly - 3 staff from School of Business and Management were involved: accountant, information officer and project admin manager. _The modality of reimbursement of expenses by UNIDO of the expenses incurred in the country had consequences in the starting of the implementation that had to be limited in scope.

Sustainability

- The National Plan of Green Economy till 2020 promotes the existence of RECP Centre and RECP clubs. This is a relevant political support, but the plan does not specify how the promotion will occur.
- Currently the RECP Centre has limited action. However, as it is part of the SBMT it is imparting trainings. Besides, the Belarussian RECP Center carried out a demonstration

project at one of the enterprises of the Belarusian Railway in the second half of 2017, and is currently implementing the contract with that corporation to improve resource efficiency at several of its enterprises. Expecting the new project, the RECP Centre is for now not very active on seeking partners and sources of support, financial or otherwise. Next project, if implemented by the RECP Centre, will be administratively implemented by the SBMT.

- There are entities (private and public) in the country working on issues of green economy, with presence in different oblasts, with which partnerships can be established.
- Project stakeholders see potential for RECP implementation in some other sectors, such as textile, fabric and clothes companies, or companies providing services (waste management, maintenance, etc).
- Besides SMEs, in Belarus there are large companies interested in RECP methods, particularly public companies.

Unplanned results

- Acknowledging the relevance and effectiveness of the RECP implementation approach the government decided to include the support to the existence of RECP Centre and RECP clubs in the National Action Plan of Green Economy Development till 2020 (Resolution of the Council of Ministers N.º1061, of 21.12.2016)
- The engagement of professors from technical and management universities as project experts resulted in the incorporation of RECP information and methods into the college curricula, enabling replication of the approaches and solutions via student training.

Lessons Learned

- The Directive No. 3 "Savings and thriftiness are the main factors of economic security of the state" (endorsed by the Decree of President of 26 January 2016 No. 26), sets mandatory target indicators for energy and resource savings for companies, and is an ally of RECP programme. Companies are required to implement resource efficient measures and to produce regular reports (monthly, quarterly, yearly) on the achievement of those target indicators to governmental authorities; public companies also have to report to the top management.
- Belarus has strict national rules to the necessity of project state registration. The favourable decision of the Government for project registration means approval of objectives and outcomes of the project at the political level and accordingly their promotion at this level. A non-registered project can have the participation of ministries and ministries can use the results, but ministries do not appoint a specific person to follow up the project, and less so to coordinate different components of a project. On the other hand project registration process takes time: 6 months-1year.
- The lack of institutional coordination mechanism between Programme components at the country level generates weak coordination and interaction between beneficiaries of different components. This prevents synergies between different programme components as well as with other projects.
- A number of new Green Economy projects is being already implemented or waiting for approval in the country. When starting a future project, it would be beneficial for the project team and the main beneficiaries to find a solution, which would ensure synergy and help avoid project overlapping.
- The modality of the project implementation under the RECP component (direct contract between UNIDO and the executive partner) allows increasing the partners' interest in the results. Therefore, this practice should be continued.
- Direct activities and interaction with SMEs sets the RECP component aside from other EaP Green components.

- Many companies (in many different sectors) are public, and hierarchies are strong within the companies. Each year companies' technicians produce an investment plan for approval by the senior management in which environmental matters are usually regarded with special attention - this provides scope for integration of RECP measures. However, many public companies are indebted, living on limited profit, and have trouble contracting more loans and/or to engage in investments which return occurs in 5 or more years.
- Training of the employees of the SMEs participating in RECP Clubs helps identify the existing gaps and increases their capacity and motivation to carry out resource-efficient activities according to identified recommendations, or to engage in internal discussions regarding directions of managerial decisions in accordance with RECP methodology.
- Many participants in RECP clubs expressed they would like to continue to participate in the clubs after having prepared and starting implementing the measures, to continue sharing issues and solutions and to be updated on best available technologies. The RECP regional clubs help participants understand the situation in the regions. Seasonality is an important factor in Belarus (during summer not all potential for energy saving is apparent).
- The engagement of the owners (top managers) of SMEs in the work of the clubs enables the companies to accept and implement the proposed solutions. When planning future activities, it would be sensible to think about establishment of owners (top management) clubs or any other way of keeping contact. There exist already some platforms (e.g. business associations, or clubs of the owners of private companies) with which partnerships could be sought
- The project participants got a notion that there are two levels of RECP. One is more entry level, can be implemented by more generalist experts and by the staff of companies, and results in simpler measures that can have large impacts. The other level is more advanced and may result in more complex and innovative solutions, and usually require specialists of specific fields.
- Regarding more generic solutions, the project participants consider that many companies face similar issues, e.g. in terms of energy saving and it would be reasonable to include in future projects the development of standard solution modules. For the more complex approach, the project participants feel that UNIDO should provide further support to devise solutions through knowledgeable and experienced experts that might be aware of innovative techniques/technology already being applied in other countries, and which are unknown to Belarusian experts. Information exchange channels with companies abroad implementing BATs and study visits are felt as being beneficial.
- Companies (usually larger) with in-house technical capacity are aware of their problems in terms of energy saving and clean production but are not aware of the effective ways to solve them. In this case, companies favour a process in which the management of the company defines the problem to be solved, either at one of the shops or in one of the production processes, and company's specialists together with the experts look for and come up with solutions. The successful experience of using such approach at OJSC Kommunarka confirms the viability of that approach.
- Both the companies and stakeholders highlight the importance of presentation of examples of benefits obtained by companies from the implementation of the RECP measures, to strengthen awareness raising. This aspect requires strengthening within the future activities.
- There are issues of confidentiality. Some participating companies preferred not to show the real extent of existing problems by restricting access to them. The project experts had to be sensitive when estimating and discussing the potential economic and environmental effects of implementation of measures, as some addressed current

infringements of environmental requirements. This is also true for the disclosure of success-stories.

- In other cases, companies prefer not to disclose the effect achieved from the implementation of the recommendations due to commercial secret considerations and for other reasons. This makes it difficult to visualize and showcase the outcome of the recommendations and measurement of the effects.
- Some stakeholders expressed that a pilot demo-project in an SME (including procurement and installation of required equipment) that would implement real measures and measure the impact, could increase the opportunities of RECP approach replication in other enterprises as well as motivation to their commitment to the approach. Financing of such works by the EU4Environment funds, allowing for use of BAT and international monitoring, quality assurance control and expertise of UNIDO would be critical for success.
- Many stakeholders consider that one of the limitations of the project concerns access to finance to implement measures. Although it is known that there are financial opportunities in the country, there are different obstacles for companies to access the funds: limited knowledge of companies regarding existing funding opportunities; some companies (namely public) are not credit worthy as they are already indebted; lack of credit lines of lower amounts (usually < 150 000€) sufficient to implement RECP measures; companies do not always have the capacity and competence to prepare the relevant documents for banks and other financial instruments.
- Stakeholders noted the need to align the RECP assessment procedure with the Procedures of energy and environmental audits of enterprises, which were introduced in Belarus in 2016 by the Government decisions (Resolution of the Council of Ministers of the Republic of Belarus No. 412, of May 26, 2016 "On some Issues of Environmental Audit", and Resolution of the Council of Ministers of the Republic of Belarus No. 216 of March 18, 2016 "on the procedure for organizing and conducting energy audits"). The referred procedures goals are to set procedures for independent verification of environmental/ energy efficiency performance and determination of measures to reduce the adverse environmental impact/increase energy efficiency of economic activities, and in this way are parallel to RECP methodology.
- There are a number of companies (both public and private) in the country providing environmental and energy audit services in accordance with the provisions adopted by the Regulations of Council of Ministers N.º 216 of 18.03.2016 and N.º 412 of 26.05.2016. The involvement in RECP assessment of companies accredited to do audits, could facilitate harmonizing the RECP methodology with the national standards for that activity.
- Stakeholders and beneficiaries highlight the importance of the certified analytical equipment that the project has provided which enables more accurate assessments. However, project staff refers that the training on the use of equipment should be improved (more in-depth) in future projects.
- The RECPnet is considered an effective IT-tool for obtaining information remotely. Project stakeholders express that there should be a sub-tool with methodology and possibly an application for the calculation of economic and environmental savings achieved with the implementation of RECP recommendations. This would supplement the existing RECP methodological framework.
- It is the opinion of the stakeholders that the area of Best Available technologies and innovative solutions needs to be strengthened. UNIDO should make available more benchmarking (good examples/case studies) information, namely expected savings with certain types of solutions. Engage knowledgeable international specialists to help devise the solutions, to establish information exchange channels with companies abroad implementing BATs and organize study visits.

More Recommendations:

- Future projects should consider more deeply establishing different coordination mechanisms (e.g. a national steering committee of the programme, national programme component boards).
- The Ministry of Environment asks to be consulted when the project is being designed, so they can better incorporate their needs and views.
- Future project should allow the project to work with the regional RECP clubs during more time. Project participants also express the relevance of the Clubs organizing visits to club member companies, when possible, for demonstration and experience exchange.
- Future project should do larger effort to involve company owners (top managers), either by establishing club or by using existing structures.
- A sense of community among the experts trained by the project could be established by the RECP Centre. This could facilitate synergies, promote the use of the measuring equipment provided by the project, and provide more dynamics for the RECP Centre.
- Future projects should consider further activities to facilitate access to finance to implement RECP measures. This would encompass working with financial institutions (e.g. EBRD), with commercial banks to adjust loans, and also provide required advisory assistance and support to companies.

Annex D: People met and Institutions visited

Georgia

Agency	Persons met
Project Coordinator	Malkhaz Adeishvili (Project Coordinator) Mr. Nika Javshanashvili (RECP Clubs facilitator)
Service Unit Team	Mr. Giorgi Abulashvili - EEC Center Director; Steering Committee Member Mrs. Manana Dadiani - Project Administrative Assistant Mrs. Liana Garibashvili - Project Communications and Advocacy Expert in 2016-2017. Mrs. Ana Chorgolashvili - Project Financing Expert
Ministry of Environment Protection and Agriculture (MEPA)	Mrs. Nino Tkhlava - EaP GREEN Focal Point from the Ministry of Environment Protection and Agriculture (MEPA) Mrs. Tamar Aladashvili – Department of Environmental Policy and International Relations, Deputy Head, MEPA Mrs. Tea Levidze – UNIDO Focal Point from Ministry of Economy and Sustainable Development (now works at MEPA) Mr. Levan Andiashvili - Department of Donor Coordination
Ministry of Economy and Sustainable Development (MESD)	Mr. David Advadze from the Ministry of Economy. Mrs. Nino Lazashvili - was the Head of Sustainable Economy Department
Georgian Technical University (GTU)	Mr. Jimsher Kerkadze - Doctor of Technical Science, Full Professor, GTU. Project Steering Committee Member
Georgian Employers' Association (GEA)	Mr. Mikheil Kordzakhia - Georgian Employers Association, Vice President, Project Steering Committee Member Ms. Elene Makharashvili – GEA, International Relations and Projects Office, Head,
Trained expert	Mrs. Manana Petashvili (former RECP Communications and Advocacy Expert in 2015-2016)
Georgian Chamber of Commerce and Industry	Giorgi Vekua – Director of International Relations and Project Management Department
EcOil Demonstration company	Mr. Avtandil Jvarsheishvili – ECOIL, Director
New Delta Ltd (Construction Sector)	Mr Roman Labadze - Productions Manager
Mn Chemical Ltd (Chemical Sector)	Mr Ilia Inasaridze – Technical Manager
Rustavi Azot Ltd (Chemical Sector)	Mr Gela Iakobishvili – Technical Department, Chief Ms Pikria Gvaladze – Specialist, Technical Department Ms Lika Narindoshvili – Technical Department, Engineer

Belarus

Agency	Persons met
Project Team	Mr Siarhei Darozhka - RECP National Coordinator Ms Irina Pekur - RECP Facilitator Mr Dzmitry Konik - RECP Outreach and Advocacy Expert Ms Elizaveta Minchanka- Project administrative manager and RECP project expert Mr Aliaksandr Shushkevich - RECP Financing expert
Ministry of Natural Resources and Environment Protection	Ms Svetlana Kozakevich, Deputy Head of International Cooperation Division Ms Nadezhda Zdanevich, Consultant of the State Ecological Expertise Department
Ministry of Foreign affairs	Mr Vitali Shumski – Deputy Director for Multilateral Diplomacy Mr Nikolai Divakov – counselor for Multilateral Diplomacy
Ministry of Economy	Ms Alena Sinilo - Head of the Green Economy Division Mr Siarhei Darozhka
Minsk City Environmental Committee	Ms Natallia Alejnikova, Deputy Head of Minsk City Environmental Committee Mr Siarhei Darozhka
EU Delegation to Belarus	Mr Philippe Bernhard, Co-operation Officer
School of Business and Management of Technology of Belarusian State University	Mr Kovalinski Anatoly - 1 st Deputy Director Mr Siarhei Darozhka - RECP Center Director
Project Trained experts	Ms Natalia Kirpenko (met in group discussion with RECP members) Ms Tatiana Burak (met in group discussion with RECP members) Ms Irina Skuratovich (met in group discussion with RECP members)
RECP club members	Ms Irina Bugaeva – environmental engineer of JSC DSU #5 (Road Construction Plant #12) Ms Maria Shishko - environmental engineer of JSC DSU #5 Mr Eugeny Agapov – Lead Engineer of the JSC Hollow product plant Mr Pavel Lobanov – Head of Molodechno Branch of the Belorussian Railways Mr Dmitry Grishpan (met in visit to JSC Kommunarka) Ms Tatsiana Savitskaya (met in visit to JSC Kommunarka)
JSC Kommunarka	Mr Nikolai Kamaev – Deputy of General director Mr Yuri Tarasov – Lead Power Engineer Ms Olga Tsareva – Lead Technology Engineer Ms Svetlana Gratcheva – chief specialist – Head of the Department of Management Systems Ms Tatsiana Sosnovskaya - engineer of the Department of Management Systems
RUE Borisovkhebprom (Vileyka branch)	Mr Dmitry Lyakh – Lead engineer
Belarusian Economic Research and Outreach Center	Mr Pavel Dayneko – Director of the Institute of Privatization and Management Mr Irina Tochitskaya – Scientific Director of the Research Center of

Agency	Persons met
	the Institute of Privatization and Management Mr Dmitry Kolkin – Deputy director the Belarusian Economic Research and Outreach Center Mr Sergei Vaganov – Green Economy Project Coordinator
Advanced instruments Manufactures Association	Mr Vitaly Khomich – Director Ms Ludmila Antonauskaya – Chairman
Agency for Strategic and Economic Development	Mr Oleg Ilyin – Director Mr Aleksandar Kondrashonak – Deputy Director Mr Aleksei Velugo – Project Director
SE "Operator of Secondary Material Resources"	Ms Natalia Grintsevich – Director Ms Nadezda Tatarintseva – Deputy Director Mr Anatoly Shagun - Head of the Department for Coordination of Activities in the Sphere of Handling of Secondary Material Resources

Other countries

Country	Representative
Armenia	Nune Harutyunyan - EaP Green RECP Demonstration Project coordinator
Azerbaijan	Rauf Rzayev (Despite several communications, a formal interview was not possible)
Moldova	Lucia Sop - EaP Green RECP Demonstration Project coordinator
Ukraine	Mariia Tsybka - EaP Green RECP Demonstration Project coordinator Andrii Vorfolomeiev - Deputy Project Coordinator and RECP center staff

Annex E: List of key documents reviewed

Background documents:

- UNIDO ProDoc
- Description of Action
- DBA/OeEB Agreement
- EaP Green Narrative progress report to the EU (2017, and draft 2018)
- UNIDO RECP Demonstration project financial report
- Presentation Regional RECP Demonstration Project, presented at EaP GREEN FINAL CONFERENCE
- OECD EaP GREEN Booklet (November 2017)
- DBA/OeEB Report, Aug 2017
- EaP Green ROM report: general and per country
- <http://www.green-economies-eap.org/>
- Action Document for EU4Environment

Country-specific documents:

Armenia

- Final Report of EaP Green - RECP Demonstration programme by National Coordinator
- Booklet of EaP Green - RECP Demonstration programme, November 2017 (Eng & Arm)
- Success stories (Eng; 2015 and 2017)
- www.recp.am

Azerbaijan

- Booklet of EaP Green - RECP Demonstration programme, November 2017
- Success stories (Eng)
- <https://recpaz.wordpress.com/>

Belarus

- Final Report of EaP Green - RECP Demonstration programme by National Coordinator
- Booklet EaP Green - RECP Demonstration programme, November 2017 (Eng)
- RECP Primer (Ru)
- Facilitator's manual (Russian)
- Dairy Pocket Guide (Russian)
- Construction materials Pocket Guide (Russian)
- Chemicals Pocket Guide (Russian)
- Success stories (Eng & Ru)
- Flyer(Ru)
- Clubs Flyer (RU)
- www.recp.by

Georgia

- Final Report EaP Green - RECP Demonstration programme by National Coordinator, December 2017
- Booklet of the EaP Green RECP Demonstration programme, November 2017
- Primer (Geo& Eng draft)
- RECP workbook-manual (Georgian)

- Facilitator's manual (Georgian)
- Dairy Pocket Guide (Georgian)
- Construction materials Pocket Guide (Georgian)
- Chemicals Pocket Guide (Georgian)
- Clubs' success stories (Eng & Georgian)
- Presentation on RECP Financing & Survey (Eng)
- Success stories (Eng)
- www.recp.ge

Moldova

- Final Report EaP Green RECP Demonstration programme by National Coordinator
- Booklet EaP Green RECP Demonstration programme, November 2017
- Success stories (Eng)
- www.ncpp.md

Ukraine

- Final Report EaP Green RECP Demonstration programme by National Coordinator
- Booklet, EaP Green RECP Demonstration programme December 2017
- 10 Articles (Ukr)
- Eco-innovation doc (Ukr)
- Business cases (4: Ukr/Eng 2014-15; 2016)
- Flyer (Ukr)
- 4 Leaflets (Ukr/Eng 2014-15; 2016)
- Pocket Guide Cement w/OECD (Ukr/Eng)
- RECP Pocket Guides:
 - Chemicals, (Ukr)
 - Construction materials, (Ukr)
 - dairy (Ukr)
 - Primer (Ukr/Eng draft)
 - Study book (Ukr)
 - Workbook clubs (Ukr)
- Implemented Options Book (Sbornik Opcii all, Ukr)
- <http://recpc.kpi.ua/en/projects-en/eap-green>