



ANNEX III

to Commission Implementing Decision on the Annual Action Programme 2017 in favour of the Republic of Belarus to be financed from the general budget of the European Union

Action Document for "MOST PHASE II"

1. Title/basic act/ CRIS number	MOST PHASE II CRIS number: ENI/2017/040-283 financed under European Neighbourhood Instrument			
2. Zone benefiting from the action/location	Neighbourhood East, Belarus The action shall be carried out at the following location: whole country			
3. Programming document	Multi-Annual Indicative Programme 2014-2017 ¹			
4. Sector of concentration/ thematic area	Mobility and people-to-people contacts			
5. Amounts concerned	Total estimated cost: EUR 4 500 000 Total amount of EU budget contribution EUR 4 500 000			
6. Aid modality(ies) and implementation modality(ies)	Project Modality Direct management – procurement of services			
7. DAC code(s)	43010 multisector aid			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	x
	Aid to environment	x	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	x	<input type="checkbox"/>
	Trade Development	x	<input type="checkbox"/>	<input type="checkbox"/>

¹ Pending the approval of the Single Support Framework 2017-2020.

	Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	x	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	x	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	x	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	N/A			
10. SDGs	Main SDG Goal 8 – Promote sustained, inclusive and sustained economic growth, full and productive employment and decent work for all. Secondary SDG Goal 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all			

SUMMARY

MOST PHASE II, which provides for a continuation of the on-going MOST flagship project, aims to facilitate direct people-to-people contacts between representatives of science & technology, entrepreneurship and innovation, culture, education, and health in the Republic of Belarus and their counterparts in Member States of the European Union. While these core sectors are the priority, other appropriate sectors may be also considered, (e.g. social affairs, public health, information society, etc.), depending on the needs expressed by applicants.

Professional contacts will be established and/or developed during short visits by the Belarusian representatives to the EU and EU representatives to Belarus through study tours, international professional events, internships, exchange visits, networking events, joint project elaboration, etc.

The project will promote the transfer of best practices, encourage mutual understanding, stimulate participation in various EU programmes and eventually contribute to economic development. It will enable to target a wide range of beneficiaries from public, private and third sectors in Belarus who will have increased opportunities for direct exchange with their counterparts abroad, including networking mechanisms, mainstreaming of cross-cutting issues and synergy with other EU-funded programmes in the related fields. In the area of research and innovation, these actions support the EU4Innovation initiative.

At the end of the programme, at least 2 000 Belarusian professionals will have taken part in targeted mobilities to the EU.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

People-to-people contacts are a long-term priority area for the European Union's relations with Belarus and the Eastern Partnership. The *Joint Declaration of the Eastern Partnership*

*Summit*² issued in Riga in 2015 stresses the importance played by people-to-people contacts in the areas of education, research, youth and culture for the Eastern Partnership.

Professional exchanges between the EU and Belarus can effectively contribute to better integration of Belarus into European-wide business, research and education and cultural networks. They are also critical to communicate values and contribute to economic development, thus contributing to establishing an area of prosperity and good neighbourliness around the EU.

Despite a progressive opening of the country, Belarusian society is poorly informed about the European Union values and left insufficiently exposed to European practices. Belarusian professionals in a variety of sectors miss opportunities to work together with their counterparts in the EU.

Modernisation and reform require an adequate skills base in particular to match the efforts to build a more vibrant economy and to promote an open society. Targeted skills policies supported by mobility and people-to-people contacts can help to create an open flow of knowledge and exchange of expertise. This is particularly true in the context of deepening economic crisis faced by Belarus. The introduction of best EU practices through the development of contacts and joint projects will contribute to enhance the efficiency and competitiveness of Belarusian firms and active professionals, and hence to improve the image of Belarus abroad.

Based on results achieved so far by the ongoing MOST-programme, but also with a view to align the programme to the Riga priorities, the following sectors will be supported by the programme MOST PHASE II: science & technology, entrepreneurship and innovation, culture, education, health and others.

1.1.1 Public Policy Assessment and EU Policy Framework

Exchange of experience and practices sharing through mobility of citizens have been a cornerstone of EU internal as well as external policies. They are of paramount importance for EU neighbouring countries such as Belarus with regard to sharing values and reducing mistrust as well as exchanging best practices and cooperating within concrete projects contributing, for instance, to economic development and innovation.

Despite the increasing participation of Belarusian scientists, teachers, civil servants and representatives of civil society into EU networks and joint EU-Belarus Projects (e.g. in the framework of Horizon 2020), the overall level of Belarusian exposure to EU practices and values remains low, as is their inclusion into large EU projects. Belarusian institutions, but in exceptional cases, do not actively support such exchanges.

Belarus acknowledges its strong reliance on export for its economic growth and the need to increase competitiveness on EU markets. Increasing exports is a key objective for Belarusian diplomatic missions, including in the EU. In this perspective, the programme MOST PHASE II will contribute to improving competitiveness of Belarusian production on EU markets as well as to multiplying business contacts of Belarusian SMEs with EU partners.

1.1.2 Stakeholder analysis

It is expected that the **Ministry of Foreign Affairs of the Republic of Belarus** (MFA) will keep its role as Belarusian Project Partner, involved in the action management as member of the project steering committee and as co-evaluator of the mobility applications. Although the

² http://ec.europa.eu/archives/docs/eastern/docs/riga-declaration-220515-final_en.pdf

MFA is demonstrating a continued and deep involvement in the current phase of the project, it lacks the resources necessary to ensure an even business process and a swift evaluation of the large amount of requests. In order to mitigate this constraint, the Belarusian authorities will work on a simplification of the selection procedure from their side, e.g. work on the basis of "non-objection" instead of the current "double yes" system.

Regarding other key stakeholders, the proposed action aims at supporting **individual mobility** of at least 2 000 Belarusian professionals in the fields of science and technology, entrepreneurship and innovation, culture, education, and health. It is therefore not targeting any specific institutional entity or group of entity. MOST II main stakeholders are Belarusian professionals willing to increase their exposure to EU best practices and developing joint projects with their peers in the European Union. Institutional stakeholders will therefore not be involved as such.

1.1.3 Priority areas for support/problem analysis

The programme MOST PHASE II will support mobility between the EU and Belarus in the following sectors: science and technology, entrepreneurship and innovation, culture, education, health and others.

As in the case of the on-going MOST, the programme will target only specific mobilities between EU and Belarusian professionals not supported otherwise by EU-funded programmes (see below section 3.2).

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
The state of political relations between the EU and Belarus results in the Government of Belarus limiting or refusing organized mobility and exchange flows with the EU	L	Mobility and people-to-people contacts are kept among the EU-Belarus co-operation priorities
Programme governance and project management processes delay reduce project efficiency	L	Issues are swiftly dealt with at the relevant level, based on lessons-learned from MOST phase one
Applicants from Minsk and its region are over-represented; other cross-cutting imbalances appear	L	The programme communication strategy and project monitoring addresses these specifics
Assumptions		
<ul style="list-style-type: none"> • General environment in Belarus is conducive to developing wider contacts with the EU. • There are no serious constraints for the operation of the mobility scheme in Belarus. • Potential mobility seekers come up with a sufficient number of proposals. • Sufficient interest from EU counterparts to engage in mobility with Belarusian 		

professionals.

- EU Member States facilitate visa procedures for the participants.

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The key lessons learnt can be extracted from day-to-day management of the programme and reports authored by the programme beneficiaries and the result-oriented monitoring (ROM) report completed in September 2016, include the following:

Demand expressed by Belarusian citizen for professional exchanges with the EU remains high. Exposure to EU best practices through short terms stays and the opportunity to establish durable contacts with peers in Member States are considered a strong added-value to the overall offer of the EU in terms of mobility and exchange.

MOST II does not duplicate other EU-funded mobility programmes. It has been a key feature of MOST that the project would support only activities not falling under the remit of other existing EU-funded programmes, e.g. students and academic staff (Erasmus+), higher education institutions, university teachers (Jean Monnet), researchers (Horizon 2020 Marie Skłodowska-Curie actions) or civil servants when TAIEX was the most suitable instrument. Based on this experience, MOST PHASE II will keep channelling these specific audiences to those programmes they should apply to.

A pro-active approach is necessary to maintain a balanced approach. Since its start in September 2015, MOST has raised a strong interest among a diverse audience³. However, unbalances have appeared in the current phase, which MOST PHASE II will be addressing.

- Private institutions were less prone to apply than public ones. 66% of MOST participants are active in the public sector in phase one, reflecting the dominance of the public sphere in Belarus. Notwithstanding this specific situation, the project will seek to reach a 50/50 public/private participation level.
- Sector-wise, MOST II key sectors are science & technology, entrepreneurship and innovation, culture, education and health, as they are in the current MOST. In June 2017, science & technology represents 30% of all applications implemented within the current phase of MOST, while health does not reach 5%. MOST II will ensure a more even participation of all sectors of activity through targeted communication and tailored mobility offers (length, groups' size, etc.).
- As far as gender is concerned, women prove less likely to take part in the current MOST programme. An equal participation of female and male applicants will be aimed at in the proposed action.
- Minsk and Minsk regions are over-represented in geographical terms in the current MOST project, as Minsk and its region represents 73% of all implemented mobilities. MOST PHASE II will mitigate these unbalances by a more targeted communication and a pro-active approach towards less represented groups and target an objective of 50% for Minsk and its region.

³ More than 6 500 applications were received as of 1 July 2017.

- Belarusian young professionals have as a rule less access than their colleagues to in-house funds for mobility. MOST PHASE II will focus on this specific group, setting a target of at least 40% of professionals aged 35 or less to benefit from the programme.
- Resources offered by MOST have not been fully tapped by Member States. A target of at least 10% of mobilities funded by MOST PHASE II will be supported or initiated by Member States.

Procedures must be simple for the applicants and non-burdening for the project partners. MOST evaluation process is based on a joint positive approval system involving the Delegation of the European Union and the Belarusian Ministry of Foreign Affairs. This governance model has led to lengthy decision chains and slowed day-to-day management. In order to avoid this pitfall, the evaluation process of MOST PHASE II will be based on a "non-objection" principle, allowing for a swifter decision-making process.

3.2 Complementarity, synergy and donor coordination

The proposed action targets specifically professionals seeking exposure to European best practices and opportunities to develop joint projects with their counterparts in the EU. It is therefore complementary to existing EU and other Donors funded people-to-people contacts, exchange and mobility programmes targeting other specific groups: students and teachers (European Humanities University Trust Fund, ESSYB/OESS II, Erasmus+; young leaders (EUVP and US-funded Open World Leadership Centre); scientists (Horizon 2020); civil servants (TAIEX), including in a cross-border context (CBC).

Hence, pursuant to the currently implemented MOST programme, MOST PHASE II will extend professional mobility opportunities to a group otherwise not targeted by other people-to-people contacts programmes.

The results achieved by other EU and other Donors funded people-to-people contacts and mobility programme are as follows:

- Through the support to European Humanities University Trust Fund (EUR 19 million, 2017 - 2020), thousands of Belarusian students have studied in an academically free environment in Vilnius, thus promoting intercultural dialogue between Belarus and the European Union and improving their skills and employability abroad as well as in Belarus; the European Union abounds about 20% of the Fund.
- The European Scholarship Scheme for Young Belarusians (ESSYB/OESS II) (EUR 656 million for 2011 – 2016, 2011–2016 + 2017-2018) has offered mobility opportunities to Belarusian students through a total of 301 scholarships, 255 at master level and 46 at bachelor (BA) level in European Universities.
- EU-funded mobility programmes targeting the academic world are increasingly used in Belarus. In 2015-2016, 566 Belarusian students and academic staff have benefited from the Erasmus+ International Credit Mobility facility⁴ (900 for the whole 2004-2013 period). 7 master scholarships have been granted to Belarusian students over the period 2014-2016 under Erasmus+ International Degree Mobility. 2 300 participants from Belarus took part in Erasmus+ Youth projects with their counterparts from Erasmus+ Programme Countries.

⁴ While at the same time, 204 EU students and academic staff benefitted from mobility to Belarus.

- During the same period, Belarus universities have participated in 10 Erasmus Capacity building projects. The cumulated budget of all projects has amounted EUR 8.6 million.
- The European Union Visitors Programme (EUVP) sends up to three Belarusian perspective leaders to Brussels and Strasbourg. The programme has allowed participants to enhance their understanding of the EU institutions and increase their networking capacities.
- Belarusian scientists actively participate in the Horizon 2020 EU Framework Programme for Research and Innovation. In April 2017, up to 70 Belarusian researchers were taking part in Marie Skłodowska-Curie actions and 26 grants had been allocated to project involving Belarusian teams.
- 12 TAIEX events have been carried out in 2016, allowing Belarusian civil servants to exchange and streamline practices with their peers in the European Union and the Eastern Partnership.
- Cross-Border Cooperation programmes where Belarus has been eligible to participate, such as Poland-Belarus-Ukraine, Latvia-Lithuania-Belarus and Baltic Sea Region have been an opportunity to exchange experience and best practices and implement practical joint actions at local level in a large array of sectors, address issues of trans-boundary significance through people-to-people contacts.
- Several Member States implement exchange and mobility actions in Belarus, the larger being the German DAAD scholarships programme. Pursuant to the on-going phase of MOST, MOST PHASE II will further ensure co-ordination and synergy with Member States with a view to reinforce or complement existing exchanges programmes.
- In 2017, the US-funded Open World Leadership Centre will offer ten mobilities to healthcare (5) and intellectual property rights (5) Belarusian specialists, increase their skills in their respective fields of activity.

3.3 Cross-cutting issues

The following cross-cutting issues will be addressed during the implementation of this project:

- 1) Gender equality – a balanced representation of men and women in mobility actions will be ensured so that they could have equal chances of access to new knowledge and skills thereby increasing their capacities;
- 2) Good governance – increased exposure to EU policies and practices in the course of mobility actions will enhance awareness of more open, participatory and accountable standards for the operation of public institutions.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The **overall objective** is to promote the transfer of best practices and encourage mutual understanding between European Union's and Belarus' societies.

The **specific objectives** are to:

- Support professional mobility from Belarusian citizen in the fields of science and technology, entrepreneurship and innovation, culture, education, health and others;

- Facilitate the establishment of sustainable professional contacts between Belarusian participants and their counterparts in the European Union;
- Improve the understanding of the European Union and its Member States, to share EU best practices and values among Belarusian participants to the programme and the general public.

The **expected results** are:

1. At least 2 000 Belarusian citizen have participated in the programme through study tours, exchange visits, etc. in the field of science and technology, entrepreneurship and innovation, culture, education, health and others;
2. Professional contacts between Belarusian participants and their EU counterparts are established;
3. Understanding of the EU, its societies and values among Belarusian participants and the public at large is improved;

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of Sustainable Development Goal (SDG) Goal 8 - Promote sustained, inclusive and sustainable growth, full and productive employment and decent work for all, but also promotes progress towards Goal 4 - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. This does not imply a commitment by the country benefiting from this programme.

4.2 Main activities

The main activities under this project relate to the provision of the following services:

1. In relation with Result 1:
 - a. To set up and manage the relevant infrastructure allowing for a permanent call for expressions of interest for mobility actions;
 - b. To organize the administrative aspects of the selection of the mobility grants and their implementation, ensuring a balanced representation of various target groups (see section 3.1 above);
 - c. To set up the necessary instruments and processes allowing for quantitative and qualitative monitoring of the programme implementation.
2. In relation with Results 2 and 3:
 - a. To ensure the necessary follow-up of completed mobility actions;
 - b. To produce and disseminate information and implement communication campaigns, using the widest scope of media (web site, social media, promo videos, meeting with potential applicants in the region or specific target groups, etc.).

4.3 Intervention logic

As outlined above and demonstrated by the on-going MOST programme, people-to-people exchange and mobility programmes are a particularly efficient way to bring to Belarus European practices and promote mutual understanding. The purpose of the intervention is to support professional mobility for Belarusian citizens with a view to establishing sustainable professional contacts with their counterparts in the EU and promote mutual understanding. To deliver with impact on a short-term perspective, the operation should necessary:

With regard to applications management:

- Include a simple application procedure reducing the barrier often created by complex application procedures and forms;
- Function along swift decision-making process allowing for rapid decisions to be made regarding the approval/refusal of applications.

With regard to programme inclusiveness:

- Be open to any participant, whatever their professional background;
- Encourage the participation of underrepresented groups (e.g. from the regions of Belarus, private entrepreneurs, etc.).

With regard to synergies with other existing mobility programmes:

- Take into account mobility priorities expressed by Belarusian partners alongside clearly identified and shared policy priorities;
- Foster tight co-operation with Member States Embassies in Minsk to support and complement their own mobility programmes or contribute to their implementation;
- Avoid duplication with other programmes funded by the EU, for instance Erasmus+, Horizon 2020 or TAIEX.

The action's intervention logic is based on the above criteria and project implementation will ensure simultaneously a swift, inclusive and co-ordinated line of action.

The action will significantly contribute to the Youth leadership and entrepreneurship package of the Riga priorities as addressed in deliverable #18 of the Joint Staff Working Document SWD(2017) 300 of 9 June 2017, with a specific focus on improving professional skills and capacities.

The logical framework is detailed in Appendix 1 where the action's goals and outcomes/outputs are presented together with the corresponding activities. Both the outcomes/outputs and the activities will be further developed and adjusted during the project implementation and in cooperation with the Belarusian Counterpart and other relevant stakeholders. The expected results/targets to be achieved will also be adjusted accordingly.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.

5.3 Implementation modalities

5.3.1 Procurement (direct management)

Subject	Type	Indicative number of contracts	Indicative trimester of launch of the procedure
MOST PHASE II	Services	1	1 st quarter 2018

5.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2)(b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.5 Indicative budget

	EU contribution (in EUR)	Indicative third party contribution
5.3.1. – Procurement of services (direct management)	4 500 000	N/A.
5.8 – Evaluation 5.9 - Audit	to be covered by another funding source	N.A.
5.10 – Communication and visibility	N.A.	N.A.
Totals	4 500 000	N.A.

5.6 Organisational set-up and responsibilities

A steering committee shall be set up to oversee and validate the overall direction and policy for the programme. The steering committee shall meet at least twice a year. The steering committee shall be made up of representatives of the beneficiary country, of the contractor selected to carry out the project and of the Delegation of the European Union to Belarus.

5.7 Performance monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality) or the list of result indicators (for budget

support). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.8 Evaluation

Having regard to the nature of the action, evaluations will not be carried out for this action or its components.

The Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner.

In that case, the evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The financing of the evaluation shall be covered by another measure constituting a financing decision.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

The financing of the audit shall be covered by another measure constituting a financing decision.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.5 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

With regards to the Neighbourhood East, all EU-supported actions shall be aimed at increasing the awareness level of the target audiences on the connections, the outcome, and

the final practical benefits for citizens of EU assistance provided in the framework of this action. Visibility actions should also promote transparency and accountability on the use of funds.

Outreaching/awareness raising activities will play a crucial part in the implementation of the action, in the case of budget support the national government shall ensure that the visibility of the EU contribution is given appropriate media coverage. The implementation of the communication activities shall be the responsibility of the implementing organisations, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicise the fact that the action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions. Additional Visibility Guidelines developed by the Commission (European Neighbourhood Policy and Enlargement Negotiations) will be strictly adhered to.

It is the responsibility of the implementing organisation to keep the EU Delegations and, where relevant, DG NEAR, fully informed of the planning and implementation of the appropriate milestones specific visibility and communication activities.

The implementing organisation shall report on its visibility and communication actions, as well as the results of the overall action to the relevant monitoring committees.

This action will be communicated externally as part of a wider context of EU support to the country, and where relevant to the Eastern Partnership region in order to enhance the effectiveness of communication activities and to reduce fragmentation in the area of EU communication.

The implementing organisation shall coordinate all communication activities with EU Delegations as well as regional communication initiatives funded by the European Commission to the extent possible. All communication strategies developed as part of this action shall ensure they are in line with the priorities and objectives of regional communication initiatives supported by the European Commission and in line with the relevant EU Delegation's communication strategy under the "EU4Country" umbrella initiative.

APPENDIX - INDICATIVE LOGFRAME MATRIX

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	To promote the transfer of best practices and encourage mutual understanding between European Union's and Belarus' societies.	Perception of the European Union among Belarusian citizen as measured by official sources	Average to low at the start of the project	Average to good at the end of the project	Project reports and statistics Reports from participants Sector coverage in the media External surveys and polls	There are no serious administrative and/or political constraints for the operation of the Action scheme in Belarus There is no political set-back in the EU-Belarus relation
Specific objective(s): Outcome(s)	SO 1. To support professional mobility from Belarusian citizen in the fields of science and technology, entrepreneurship and innovation, culture, education, health and others SO 2. To facilitate the establishment of sustainable professional contacts	Swift operational arrangements agreed with Belarusian partner, including a "no objection" application evaluation mechanism Comprehensive set of qualitative and quantitative	Existing evaluation mechanism involving EUDEL and MFA and based on a "double yes" system (till end of phase I – December 2017) Existing management	"no objection application evaluation system (2018 – 2021) Fully operational	Project reports Opinion on the project as expressed by the MFA Qualitative assessment of applicants feed-back Media coverage (as reported by the "Belarus Media	Belarusian Partner agrees to a "no objection" applications evaluation mechanism

	<p>between Belarusian participants and their counterparts in the European Union</p> <p>SO 3. To improve the understanding of the European Union and its Member States, to share EU best practices and values among Belarusian participants to the programme and the general public.</p>	<p>data about project outputs and outcomes of the project</p> <p>Perception of the EU as a main source for professional good practices in Belarusian society</p>	<p>platform</p> <p>Average to low at start of the project</p>	<p>monitoring interface, allowing for easy qualitative monitoring is created and operated</p> <p>Average approval time: 1 month (start to end)</p> <p>Average to good at the end of the project</p>	<p>Monitoring Report" weekly, others)</p>	
Outputs	<p>Tangible output 1. At least 2,000 Belarusian citizen have participated in the programme through study tours, exchange visits, etc. in the field of science & technology, entrepreneurship and innovation, culture, education, health and others</p> <p>a. To set up and manage the relevant infrastructure allowing for a permanent call for expressions of interest for mobility actions</p> <p>b. To organize the administrative aspects of the selection of the mobility grants, and their implementation, ensuring a balanced representation of various target groups</p>	<p>Number of Belarusian professionals using the programme</p> <p>Functionality level of mobility infrastructure</p> <p>Sector distribution among implemented mobilities</p>	<p>At least 1500 (phase I objective – December 2017)</p> <p>Current MOST electronic applications management interface</p> <p>25 percentage points difference between most and less represented sectors (phase I – June 2017)</p>	<p>At least 2,000 (end of programme - 2021)</p> <p>User-friendly platform (2018 – 2 months after programme start)</p> <p>Maximum 10 percentage points difference (end of programme -</p>	<p>Project reports</p> <p>Users (i.e. MOST team and evaluators) feed-back</p> <p>Statistical data produced and processed by the project</p>	<p>Potential mobility seekers come out with sufficient interest</p> <p>EU MS are willing to facilitate visa procedures for the participants</p> <p>General environment in Belarus is conducive to developing wider contacts with the EU</p> <p>Sufficient interest from EU counterparts</p>

				2021		to engage
		Female/male distribution (gender) among implemented mobilities	40/60 (phase I – June 2017)	50/50 (end of programme – 2021)		
		Public/private employers distribution among implemented mobilities	66% (phase I – June 2017)	50% (end of programme – 2021)		
		Geographical origin (region) distribution among implemented mobilitie	Minsk + Minsk region: 73% (phase I – June 2017)	Minsk + Minsk region: not more than 50% (end of programme 2021)		
		Proportion of young professionals among implemented mobilities	N/A	At least 40% of young professional, 35 years or under (end of programme 2021)		
		Proportion of applications initiated/supported by Member states	6% applications initiated/supports by Member States (phase I – June 2017)	At least 10% applications initiated/supported by Member States (end of programme 2021)		
	c. To set up the necessary instruments and processes allowing for quantitative and qualitative monitoring of the programme	Fully functional electronic statistical platform		Finely disaggregated data is collected and		

	<p>implementation.</p> <p>Tangible outputs n. 2 - Professional contacts are established and 3 - Understanding of the EU is improved</p> <p>a. The necessary follow-up of completed mobility actions is ensured;</p> <p>b. Information material produced and disseminated, communication campaigns, using the widest scope of media (web site, social media, promo videos, meeting with potential applicants in the region or specific target groups, etc.) implemented.</p>	<p>Respective number of contacts established by applicants (at least five professional contacts per mobility action)</p> <p>Increase in the understanding of the EU as source of best practices</p> <p>Amount of promotion outlets produced and disseminated</p>	<p>Average 5 contacts per mobility (phase I – June 2017)</p> <p>Not properly documented</p> <p>20 promotional films, 14 factsheets, social media posts (end of phase I – December 2017)</p>	<p>processed (two months after project start)</p> <p>Idem.</p> <p>Detailed list and analysis of best practices transfer</p> <p>30 promotional films, 30 fact sheets, social media posts (end of programme, 2021)</p>	<p>Users (i.e. MOST team and evaluators) feed-back</p> <p>Accurate and timely data used for reporting, communication and promotion</p> <p>List of contacts produced (project reporting)</p> <p>MOST participants reports</p> <p>Promotion material produced</p>	
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