

**PROJECT DOCUMENT**  
***Republic of Belarus***

*срок реализации: 15.03.2021-14.03.2021*

**Project Title:** Ecotourism development to promote green transition to inclusive and sustainable growth

**Project Number:** 00120099

**Implementing Partner:** Ministry of Natural Resources and Environmental Protection of the Republic of Belarus

**Start Date:** The date of registration of the project in the database of the international technical assistance projects and programmes

**End Date:** 36 months from the date of registration of the project in the database of the international technical assistance projects and programmes

**Project Appraisal Committee Meeting date:** 20.01.2020

Brief Description
<p>One of the evolving sectors that has great potential for the local economic development of the country is ecotourism. The development of ecotourism is an indispensable part of the "green" economy.</p> <p>To give impetus to the development of ecotourism in specially protected natural areas it is necessary to raise awareness and develop competence of participants in the ecological tourism market, to create favorable conditions for the management of responsible business and social cooperation, to strengthen cross-border partnership, and to enhance the role of specially protected natural areas in shaping a positive image of regions and the country as a whole.</p> <p>The project aims to increase capacity and embed a mechanism for the implementation of a set of measures for the development and promotion of ecotourism, create necessary methodical framework for the expansion of ecotourism and strategic planning system, brace cooperation between private companies, public environmental agencies and the local population.</p> <p>The project outlines the key actions and results set out in the UN 2030 Agenda for Sustainable Development. As a result of the project, it is expected:</p> <ul style="list-style-type: none"> <li>• New jobs are created in the specially protected natural areas;</li> <li>• The flow of tourists using ecotourism services in the specially protected natural areas and the revenue for ecotourism actors will increase by at least 50 percent.</li> </ul> <p>The pilot sites of the project will be the specially protected natural areas including transboundary with the Russian Federation: "Ozery", "Naliboksky", "Krasny Bor" and "Osveysky".</p>



**Expected outcome of United Nations Development Assistance Framework (UNDAF) for the Republic of Belarus for 2016 – 2020:**  
 Outcome 2.1: By 2020, the economy's competitiveness will have been improved through structural reform, accelerated development of the private sector and integration in the world economy.

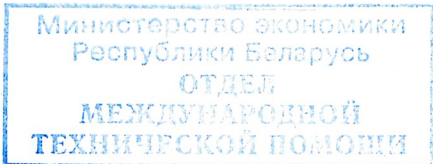
**Output of UNDP Country Program Document for the Republic of Belarus for 2016-2020:**  
 Output 2.1: National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods.

**Indicative Output(s) with gender marker:**  
 GEN1

<b>Total resources required:</b>	<b>USD 3,200,000</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor (Government of the Russian Federation through Russian Federation - UNDP Trust Fund for Development):</b>	USD 1,200,000
	<b>Government (parallel financing):</b>	USD 2,000,000
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

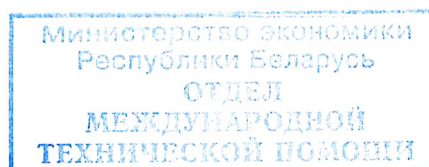
Agreed by (signatures):

<b>UNDP</b>	<b>Ministry of Natural Resources and Environmental Protection of the Republic of Belarus</b>
	
Alexandra SOLOVIEVA, Resident Representative	Baliaslau PIRSHTUK, First Deputy Minister
Date: 09/11/2020	Date: 08/11/2020



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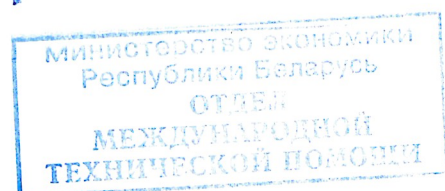
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## LIST OF ABBREVIATIONS

CPD	UNDP Country Program Document for the Republic of Belarus
MAPS mission	Mission "Mainstreaming, Acceleration and Policy Support"
MINREP	Ministry of Natural Resources and Environmental Protection of the Republic of Belarus
NCSDGs	National Coordinator on implementation of the SDGs
PEPA	Public environmental protection agencies
PSC	Project Steering Committee
SCP	Sustainable consumption and production
SDGs	Sustainable Development Goals
SPNA	Specially protected natural areas
UN	United Nations
UNDAF	United Nations Development Assistance Framework for the Republic of Belarus



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## I. DEVELOPMENT CHALLENGE

The priority of a “green” transition is a movement forward towards a “green” economy to achieve maximum results of the Sustainable Development Goals (SDGs). The “green” economy is low-carbon, resource-efficient, and socially inclusive, where the Republic of Belarus has notable advantages in promoting it due to the highly educated population, geographically well-located territory, developed infrastructure, climate, and recognized world heritage. In the context of Belarus, “green” transition should be combined with the efforts of the government to ensure decent employment and modernization of the economy, which means the access to new markets, creation of new jobs, and promotion of greater social wellbeing.

The development of ecotourism<sup>1</sup> is an indispensable part of the “green” economy, which was identified by mission “Mainstreaming, Acceleration and Policy Support” (MAPS mission) as one of the four accelerators for achieving SDGs. MAPS mission was organised by the United Nations (UN) in collaboration with the National Coordinator on implementation of the SDGs (NCSDGs) and the Government of the Republic of Belarus in 2017. As a result of the work of the MAPS mission in collaboration with NCSDGs and the Government of the Republic of Belarus, the Roadmap for the implementation of the SDGs in the Republic of Belarus was developed.

Ecotourism has become an essential economic activity around the world and provides tourists with an opportunity to learn about the natural and cultural values of the region and inquire about the importance of biodiversity conservation<sup>2</sup>. The characteristics of ecotourism make it an important tool for the preservation of the environment and bring economic benefits to specially protected natural areas (SPNA), vulnerable groups and local community living in rural and remote areas in the form of direct and indirect income. Based on the principles of sustainable consumption and production (SCP<sup>3</sup>), the proceeds from tourism products could be reinvested in further preservation and improved management of protected areas. Support for ecotourism stimulates biodiversity conservation and promotes sustainable use of natural resources.

Ecological tourism in SPNA is one of the evolving sectors. It has excellent potential for the economic development of the regions in the Republic of Belarus because of the possibility to create new jobs and improve the living standards of the local population. SPNA is the basis for the formation of a national ecological network, as well as for the declaration of biosphere reserves created to ensure sustainable development, taking into account the environmentally friendly use of natural resources and the protection of cultural values. The development and sustainability of the SPNA system are carried out according to the following legal regulations:

- Law of the Republic of Belarus of November 26, 1992 "On Environmental Protection";
- Law of the Republic of Belarus of November 15, 2018 "On Specially Protected Natural Territories";
- National Strategy for the Development of the System of Specially Protected Natural Areas until 1 January 2030, approved by the Resolution of the Council of Ministers of the Republic of Belarus № 649 of 2 July 2014;
- Set of Measures for the Development and Promotion of Ecological Tourism in Specially Protected Natural Areas for the Period Until 2025, which was approved by the Deputy Prime Minister of the Republic Of Belarus M. Rusyj on 14 February 2017, №06/214-33/94 and other legal regulations in the field of environmental protection and international treaties of the Republic of Belarus.

In the National Strategy for the Development of the System of SPNA until January1, 2030, approved by the Resolution of the Council of Ministers of the Republic of Belarus on July 2, 2014 №649, it is underlined that the solution to the following problems should be solved to provide development of ecotourism in the Republic of Belarus:

- Recreational and tourism resources of the SPNA are not fully utilized;
- Insufficient participation in the development of ecological tourism in the SPNA is taken by the local population;
- Greater cooperation is needed between the public environmental protection agencies (PEPA), professional participants of the tourism market, local population, agro-ecotourism entities, scientific organisations, educational institutions and public organisations;
- Unregulated recreational activities in the SPNA;

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<sup>1</sup> Ecotourism (according to the National Strategy for the Development of the System of Specially Protected Natural Areas until 1 January 2030) refers to a tourist trip, as well as the activities of legal entities, individuals, including individual entrepreneurs, on organizing tourist trips in SPNA in order to study natural and cultural heritage and receive positive emotions from communicating with nature, visit cultural values without making negative impact on natural complexes and objects which is expected to contribute to the conservation of biological and landscape diversity of natural ecosystems, sustainable development of regions and improve the welfare of the local population.

<sup>2</sup> Scientific Journal "Nature Conservation", "Ecotourism Development - a Manual for Conservation Managers and Planners in the Business of Ecotourism Development and Management", Arlington, US, 2004

<sup>3</sup> SCP aims to raise net welfare from economic activities to maintain the level of social well-being by reducing resource use, degradation and pollution along the whole life cycle, while increasing quality of life.

- Low level of the cross-border cooperation.

There are no separate statistics on the development of ecotourism in the territory of the Republic of Belarus. According to the data provided by the National Statistical Committee, one of the directions of entrepreneurial activity in the tourism industry is agro-ecotourism<sup>4</sup>. It was established that 422,300 people used agro-ecotourism services in the whole country in 2018, among those 89.8 percent were citizens of the Republic of Belarus. 265,656<sup>5</sup> tourists were served by agro-ecotourism entities in Vitebsk, Grodno and Minsk regions in 2018. It is over than 60 percent of the total number of agro-ecotourists served throughout the country. Based on a survey, which took place in the pilot SPNA of the project in Vitebsk, Grodno and Minsk regions, it was determined, that on average 5 percent, or 12,000, of the agro-ecotourists visited each pilot SPNA of the project in 2018.

According to the national statistics, 54 percent of excursionists (same-day visitors) and 46 percent of tourists (overnight visitors) visited the Republic of Belarus in 2018. It is estimated that if USD 48 is the approximate amount needed for each of the allowances (food and accommodation), then the total amount of USD 1,103,704 of the tourist currency was spent in 2018 (Table 1).

The project on the development of ecological tourism in Belarus aims to maximise the number of tourists (overnight visitors) by ensuring proper functioning of the visit-centres and information desks, integrating technical equipment, designing and upgrading green paths, installing artificial nests for birds, supporting sustainable infrastructure development in the pilot SPNA in Vitebsk, Grodno and Minsk regions. It is expected that the number of tourists, visiting the SPNA, will rise by at least 50 percent, or will be 18,000, a few years after the project is fully implemented (2025 is taken for the sake of analysis simplicity). If the percentage of excursionists keep constant with 2018 approximator, and the targeted number of tourists equals to 18,000 by 2025 with an intended stay of more than one night in SPNA (two nights were calculated), then the predicted amount of the currency spent in the tourist destinations will increase by 178%, or will be USD 3,072,317, annually.

Table 1:

	2018		2025	
	Visitors, pers.	USD	Visitors, pers.	USD
excursionists	6,515 (54%)	313,048	6,515	313,048
tourists	5,485 (46%)	790,656	11,485	2,759,271
total	12,000	1,103,704	18,000	3,072,317
		100%		278%

Expected targets of the project results – the number of tourists, visiting the SPNA, rises by at least 50 percent from 12,000 in 2018 to 18,000 by 2025; the revenue for ecotourism actors in SPNA increases by at least 50 percent; at least 30 jobs are created through the development of tourism infrastructure, information support, branding of the SPNA, and ecotourism promotion in international and local markets. The estimated amount of USD 1,103,704 of the tourist currency spent in 2018 shall increase to USD 3,072,317 by 2025. Predicted targets illustrate the economic growth foreseen as one of the outcomes of the implementation of the project “Ecotourism development to promote green transition to inclusive and sustainable growth”.

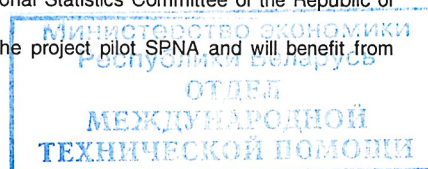
One of the prospective areas of activity in the framework of the National Strategy for the Development of the System of Specially Protected Natural Areas until 2030 is to intensify and strengthen international cooperation in the field of SPNA through the creation of cross-border SPNA and biosphere reserves, as well as through sustainable coordinated management of such territories.

To achieve this goal, the Government of the Republic of Belarus and the Government of the Russian Federation concluded the Agreement on the Establishment of a Transboundary Specially Protected Natural Area “Zapovednoe Poozerie” which was signed on 30 September 2017 in Sochi and approved by the Resolution of the Council of Ministers of the Republic of Belarus № 186 of 7 March 2018. The objective of the Agreement is to preserve unique biological and landscape diversity of Vitebsk-Sebezh Lake Land adjacent to the border. The SPNA “Zapovednoe Poozerie” will unite National Park “Sebezhskij” (Russia, Pskov region), Republic Landscape Reserve “Krasny Bor”<sup>6</sup> (Belarus, Vitebsk region), and Republic Landscape Reserve “Osveysky” (Belarus, Vitebsk region). This will allow to improve cooperation in the field of environment protection and monitoring, scientific research, conservation of biological diversity, and the development of environmental education and ecotourism.

<sup>4</sup> Activities aimed at introducing agro-ecotourists to the natural and cultural potential of the republic, national traditions in the process of recreation, recovery, temporary stay in agro-eco-houses.

<sup>5</sup> Statistics Yearbook “Tourism and Tourism Resources in the Republic of Belarus,” National Statistics Committee of the Republic of Belarus Minsk, 2019.

<sup>6</sup> PEPA “EKO-ROSY” manages Republic Landscape Reserve “Krasny Bor”, which is the project pilot SPNA and will benefit from procurement of goods, works and services.



The pilot SPNA of the project, including transboundary with the Russian Federation, are: "Ozery", "Naliboksky", "Krasniy Bor" and "Osveysky".

## SDGs

The development of ecological tourism will make a significant contribution to the achievement of the SDGs, both in the environmental, economic and social spheres, and will be aimed at contributing to the partnership between Belarus and Russia on the issue of cross-border SPNA.

Implementation of the project will contribute to the achievement of SDG 8: "Promote inclusive and sustainable economic growth, employment and decent work for all", in particular, Target 8.9 "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products." Beside SDG 8, the project will assist to achieve SDG 5 "Achieve gender equality and empower all women and girls", SDG 12 "Ensure sustainable consumption and production patterns", SDG 15 "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss", and SDG 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development."

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## II. STRATEGY

The project "Ecotourism development to promote green transition to inclusive and sustainable growth" meets the Outcome 2.1 of the United Nations Development Assistance Framework for the Republic of Belarus (UNDAF) for 2016 – 2020: "By 2020, the economy's competitiveness will have been improved through structural reform, accelerated development of the private sector and integration in the world economy". The project complies with the Output 2.1 of the UNDP Country Program Document for the Republic of Belarus (CPD) for 2016-2020: "National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods". The project builds on UNDP's strong foundation, expertise, and lessons learned from the support of local development and the "green" economy programmes and projects. The project stands on the country's sustainable development needs to achieve SDGs and UNDP work in national reporting.

The overall **objective of the project** – to support the development of ecotourism in SPNA for the "green" transition of the Republic of Belarus to inclusive and sustainable growth and to strengthen cross-border cooperation.

The basis for the development of the project's activities are:

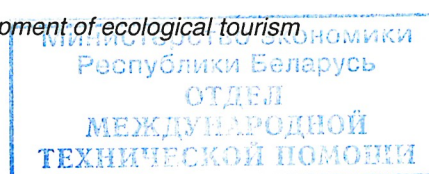
- National Strategy for the Development of the System of Specially Protected Natural Areas until 1 January 2030, approved by the Resolution of the Council of Ministers of the Republic of Belarus № 649 of 2 July 2014;
- Set of Measures for the Development and Promotion of Ecological Tourism in Specially Protected Natural Areas for the Period until 2025, approved by the Deputy Prime Minister of the Republic Of Belarus M. Rusyj on 14 February 2017, №06/214-33/94;
- 2030 Agenda for Sustainable Development.

Management of the project activities in SPNA will be based on the principles set out in the National Strategy for the Development of the System of Specially Protected Natural Areas until 1 January 2030:

- Representativeness;
- Integrity;
- Scientific validity;
- A priority of environmental interests over economic;
- Financial sustainability;
- Responsibility;
- Effective partnership;
- International cooperation.

This project consists of three interconnected thematically prioritised areas:

1. *Raise awareness and capacity of stakeholders in the development of ecological tourism.*



- The project “Ecotourism development to promote green transition to inclusive and sustainable growth” will support cooperation, training, knowledge sharing and dialogue between the beneficiaries of the project. Involvement of private companies, PEPA and the local population in the activities on ecotourism education and training will help to raise stakeholder capacity in the area of ecotourism development and strengthen cross-border cooperation of the PEPA’s managing SPNA. The project activities will focus on exploring the best examples of international experience in ecotourism development, including the practice of the Russian Federation. The accumulated knowledge will expand opportunities and create conditions for the transition to the "green" economy.
- Tourism is one of the fastest-growing sectors of the country's economy. Out of 1,444 enterprises<sup>7</sup> that carried out tourism activities in the country in 2017, 1,237 (or 86%) were entities of private ownership, which employed 4,106 individuals<sup>8</sup> (or 82% of total employees in tourism sector). Number of the employed in the tourism sector amounts to 208,500 individuals, or 5.5%, of the economically active population. Tourism plays an important role in the sustainable development of the national economy, but it can also have a significant impact on the environment.

The consumption of services and excessive demand can result in increased waste, noise and air pollution, which create pressure on local resources (water, energy and food). The project, involving international experts, will present the programme on SCP at the awareness-raising activities to promote the concept of ecotourism. One of the SCP destinations – is the assurance of “green” and decent jobs and a better quality of life for all. Implementation of such programme helps to ensure the preservation of unique environmental systems and biodiversity, reduce future economic, social and ecological losses and increase the economic competitiveness of the territories.

## II. *Creation of the conducive methodical framework for the development and promotion of ecological tourism in SPNA, formation of ecotourism clusters*

- Parties interested in the development of ecotourism in the SPNA, should have the necessary skills and knowledge in marketing and promoting ecotourism in domestic and international markets. This project aims to create the conducive methodical framework for the development of ecotourism, including design of a strategic planning system and a marketing strategy, as well as development of ecotourism products, their certification, branding and promotion both on local and international markets.
- With a view to extending tourists stay and, thereby, their expenditure, while, at the same time, spreading tourism development to all regions of the country, it is important that the large variety of Belarusian tourism attractions and services are packaged into regional tourism clusters to enhance the overall tourists experience and broaden the traditional product mix. However, institutional mechanisms in the area of local tourism development require the capacity to implement such cluster activities adequately.

In the broadest sense, clusters are built on the principle of "triple spiral" - close interaction of business, state and science. Ecotourism cluster is a system where environmental and tourism organisations compete and cooperate at the same time to achieve economic and social benefits. Ecotourism cluster builds on the principle of a coherent approach to conserve natural resources. Clusters present potential to stimulate long-term growth of regional economies and attract investment. In addition to upgrading productivity, clusters play an essential role in the company's ability to innovate, continuously improve competitive advantage through various innovations: technological, organisational and marketing. In the ecotourism cluster system, even in conjunction with other local economic activities, tourism does not exceed the ecological potential of natural areas.

This project contributes to the creation of ecotourism clusters. The project will also help to raise awareness and potential of the local population and the general public to study circular economy models across the production and sales chain of ecotourism (for instance, food and beverage suppliers, tour operators and artisans). Knowledge of tools and methodologies for efficient use of resources will lead to better sustainable development and the competitiveness of the parties involved in the development of ecotourism in the country.

- Data collection and analysis of the impact that the tourism sector has on the environment requires improvement. The developed accounting system in the field of ecological tourism is necessary to ensure that environmental monitoring and ecological systems are properly operational in SPNA. This will allow to establish or optimize the existing standards of permissible anthropogenic load on the pilot

<sup>7</sup> Statistical digest “Tourism and Tourism Resources in the Republic of Belarus”, National Statistical Committee of the Republic of Belarus, Minsk, June 2018

<sup>8</sup> Statistical Bulletin “On the Development of Tourism, Tourism Organizations, Collective Accommodation Facilities of the Republic of Belarus for 2017”, National Statistical Committee of the Republic of Belarus, Minsk, March 2018



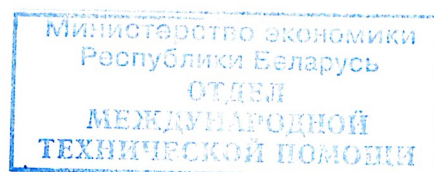
territories and ensure monitored compliance with such norms. Developed environmental and recreational capacity assessment programme for SPNA and the use of monitoring results are necessary to make management decisions at SPNA, optimisation of their protection and usage regimes, ensure their sustainable use. As part of the ecotourism development project, a comprehensive assessment of the current state of the accounting system in the field of ecological tourism will be carried out and recommendations for its further development will be provided.

*III. Support for the implementation of a set of measures for the development and promotion of ecotourism in the pilot SPNA*

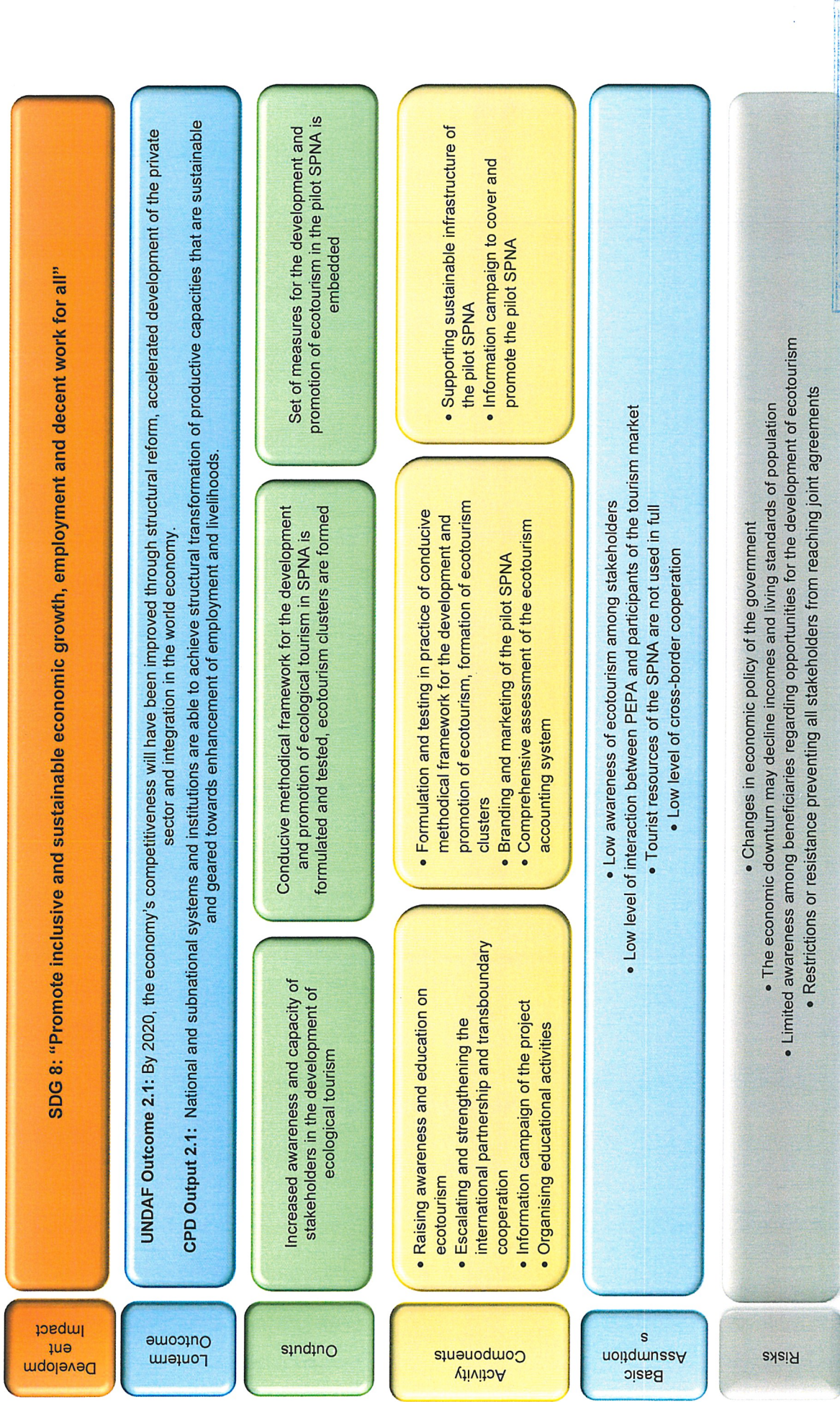
In accordance with the registry of the SPNA in the Republic of Belarus dated 1 January 2019, the SPNA system has 1,289 objects, including 1 reserve, 4 national parks, 99 reserves of republican significance (35 landscape, 38 biological, 8 wetlands, 18 hydrological), 282 local nature reserves, 326 nature monuments of republican significance and 577 - of local significance. The total area of all SPNA of the Republic of Belarus is 1,861,500 ha., or 8.9 percent from the total area of the country, including the area of SPNA of republican significance – 1,443,600 ha., or 6.95 percent from the total area of the country. The statistics suggest that the best mechanisms of ecotourism, worked out by the project “Ecotourism development to promote green transition to inclusive and sustainable growth” in the pilot SPNA, may serve as an example for further replication of such practices across the country.

Gender consideration: various publicly available indexes portray Belarus as a country with high gender equality. In 2014, Belarus had the 6th highest UNDP Gender Development Index value and ranked 31st in the 2014 Gender Inequality Index. The project on ecotourism development brings socially-economic benefits to the local population. During project implementation, gender impact will be monitored, checked and documented. In addition to compliance of gender equality in society, the project will also concentrate on such acceleration platforms, as focus on the next generation, digital transformation and social innovation.

Below is a diagram of **Theory of Change**, linking the achievements of the SDGs and outcomes through the project's planned activities. If necessary, the Theory of Change will be regularly reviewed and updated.



**Theory of Change:**



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### III. RESULTS AND PARTNERSHIPS

#### ***Expected project outputs***

The **project objective** – to support the development of ecotourism in SPNA for the “green” transition of the Republic of Belarus to inclusive and sustainable growth and to strengthen cross-border cooperation.

To achieve this objective the project will maximise the impact of capacity building and ensure the effectiveness and sustainability of the following outputs:

- Output 1: Increased awareness and capacity of stakeholders in the development of ecological tourism
- Output 2: Conducive methodical framework for the development and promotion of ecological tourism in SPNA is formulated and tested, ecotourism clusters are formed
- Output 3: Set of measures for the development and promotion of ecotourism in the pilot SPNA is embedded
- Output 4: Effective project management

#### ***Anticipated medium-term project targets***

- At least 30 new jobs will be created at pilot sites;
- The number of people using ecotourism services in the pilot SPNA will increase by at least 50 percent relative to 2018 (from 5 percent of the total number of tourists served by agro-ecotourism entities in Vitebsk, Grodno, and Minsk regions to 7 percent);
- The revenue for ecotourism actors in the pilot SPNA will increase by at least 50 percent.

#### ***Anticipated long-term socio-economic project impact***

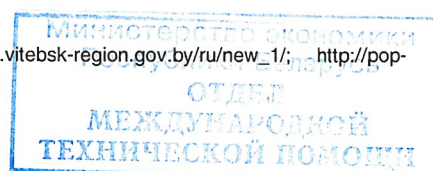
The estimated long-term impact of the project, which will be achieved a few years after the project is complete, is to promote ecotourism in SPNA using abundant recreational and tourist resources, stimulate local economic development and improve the competitiveness of the territories. The project activities aiming at building capacity of SPNA and cross-border cooperation are a contribution to the sustainable development and positive image of the country. Ecotourism has the power to create change on a **national scale** by creating and preserving tourist destinations for generations to come, revitalising local community, alleviating poverty, safeguarding the cultural heritage, creating jobs and keeping the currency within tourist destinations. It is expected that the development of ecotourism in SPNA will have a direct and indirect impact on the sustainable development of regions.

**The direct impact** is the revenue for the local population of the pilot SPNA in Vitebsk, Grodno and Minsk regions. The overall number of residents at pilot SPNA amounts to 11,706 people<sup>9</sup>, the direct beneficiaries of the project, involved in the development of ecological tourism in the pilot SPNA. It is anticipated that the number of tourists, visiting the SPNA, will rise by at least 50 percent and will be at least 18,000 a few years after the project is fully implemented (2025 is taken for the estimation). The project on the development of ecological tourism in Belarus aims to maximise the number of tourists (overnight visitors) by providing information support to ecotourism development, SPNA branding, ecotourism promotion in international and local markets, ensuring proper functioning of the visit-centres and information desks, integrating technical equipment, designing and upgrading green routes and ecological trails, installing artificial nests for birds, supporting sustainable infrastructure development in the pilot SPNA in Vitebsk, Grodno and Minsk regions. Thus, the estimated amount of USD 1,103,704 of the tourist currency spent in 2018 shall increase to USD 3,072,317 by 2025.

**The indirect impact** is an avenue for enhancing natural capital finance and providing nature conservation-related benefits, particularly to residents living near the pilot SPNA on the territory of Grodno, Shchuchinsky, Novogrudsky, Korelichi and Ivievsky districts of Grodno region, Volozhinsky and Stolbtsovsky districts of Minsk region, as well as Rossony and Verkhnedvinsk districts of Vitebsk region. The estimated number of the local population in the neighbour regions is 280,679 people – the indirect beneficiaries of the project. Ecotourism presents opportunities for spreading and maximising sustainable economic benefits to villages and protected areas. This is possible when the local population have the employment opportunity through the process of supplying services to a wide range of recreational and physical activities, including trekking, camping, canoeing, cycling, horseback riding, photography, sight-seeing, fishing, birdwatching, and general exploration of remote natural areas. Compared to mass tourism in a broader sense, ecotourism is associated with diminishing leakage of benefits outside the country and giving better linkages between sectors, thus creating employment and promoting sustainable economic development for the local community.

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<sup>9</sup> Available at: <http://vitebsk-region.gov.by/ru/naselenie-ru/>; [http://verkhnedvinsk.vitebsk-region.gov.by/ru/new\\_1/](http://verkhnedvinsk.vitebsk-region.gov.by/ru/new_1/); <http://pop-stat.mashke.org/belarus-census/hrodzienskaja.htm>



## **Outputs and activities**

The project “Ecotourism development to promote green transition to inclusive and sustainable growth” is focused on the following outputs and activities.

### **Output 1. Increased awareness and capacity of stakeholders in the development of ecological tourism**

#### **Targets:**

- at least 1,000 participants raised their awareness in ecotourism development through participation in the educational and training activities of the project;
- at least 1,000 copies of promotional and informative materials about the development of ecotourism in SPNA are published;
- at least 100 guides, guides-interpreters, guide instructors, PEPA managers and employees, representatives of travel agencies, local residents are trained;
- at least 20 participants took part in at least 2 roundtables held on transboundary cooperation;
- at least 12 representatives of interested stakeholders raised their capacity in ecotourism development and hospitality through participation in the study tour;
- organised participation in at least 5 international tourism exhibitions;
- at least 3 programs and 3 games are developed, at least 5 types of promotional materials are designed.

#### *Activity 1.1: Raising awareness and education in the development of ecotourism in SPNA*

- 1.1.1 *Organising an international conference on the development of ecotourism in SPNA;*
- 1.1.2 *Arranging a study tour to increase the capacity of ecotourism and hospitality in SPNA;*
- 1.1.3 *Holding a final conference to present the results of the project.*

Output 1 covers three activities: education, information and strengthening international cooperation. Activities are aimed at raising awareness of the public and local resident on the importance and benefits of SPNA, ensuring their participation in the management of SPNA, as well as at popularization of the elements of folk culture and traditions, developing cooperation between PEPA, educational institutions, public organisations, and agro-ecotourism entities.

An international conference on the development of ecological tourism in SPNA is envisaged at the initial stage of the project. The conference is aimed at promoting ecotourism potential of the Republic of Belarus as well as at developing transboundary cooperation in this field. Representatives of the republican authorities of public administration, local executive and administrative agencies, public organisations, and other interested parties will acquire knowledge of the latest theoretical and practical achievements of ecotourism development in SPNA. The participants of the conference will learn about real-world examples of the application of mechanisms of international ecotourism, their benefits and limitations, as well as ways of building a relationship between stakeholders. They will gain international experience on the assessment of impact that the tourism industry has on the environment and familiarise themselves with the lessons learned from realization of similar projects.

An international study tour will then be organized for a delegation of 13 representatives of the ecotourism sector, including delegates of the republican authorities of public administration, local executive and administrative agencies, pilot project sites, other stakeholders and one member of the project. The purpose of the study tour is to learn about international experience of ecotourism development and hospitality in SPNA and to establish a partnership with international colleagues. The list of participants, destination country, and agenda of the study tour will be coordinated with the Implementing Partner of the project.

#### *Activity 1.2: Escalating and strengthening the international partnership and cross-border cooperation in the field of ecotourism development in SPNA*

- 1.2.1 *Participation in international tourism exhibitions;*
- 1.2.2 *Assisting the work of the Mixed Russian-Belarusian Commission for Coordination of Activities to implement the Agreement on the Establishment of a Transboundary SPNA “Zapovednoe Poozerie”;*
- 1.2.3 *Negotiating governance of a cross-border SPNA.*

Development of partnerships with foreign tourism organisations will be ensured through participation in various worldwide tourism exhibitions and festivals. PEPA employees, local and international consultants will be invited to participate in the discussion on the use of the potential of SPNA for the development of ecotourism and to attract investments for the construction of quality tourism infrastructure based on the principles of maintaining a balance between increasing the flow of tourists and nature conservation.

The project will organize round tables to assist the implementation of the Agreement on the Establishment of a Transboundary SPNA "Zapovednoe Poozerie", which was signed between the Government of the Republic of Belarus and Government of the Russian Federation. The following topics will be covered in the framework of the implementation of this activity: preservation of biological diversity in the adjacent border regions, protection of natural complexes and facilities, environmental monitoring in SPNA and administration of joint work in defining the governance arrangements for the cross-border SPNA. This activity will promote bilateral transboundary cooperation between the Republic of Belarus and the Russian Federation in environmental conservation.

*Activity 1.3: Information campaign of the project and popularisation of elements of folk culture and traditions as a tool to promote ecotourism*

- 1.3.1 *Production, publication, replication and dissemination of promo-materials (project leaflet, coverage in mass media, etc.);*
- 1.3.2 *Design an information and communication plan for the project;*
- 1.3.3 *Development of interactive educational programs for children of primary and secondary school age;*
- 1.3.4 *Development of mobile applications in the form of games on environmental issues;*
- 1.3.5 *Improvement and / or support to the national tourism portal(s).*

An information and education campaign will be organised to highlight the project's activities: preparation, publication, replication and dissemination of promo-materials on ecological (green) tourism and positioning SPNA as owners of unique natural potential. All the project activities will be provided with the information support in mass media, printed materials, and digital technologies. Interactive educational programs for children of the primary and secondary school age as well as a mobile application in the form of games on the issues related to the environmental theme will be designed.

At the initial stage of the project, an analysis of the effectiveness of existing national tourism portals will be carried out (for example, [www.greenways.by](http://www.greenways.by), [www.itourist.by](http://www.itourist.by), etc.), the needs for their improvement and support will be evaluated, and the most promising directions for their improvement and possible integration will be identified. Based on the results, the portal(s) that will be supported by the project will be determined.

*Activity 1.4: Organising a series of educational activities in cooperation with local authorities, public organisations, agro-ecotourism entities and educational institutions in the area of ecotourism development in SPNA*

- 1.4.1 *Training for managers and employees of PEPA in pilot sites on organising and managing a responsible business, local partnership, cooperation, social responsibility and hospitality in the area of ecotourism;*
- 1.4.2 *Training and certification for guides, guides-interpreters, guide instructors, a staff of PEPA, representatives of travel agencies, and local residents to work in the pilot sites;*
- 1.4.3 *Training for local residents and entrepreneurs on the topics of organising and running a responsible business in the field of ecotourism, management, marketing, and quality of services.*

This activity includes the organisation and execution of the educational events on the establishment and promotion of ecological tourism, what includes training and certification for guides and guides-interpreters to work in the pilot sites, training of personnel for the development of ecological tourism (among PEPA staff, representatives of travel agencies, local residents), training for guides, guides-interpreters and guide instructors in SPNA, training for managers and employees of PEPA in the pilot sites on the theme of local partnership, cooperation, social responsibility and customer service, training for local residents and entrepreneurs in the area of starting and running responsible business in ecological tourism, managing, marketing and quality of services.

Training (of at least 50 people) will be carried out with the involvement of international and local consultants. Agenda of training will cover such topics as a theoretical basis of ecotourism, governance of SPNA and monitoring of projects implementation, marketing and instruction on the formation of a cluster. Real-world examples of successful ecotourism projects in neighbouring countries will be presented. Agenda for educational activities will be prepared based on the needs of target groups. The list of participants, schedule and logistics will be coordinated with National Implementing Partner.

**Output 2. Conducive methodical framework for the development and promotion of ecological tourism in SPNA is formulated and tested, ecotourism clusters are formed**

**Targets:**

- guidelines on responsible business are published (200 copies);
- guidelines are developed:
  - for creating ecotourism clusters and ecotourism products;
  - for creation and operation of the board of trustees in SPNA;
  - for a voluntary environmental certification system for ecotourism product;
- concept of a "unified style" for SPNA and an action plan for its implementation in the pilot sites are developed;
- 3 ecotourism clusters are created;
- a mechanism for SPNA branding and marketing is developed:
  - at least 3 strategies for the development of ecological tourism are developed;
  - at least 4 ecotourism products are developed;
  - at least 4 ecotourism products are certified;
  - at least 4 trademarks are registered;
  - at least 4 boards of trustees are established;
- a comprehensive assessment of the ecotourism accounting system in SPNA is conducted.

*Activity 2.1: Formation of ecotourism clusters in the pilot SPNA, formulation and testing in practice of conducive methodical framework for the development and promotion of ecological tourism*

- 2.1.1 Development and publication of the guidelines on responsible business in the field of ecological tourism;
- 2.1.2 Development of guidelines for creation and operation of the board of trustees in SPNA;
- 2.1.3 Development of guidelines for creating ecotourism clusters and ecotourism products;
- 2.1.4 Development of guidelines for a voluntary environmental certification system for ecotourism product;
- 2.1.5 Design of the "unified style"<sup>10</sup> concept for SPNA and an action plan for its implementation.

The activities under Output 2 are aimed at creating a conducive methodical framework and strategic approach based on consensus among local community, national and regional institutions involved in ecotourism development. Within the framework of the given activity, it is planned to develop the environment necessary for the promotion of ecological tourism by creating the conducive methodical framework. This includes design, publication, and distribution of guidelines on responsible business in the field of ecotourism, development of guidelines for creating ecotourism clusters and ecotourism products, manual for creation and operation of the board of trustees at SPNA, and instructions for voluntary environmental certification of ecotourism product.

*Activity 2.2: Development and implementation of a strategic planning system on ecotourism at the local level, creation of a mechanism for branding and marketing of SPNA and promotion in the domestic and international markets*

- 2.2.1 Development (revision if available) and implementation of ecotourism development strategies for SPNA "Ozery", "Krasniy Bor" and "Osveysky"<sup>11</sup> including, where applicable, cross-border context;
- 2.2.2 Development of ecotourism product<sup>12</sup> for each of the pilot SPNA
  - a. Development of a marketing strategy for the gradual introduction and promotion of such a product in the domestic and international tourism markets;
  - b. Supporting pilot SPNA in creating ecotourism products;
- 2.2.3 Development and implementation of a voluntary environmental certification system for ecotourism products
  - a. Development of a voluntary environmental certification system;
  - b. Conducting environmental certification (national or international) of at least one local tourism product in each of the pilot SPNA;
- 2.2.4 Design and registration of trademarks for each of the pilot SPNA;
- 2.2.5 Promotion of trademarks to strengthen brands of SPNA;
- 2.2.6 Creation of board of trustees at each of the pilot SPNA.

<sup>10</sup> "Unified style" concept is acceptable in design of SPNA's logos, typical elements of tourist infrastructure (campsites, recreational facilities, guesthouses, tourist routes, ecological trails, stops, signs, and etc.).

<sup>11</sup> Elaboration (revision if available) of ecotourism development strategy for SPNA "Naliboksky" is foreseen under the UNDP – GEF "Conservation-oriented Management of Forests and Wetlands to Achieve Multiple Benefits" project.

<sup>12</sup> Ecotourism product includes: services of guides, guide instructors, tour-guides in SPNA, providing accommodation and meals (including on agro-houses), transport services, sale of souvenirs, crafts.

Activity 2.2 aims to develop and create clusters based on geographical and thematic diversification of tourism products, which includes determining the potential of a cluster, identifying a model and cluster development with the necessary training for the cluster group. The activity also provides for the formulation of marketing strategies and independent branding for each of the pilot SPNA, identification of target markets, specific marketing and promotional approaches for each market and brand positioning. International and local consultants will be involved in the elaboration of strategies on ecotourism development at SPNA. Strategies for SPNA “Krasnyy Bor” and “Osveysky” will be developed in cooperation with the Russian side, employees of the “Sebezhskej” National Park.

The project will support the pilot sites with goods, works and services to create new and enhance the competitiveness of existing ecotourism products and services. Goods, works and services will be purchased following the requests of the pilot sites with justification for their acquisition. Requests from the pilot sites will be reviewed and approved by the Project Steering Committee (PSC). UNDP will carry out procurement of goods, works and services for the subsequent transfer to pilot sites. In the framework of Activity 2.2., procurement is conducted for three pilot sites: “Ozery”, “Naliboksky” and “Osveysky”.

#### *Activity 2.3: Comprehensive assessment of the current state of the ecotourism accounting system*

This activity will allow a comprehensive assessment of the current state of the accounting system in the field of ecological tourism, which is necessary for the initial phase of data collection and impact assessment that the tourism sector has on the environment. It is essential for the integration of a methodology for measuring the ecological and recreational potential of SPNA, regulation of the anthropogenic load on SPNA and ensuring compliance with integrated recreational monitoring programmes.

### **Output 3. Set of measures for the development and promotion of ecotourism in the pilot SPNA is embedded**

#### **Targets:**

- at least 3 SPNA are improved abundantly to promote ecological tourism;
- at least 3 green routes and ecological trails are designed and/or upgraded;
- at least 3 information desks are established;
- at least 3 entities of tourist infrastructure are equipped;
- at least 3 hackathons are held;
- at least 3 Young Ecologists Clubs are set up;
- at least 100 ecological volunteers are engaged;
- at least 5 types of souvenirs are manufactured;
- at least 9 types of posters for billboards are designed.

#### *Activity 3.1: Supporting sustainable infrastructure and improving it to meet the needs of people with disabilities*

- 3.1.1 *Ensuring the centres / museums / visit-centres (environmental-educational, tourist-informational, ecotourism) are properly functioning;*
- 3.1.2 *Integration of the technical equipment for tourists at each of the pilot SPNA (information audio guide), virtual tours, 3D – panoramas;*
- 3.1.3 *Establishing the information desks and/or equipment for the recreational zones;*
- 3.1.4 *Design, upgrade and embed regional and/or transboundary green routes, ecological trails, pilot SPNA (including cross-border SPNA) and make them available for tourists, including people with disabilities;*
- 3.1.5 *Ensuring the entities of tourism infrastructure, supplying accommodation services, are equipped*

Activities under Output 3 are aimed at embedding and working out the best mechanisms for the development of ecotourism for further replication of such practices in other SPNA across the country with the subsequent possibility of creating new jobs. The needed additional funding for the plans, that SPNA have, could be attracted through the increase in demand for the ecotourism services provided by SPNA. The rise of tourist flow will lead to the creation of new jobs for local residents.

Belarus has the territories that have all the scientific, organisational and technical capacity to carry out the development of ecotourism. The protected areas are of high value in the eyes of the local population. Visit – centres have great potential to enhance the social and economic role of the protected areas. As part of the project, tourism infrastructure will be established ensuring that the visit-centres (including museums in SPNA) are functioning, recreational zones are equipped and information desc(s) are created in the pilot territories. Besides, development and embedment of the technical equipment for tourists meeting the needs of people with disabilities are foreseen for each of the pilot territories. In the framework of the project, ecological trails, green and transboundary routes available to tourists will be designed and created.

Goods, works and services will be purchased on the basis of the requests of the pilot sites with justification for their acquisition. Requests from the pilot sites will be reviewed and approved by the PSC. UNDP will carry out procurement of goods, works and services for the subsequent transfer to pilot sites. In the framework of Activity 3.1., procurement is conducted for three pilot sites: "Ozery", "Naliboksky" and "Osveysky".

*Activity 3.2: Information campaign to cover and promote the pilot SPNA*

- 3.2.1 *Development of electronic guides with GPS-navigators and tracks for mobile devices;*
- 3.2.2 *Facilitation of production of souvenirs and consumer goods with the attributes of the pilot SPNA;*
- 3.2.3 *Organising and executing hackathons to support start-ups in the field of ecological tourism as part of the creative economy, including transboundary context;*
- 3.2.4 *Engaging ecological volunteers from children and young people to participate in organising and carrying out of eco-actions and events aimed at developing ecological tourism in the project sites (volunteer environmental camp, festival, open day, quests, cooking and craft workshops, animation programs, other creative activities);*
- 3.2.5 *Setting up Young Ecologists Club – active conservationists and advocates for a "green" economy idea with the necessary knowledge and skills;*
- 3.2.6 *Design of posters for billboards and their placement.*

The activity will focus on public involvement and ecological volunteers' engagement in the development of ecotourism in SPNA and risk monitoring, including through information sharing during hackathons or creative programmes such as culinary and craft masterclasses, open day, quests, animated programs and other creative events. Young Ecologists Clubs will be formed in SPNA. Professionals from different fields (programmers, designers, managers, analysts, product scientists, economists, etc.) will be invited to conduct hackathons to address educational or social problems in the development of ecotourism and/or to create complete software, for example, electronic guidebooks with GPS-navigators and tracks for mobile devices. Organised hackathons can serve as a platform for generating commercial and technical ideas for the development of ecological tourism in SPNA.

#### **Output 4. Effective Project Management**

The following human, material, technical and time resources are required to achieve the expected project results:

**Project staff** will include Project Manager and Administrative and Finance Assistant:

**Project Manager** is responsible for the overall implementation of project activities, development and execution all of the project results outlined in the project document and work plan. Project Manager is authorised to carry out the strategic cooperation between the project and all governmental and non-state stakeholders.

Under the direct supervision of Project Manager, **Administrative and Finance Assistant** is responsible for the administrative and financial management of the project resources and procurement actions to successfully implement project activities and achieve expected project results.

There will also be engaged a technical specialist to carry out requisite procurement actions and PR specialist to implement information campaign.

Detailed Terms of References for the key project staff are provided in Annex 4.

Recruitment of project staff and procurement will be executed in compliance with UNDP rules and procedures. Service contracts with the project staff are signed for the duration of the project implementation.

**UNDP Country Office Programme Specialists** will also be involved in the implementation of the project:

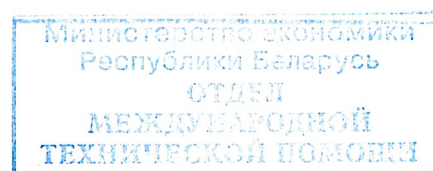
- **Programme Analyst**, whose responsibilities will include project quality assurance and staff performance assessment.
- **Programme Associate** provides services to project staff on compliance with UNDP and donor rules and procedures.

It is planned to provide the office with technical and material support, including computers, monitors, multi-functional device, office supplies and other consumables to ensure reasonable working conditions for the project staff. At the end of the project, all the assets acquired under the project will be transferred to the final recipients as per the decision of the PSC.

To accommodate the project staff, UNDP will rent **office premises**, approved by the Ministry of Foreign Affairs of the Republic of Belarus in compliance with the national legislation.

The project time framework is 36 months from the date of registration of the project in the database of the international technical assistance projects and programmes.

#### **Resources Required to Achieve the Expected Results**





Given the nature of the project, key resources required to achieve the expected results will mostly consist of payments to experts and consultants to provide analytical and technical support for project, data acquisition, travel expenses, meeting and workshop costs, study tours, and contractual services to support project activities.

Costs related to the equipment acquisition, material and technical support to pilot sites, branding and marketing of the products and services both in the domestic and international markets will also be significant expenditure items from the project budget accounts.

The project work plan will be developed with a corresponding financial allocation at the initial stage and will be presented at the first meeting of the PSC. During the project implementation, the effectiveness of the project activities will be ensured through interaction with other projects, coordination, joint work planning and active participation of stakeholders.

### **Partnerships**

Project “Ecotourism development to promote green transition to inclusive and sustainable growth” will work in close collaboration and form a partnership with key sectoral and line ministries to reach its main objectives. Besides, the project will cooperate closely with the following on-going projects with shared goals to promote “green” transition towards sustainable development of the country, in particular:

#### **UNDP – GEF Project "Conservation-oriented Management of Forests and Wetlands to Achieve Multiple Benefits" (2017-2021, USD 4,298,561)**

The project focuses on presenting changes to the management of forests and wetlands in key areas of biodiversity and beyond to increase their financial sustainability and efficiency with respect to the conservation effect. One of the project objectives is support to ecological tourism development at key SPNA to improve their financial sustainability. The following activities are planned on the project’s pilot SPNA: equipment of information-educational centres, construction and reconstruction of ecological trails, the building of observation towers, creation of infrastructure for observation of European bison in wildlife, including demonstration cage and observation platform. Experience in developing and adopting strategies and plans to develop ecotourism within the UNDP-GEF project will be used for further replication/adjustment/improvement of SPNA as part of the project funded by the Russian Federation-UNDP Trust Fund for Development. This will ensure synergies between the two projects and the effort of the Government to promote ecotourism.

#### **UNDP – MFA of the Republic of Poland Project “Support to Entrepreneurship Development in the Tourism Industry at the Local Level in the Republic of Belarus” (2019-2021, USD 750,000)**

The main objective of the project is to foster the development of entrepreneurship in tourism sector through the implementation of two interlinked components: creating new jobs and employment opportunities in the tourism sector at the local level through the development of new and improvement of the competitiveness of existing tourism products and services at the pilot sites, as well as making the information on the tourism potential of the pilot sites and the Republic of Belarus accessible at the local and international tourism markets.

#### **World Bank – GEF Project "The Belarus Forestry Development" (2015-2020, USD 2,700,000)**

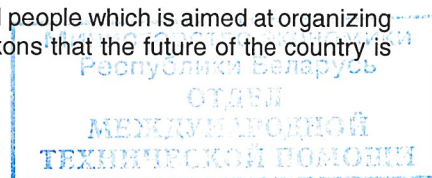
The project aims to promote the variety of efforts of the country to mitigate climate change. Planned activities include forestry improvement, modernisation of the measures to prevent fires, monitoring, identifying and stewing wildfires, increasing the sustainability of forestry management and building capacity for sustainable forestry.

#### **Association of SPNA North – West Russia**

The Association of Reserves and National Parks of Northwest Russia was established on 25 February 1995. It is a non-profit organisation comprising 26 institutions and 30 SPNA of federal significance. The objectives of the Association are the preservation of natural and cultural heritage, support scientific activities, promotion of eco-education and the socio-economic development of the SPNA system. Project “Ecotourism development to promote green transition to inclusive and sustainable growth” could collaborate with the Association on such activities as executing seminars and conferences, establishing boards of trustees at each of the pilot SPNA, preparing training courses for staff and promotion of the international cooperation, which is foreseen under the implementation of Output 1 of the project.

#### **EcoCentre “Zapovedniki”**

EcoCentre is an association of conservation professionals and likeminded people which is aimed at organizing community support to SPNA of the Russian Federation. EcoCentre reckons that the future of the country is



unthinkable without the preservation and development of SPNA, which occupy almost 11 percent of the total area of the Russian Federation. "Zapovedniki" pays special attention to the young people. The project on the development of ecotourism in the SPNA in Belarus could join work with the EcoCentre to address the challenges related to increasing cooperation between the local community and PEPA, raising awareness of ecological volunteers and young population in the development of ecological tourism in the SPNA, which directly correlates with the activities of Output 1 and 3 of the project.

### **The Ecotourism Association of Russia**

The Association was established in 2001 with the financial support from the US Agency for International Development and World Wide Fund to assist the development of ecological tourism in Russian reserves and national parks. Association is an information space for the development of ecotourism, promotion of sustainable and international principles of ecological tourism, implementation of projects to preserve the cultural and natural heritage of the country. The project on the development of ecological tourism in Belarus will synergize with the Association in the development of strategies, marketing, advertising and promotion of ecological tourism programs and routes, which correlates with the activities assisting in reaching Output 2 of the project.

### **Risks and Assumptions**

Strategy and action plan of this project is based on the following **assumptions**:

#### **At the level of strategic development goals:**

Throughout the project implementation period and within five years after its closure, SDGs implementation will be the priority of the Government of the Republic of Belarus. Throughout the project implementation period and within five years after its end, the general political tendency and focus of the public administrative authorities at all levels of the executive power will remain to support the development of ecological tourism.

#### **At the external level** of the project implementation and public administration:

The economy of the Republic of Belarus shows stable economic growth. The exchange rate of the national currency is relatively stable, at least the standard of living of the population is not declining. The general tendency of the state regulatory authorities to fight corruption and adopt and implement anti-monopoly measures will remain. Market competition will endure. At the level of international development programmes, the focus remains on the priority to implement regional development projects in Belarus.

#### **At the regional and local level:**

Local professionals, members of local and regional organisations and institutions are encouraged to improve their competencies and skills. They are interested in participating in the activities of the project and subsequently apply the obtained knowledge in practice. Interested parties involved in developing strategic plans or engaged into improving existing plans are motivated and able to agree on joint action and partnership. Awareness and interests of the population are growing in terms of possibilities of ecotourism development.

#### **At the level of actors** involved in the project implementation:

Competent experts and specialists are available in the labour market of the Republic of Belarus for the recruitment process of a project team.

Risks that can significantly affect the results of the project may appear in the following situations (for more details, see Annex 3):

1. Changes in the economic policy of the Government (probability assessment<sup>13</sup> P=2, possible impact I=3);
2. The economic downturn may decline incomes and living standards (P=2, I=2);
3. Limited awareness among beneficiaries regarding opportunities for the development of ecological tourism (P=2, I=1);
4. Restrictions or resistance that impede achieving joint arrangements by all stakeholders (P=2, I=3).

Work with assumptions and risks will be based on the following considerations:

Thorough planning of monitoring and evaluation processes: preliminary monitoring plan and evaluation of the project is presented in Section VI.

Effective project management is designed, from one side, to minimize the number of employees and make it as easy as possible to analyze information, make proposals, and ensure the flexibility of decision-making or raising the issues at PSC meetings; and, from other side, to prepare job descriptions, processes and areas of

<sup>13</sup> On the scale from 1 (low) to 5 (high).

responsibility as detailed as possible. The responsibility for monitoring assumptions and risks in the first approximation is allocated at the stage of project development.

Indicators of most assumptions and risks fall within the competence of the Implementing Partner that has sufficient capacity to monitor relevant indicators; thus, the processes of both operational and strategic monitoring are expected to be highly effective in terms of obtaining the necessary information and its preliminary analytical processing.

Complex indicators, the flexibility of approaches to solving emerging problems will be ensured by effective and efficient joined work with experts and partners from the different sectors (synergy of experience and competence), monitoring process and the time-relevant and meaningful feedback from beneficiaries and project target groups at both the local and national levels.

### ***Stakeholder Engagement***

Involvement of local and national stakeholders is a significant part of ensuring institutional memory in terms of implementation of new approaches of ecotourism development. The key stakeholders of the project are:

- Ministry of Natural Resources and Environmental Protection (MINREP);
- Ministry of Sports and Tourism;
- Ministry of Transport and Communications;
- Regional Executive Committees;
- Local Executive and Administrative Agencies;
- PEPA managing SPNA;
- National Academy of Sciences of Belarus;
- RUE “Ekologiyainvest”;
- Republican Research Unitary Enterprise “Bel NIC” Ecology”;
- PA “Country Escape”;
- Public organisations;
- Educational institutions;
- Professional participants in the tourism market;
- Business communities;
- Environmental education centre “Reserves”.

### **Project Target Groups:**

#### **Direct impact:**

Tourism professionals, as a result of the project’s activities, will enhance their capacity in business, ecotourism management and marketing and creation of new opportunities for the development of ecological tourism.

As a result of the support aimed at entrepreneurship development through creating new or improving the competitiveness of existing tourism products and services at the pilot SPNA, local residents (men, women, young people) will be able to find employment or additional income from ecotourism activities.

#### **Indirect impact:**

- The population of the Republic of Belarus (in terms of the development of domestic ecotourism);
- Potential foreign tourist flows (in terms of the development of incoming tourism);
- Sectors accompanying the development of the ecotourism industry, both nationally and locally.

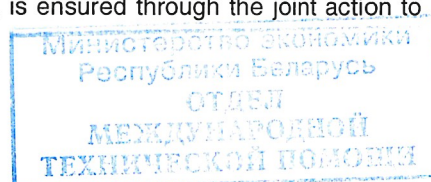
### ***Knowledge***

The knowledge and experience gained by the project beneficiaries through the project activities will be transformed into action plans to develop new and increase the competitiveness of existing ecotourism products and services and to promote them in local and international markets.

As a result of the project implementation, lessons learned will be consolidated and conceptualised. Relevant recommendations on dissemination and replication of the best practices throughout the country will be elaborated.

### ***Sustainability and Scaling Up***

Sustainability of the project results after the termination of the external support, considering the substance of the project, partnerships and implementation of the project activities, is ensured through the joint action to embed the project results in certain areas through:



- The interest and cohesive efforts of the stakeholders involved in various forms of ownership at the local level;
- Government support (dissemination of the project results at meetings and thematic workshops in all regions of the country to ecotourism stakeholders, project partners' websites), budget and investment funding, given that the MINREP acts as the key Implementing Partner;
- Taking account of the project results in planning at the local level for the development of ecotourism services;
- Facilitating increase in the level of business activity of ecotourism entities (craftsmanship, roadside service facilities, advertising and marketing agencies, guides, tourist organisations, rural estates, etc.).

## IV. PROJECT MANAGEMENT

### ***Cost Efficiency and Effectiveness***

Several approaches were used to ensure the efficiency, effectiveness and long-term effect of the project, precisely:

- The key results of the project – creating new and/or improving the competitiveness of existing ecotourism products and services and promoting them at local and international markets – are also defined by the principles of Results-Based Management;
- Products of the project (strategies, manuals, guidelines, ecotourism products and services, promotional materials) not only are an integrated part of the developed system of project activities but will also be in demand for further development of ecotourism. The project will be synchronized with relevant government programs and national development strategies implemented during the project.

The project “Ecotourism development to promote green transition to inclusive and sustainable growth” will collaborate with other programs and projects, in particular, with forest and wetland management projects, projects on tourism entrepreneurship and forestry development.

### ***Project Management***

The project team will manage the project from the office located in Minsk. The project will be implemented at the pilot sites located in three regions of the country: Vitebsk, Grodno, and Minsk regions.

The project management system consists of three levels:

1. Strategic management;
2. Operation management and coordination;
3. Monitoring and evaluation system (Section VI of the project document).

The project will be implemented under the National Implementation Modality (NIM) with the support of the UNDP Country Office according to UNDP rules and procedures.

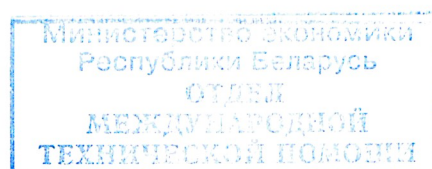
UNDP can provide support to the implementation of the project under national implementation modality only upon the request of the Implementing Partner. The parties agreed that the project document duly registered with the Ministry of Economy of the Republic of Belarus, containing Annex 1 “Provision of UNDP Country Office Support Services in Implementation of the Project” and multi-year work plan with distribution of activities and financial resources breakdown by year (Section VII), constitutes a request for provision of UNDP services.

In this project, in addition to the project team, the program specialists of UNDP Country Office – Programme Analyst and Programme Associate – will be responsible for operational control over the project implementation and linking the project to other similar projects.

Along with the services provided by the programme specialists, UNDP Country Office will provide administrative services listed in Annex 1.

Expenses for the services of the abovementioned personnel, as well as administrative services provided by UNDP Country Office, will be recovered in the amount not exceeding the limits, set in the budget for this category of expenses (according to Section VII). Cost for the services of UNDP Programme Analyst and Programme Associate will be reimbursed in accordance with Option B (Annex 1). Cost for the administrative services of UNDP Country Office will be reimbursed in accordance with Option A (Annex 1). UNDP Resident Representative will oversee the functions of these specialists according to their terms of reference.

UNDP in Belarus will oversee and manage the overall budget of the project, as well as will be responsible for monitoring the project implementation and providing timely reports to the donor. Besides, UNDP will support coordination and network cooperation with other existing projects and organisations in the country.



## V. RESULTS FRAMEWORK

<p><b>Intended Outcome as stated in the UNDAF for 2016 – 2020:</b></p> <p><b>Outcome 2.1:</b> By 2020, the economy's competitiveness is improved through structural reforms, accelerated development of the private sector and integration in the world economy.</p>
<p><b>Outcome indicators as stated in the CPD for 2016-2020:</b></p> <p><b>Output 2.1:</b> National and subnational systems and institutions are able to achieve structural transformation of productive capacities that are sustainable and geared towards enhancement of employment and livelihoods.</p> <p>Indicator 2.1.1: Percentage of workforce employed in SMEs Baseline: 28.4% Target: 35% Data: National Statistics Committee</p> <p>Indicator 2.1.2: Number of public-private partnerships providing employment in energy-efficient sectors, including the high-tech sector, agriculture, tourism and green economy Baseline: 0 Target: 10 Data: Official government reports, project reports</p>
<p><b>Applicable Output from the UNDP Strategic Plan:</b></p> <p><b>Outcome 1:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p>
<p><b>Project title and Atlas Project Number:</b></p> <p>"Ecotourism development to promote green transition to inclusive and sustainable growth". Project Number is 00120099.</p>

ANTICIPATED MEDIUM-TERM PROJECT TARGETS (until 2025)	INDICATORS	DATA SOURCE	BASELINE		TARGETS (during the project implementation)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
at least 30 new jobs will be created at pilot sites	number of jobs created at pilot sites	Statistical data, reports of SPNA	0	2018	0	0	at least 10	analysis of the content of the reports & delay in the data acquisition, insufficient interest of certain stakeholders
the number of people using ecotourism services in the pilot SPNA will increase by at least 50%	number of people using ecotourism services in the pilot SPNA		12 000		0	5% increase in the number of people using ecotourism services in the pilot SPNA	10% increase in the number of people using ecotourism services in the pilot SPNA	
the revenue for ecotourism actors in the pilot SPNA will increase by at least 50% <sup>14</sup>	the revenue for ecotourism actors in the pilot SPNA		USD 1 103 704		0	5% increase in the revenue for ecotourism actors in the pilot SPNA	10% increase in the revenue for ecotourism actors in the pilot SPNA	

<sup>14</sup> The target of 50% is planned to be reached by 2025. Under the current project, it is expected that this indicator will reach 15% in 3 years of project implementation.

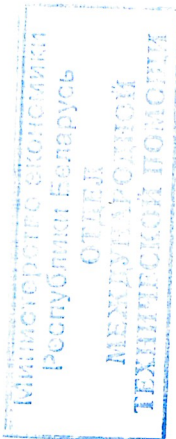
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection) <sup>15</sup>			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
<b>Output 1</b> <i>Increased awareness and capacity of stakeholders in the development of ecological tourism</i>	1.1 a. number of participants in the international conferences b. number of professionals who participated in the study tour	- project reports on conducted events and analysis of the participants -trained participants feedback from educational activities, including data gathered after the training	Low level of awareness in ecotourism	2019	a. at least 100 participants of the international conference are informed about the possibilities and mechanism of ecotourism		a. at least 1,000 people took part in the training events of the project	-analysis of the content of the project documents - regular polls and questionnaires of the participants of the event - travel reports & - inconsistency of format/structure of data to the monitoring and evaluating objectives of the project
					b. at least 12 professionals participated in the study tour			
	a. at least 2 b. 2				a. at least 2	a. at least 1		
	a. at least 1,000 b. at least 3 programs c. at least 3 games d. 30 % increase in portal traffic compared to the initial level				d.30 % increase in portal traffic compared to the previous year	d. 30 % increase in portal traffic compared to the previous year		
	1.2 a. number of international tourism exhibitions b. number of round-tables							
	1.3 a. number of promotional and informative materials on SPNA children b. number of programs developed for children c. number of games d. number of visits of the portal							
	1.4 a. number of trained managers and employees of PEPA / guides, representatives of travel agencies / local residents							

<sup>15</sup> Men and women are given equal opportunities to participate in all educational events, capacity building events, as well as work as experts, which will support the aspiration to ensure participation in the project at least 50% of women.

<b>Output 2</b> <i>Conductive methodical framework for the development and promotion of ecological tourism in SPNA is formulated and tested, ecotourism clusters are formed</i>	<b>2.1</b> a. guidelines on responsible business b. guidelines for creation and operation of the board of trustees in SPNA c. guidelines for creating ecotourism clusters and ecotourism products d. guidelines for a voluntary environmental certification system for ecotourism product e. developed concept of a "unified style" for SPNA f. number of clusters <b>2.2</b> a. number of strategies on ecotourism development b. number of marketing strategies c. number of created ecotourism products d. number of environmental certifications e. number of trademarks f. number of boards of trustees <b>2.3</b> a. evaluation of the accounting system	- project reports - consultants reports		2019	a. 1 b. 1 c. 1 d. 1 e. 1 f. 3  a. at least 3 b. 4 c. 4 d. 4 e. 4 f. 4	- analysis of the content of the project documents - monitoring and evaluating the project's activities & - inconsistency of format/structure of data to the monitoring and evaluating objectives of the project - insufficient interest of local authorities and/or partners in developing and implementation result-oriented strategies on ecotourism development - the insufficient interest of individual stakeholders in ensuring transparency needed to achieve the project objectives
<b>Output 3</b> <i>Set of measures for the development and promotion of ecotourism in the pilot SPNA is embedded</i>	<b>3.1</b> a. number of functional SPNA for ecotourism b. number of equipped entities of tourism infrastructure c. number of green paths and ecological trails d. number of information desks	- report on the progress of the project		2019	a. 1  a. at least 3 b. at least 3 c. at least 3 d. at least 3	report of international expert & the insufficient interest of individual stakeholders to implement the activity experts' reports & delay with planning



	<p><b>3.2</b></p> <ul style="list-style-type: none"> <li>a. number of hackathons held</li> <li>b. number of Young Ecologists Clubs created</li> <li>c. number of ecological volunteers involved</li> <li>d. number of types of souvenirs produced</li> <li>e. number of posters for billboards designed and number of informative and guidance signs installed in the pilot SPNA</li> </ul>						<ul style="list-style-type: none"> <li>a. at least 3</li> <li>b. at least 3</li> <li>c. at least 100</li> <li>d. at least 5 types</li> <li>e. at least 9</li> </ul>	<p>event reports &amp; the insufficient interest of some stakeholders</p>
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## VI. MONITORING AND EVALUATION

In accordance with UNDP's policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the Result and Resources Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	At least quarterly	Slower than expected progress compared to planned dates will be addressed by project management.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	At least twice a year	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Once every two years	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the PSC and used to make course corrections.		
<b>Project Report</b>	A progress report will be presented to the PSC and key stakeholders. Report will consist of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (PSC)</b>	The project's governance mechanism (i.e., PSC) will hold regular project reviews to assess the performance	At least annually	Any quality concerns or slower than expected progress should be		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the PSC shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		discussed by the PSC, and management actions agreed to address the issues identified.		

**Evaluation Plan:**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation						
Final Evaluation				At least three months prior to the operational closure	Parties of the project	USD 10,000 Project Budget

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year <sup>16</sup>			Responsible Party	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (USD)
<b>Output 1:</b> <i>Increased awareness and capacity of stakeholders in the development of ecological tourism</i>	1.1 Raising awareness and education in the development of ecotourism in SPNA	44,330		13,280	Government of the Russian Federation	71200 – International Consultants 71300 – Local Consultants 71600 – Travel	57,610	
						75700 – Training, Workshops and Conferences 74200 – Translation costs/Promo-Materials, Audio Visual&Print Prod Costs 72100 – Contractual Services-Companies		
		202,353.68			The Government of the Republic of Belarus			
	1.2 Escalating and strengthening the international partnership and cross-border cooperation in the field of ecotourism development in SPNA	19,250	6,750	6,750	Government of the Russian Federation	71200 – International Consultants 71300 – Local consultants 71600 – Travel	32,750	
20,530.04				The Government of the Republic of Belarus	72100 – Contractual Services-Companies			
<b>Gender marker: 1</b>	1.3 Information campaign of the project and popularisation of elements of folk culture and traditions as a tool to promote ecotourism	17,900	49,150	16,650	Government of the Russian Federation	71300 – Local consultants 72100 – Contractual Services-Companies 74200 – Translation costs/Promo-Materials, Audio Visual&Print Prod Costs	83,700	
		48,471.82			The Government of the Republic of Belarus			
	1.4 Organising a series of educational activities in cooperation with local authorities, public organisations, agro-ecotourism entities and		41,700		Government of the Russian Federation	71200 – International Consultants 71300 – Local consultants 71600 – Travel 75700 – Training, Workshops and Conferences 74200 – Translation costs/Promo-Materials, Audio Visual&Print Prod Costs 72100 – Contractual Services-Companies	41,700	

<sup>16</sup> Parallel financing of activities for the first year of the project can be adjusted taking into account the actual allocation of funds for the activities of the state program "Environmental Protection and Sustainable Use of Natural Resources" for 2016-2020". Parallel financing of activities for the second and third years of the project can be adjusted taking into account the state program in the field of environmental protection and the rational use of natural resources for 2021-2025.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year <sup>16</sup>			Responsible Party	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (USD)
		9,551.10					The Government of the Republic of Belarus	
	educational institutions in the area of ecotourism development in SPNA							
	<b>Government of the Russian Federation:</b>	<b>81,480</b>	<b>97,600</b>	<b>36,680</b>				<b>215,760</b>
	<b>Parallel financing:</b>	<b>280,906.64</b>		<b>253,536.52</b>				<b>534,443.16</b>
	<b>Sub-Total for Output 1:</b>	<b>362,386.64</b>		<b>387,816.52</b>				<b>750,203.16</b>
<b>Output 2:</b> Conducive methodical framework for the development and promotion of ecological tourism in SPNA is formulated and tested, ecotourism clusters are formed	2.1 Formation of ecotourism clusters in the pilot SPNA, formulation and testing in practice of conducive methodical framework for the development and promotion of ecological tourism	24,990			UNDP, MINREP	Government of the Russian Federation	71200 – International Consultants 71300 – Local consultants 71600 – Travel 72100 – Contractual Services-Companies 74200 – Translation costs/Promo-Materials, Audio Visual&Print Prod Costs	24,990
	2.2 Development and implementation of a strategic planning system on ecotourism at the local level, creation of a mechanism for branding and marketing of SPNA and promotion in the domestic and international markets	90,700	108,520			Government of the Russian Federation	71200 – International Consultants 71300 – Local consultants 71600 – Travel 72100 – Contractual Services-Companies 74200 – Translation costs/Promo-Materials, Audio Visual&Print Prod Costs 70000 – Works, Goods, Services (depending on the subject of purchase) for equipping pilot SPNA	199,220
Gender marker: 1	2.3 Comprehensive assessment of the current state of the ecotourism accounting system		10,000			The Government of the Republic of Belarus	71300 – Local consultants	10,000
	<b>Government of the Russian Federation:</b>	<b>115,690</b>	<b>118,520</b>					<b>234,210</b>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year <sup>16</sup>			Responsible Party	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (USD)
	<b>Parallel financing:</b>	126,008.88	173,203.94	328,420			299,212.82	
	<b>Sub-Total for Output 2:</b>	241,698.88	291,723.94				533,422.82	
<b>Output 3:</b> <i>Set of measures for the development and promotion of ecotourism in the pilot SPNA is embedded</i>	3.1 Supporting sustainable infrastructure and improving it to meet the needs of people with disabilities	38,080	8,080		UNDP, MINREP	Government of the Russian Federation	374,580	71600 – Travel equipping pilot SPNA 72100 – Contractual Services-Companies for equipping pilot SPNA 70000 – Works, Goods, Services (depending on the subject of purchase) for equipping pilot SPNA 71400 – Contractual Services – Individ
		756,312.75				The Government of the Republic of Belarus		
<b>Gender marker: 1</b>	3.2 Information campaign to cover and promote the pilot SPNA	13,160	58,240			Government of the Russian Federation	71,400	71300 – Local consultants 71600 – Travel 72100 – Contractual Services-Companies for equipping pilot SPNA 75700 – Training, Workshops and Conferences 74200 – Translation costs/Promo-Materials, Audio Visual&Print Prod Costs 72100 – Contractual Services-Companies 72500 – Supplies
		36,771.73				The Government of the Republic of Belarus		
	<b>Government of the Russian Federation:</b>	51,240	66,320	328,420			445,980	
	<b>Parallel financing:</b>	793,084.48	373,259.54				1,166,344.02	
	<b>Sub-Total for Output 3:</b>	844,324.48	767,999.54				1,612,324.02	
<b>Project Evaluation</b>	EVALUATION				UNDP, MINR	Government of the Russian Federation	10,000	71300 – Local consultants

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year <sup>16</sup>			Responsible Party	PLANNED BUDGET	
		Y1	Y2	Y3		Funding Source	Amount (USD)
<b>Output 4:</b> <i>Effective project management</i>  <i>Gender marker: 1</i>	Management and monitoring (project staff, office rent, equipment, office supplies, etc.)	72,441.11	66,360	66,360		71400 – Contractual Services-Individual 73100 - Rental & Maintenance-Premises 72400 – Communic & Audio Visual Equip 74500 – Bank fees, insurance 71300 – Local consultants 72100 – Contractual Services-Companies 72500 - Supplies 72800 – Information Technology Equipment 72200 – Equipment and Furniture	205,161.11
	<b>Government of the Russian Federation:</b>	<b>72,441.11</b>	<b>66,360</b>	<b>66,360</b>			<b>205,161.11</b>
<b>General Management Support – 8%</b>		25,668.09	27,904.00	35,316.80	UND P	75100 – Facilities & Administration	<b>88,889.89</b>
<b>Government of the Russian Federation:</b>		<b>346,519.2</b>	<b>376,704</b>	<b>476,776.8</b>			<b>1,200,000</b>
<b>PARALLEL FINANCING:</b>		<b>1,200,000</b>	<b>800,000</b>				<b>2,000,000</b>
<b>TOTAL:</b>		<b>1,546,519.2</b>	<b>1,653,480.8</b>				<b>3,200,000</b>

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the National Implementation Modality (NIM) with the support of the UNDP Country Office according to UNDP rules and procedures. MINREP will act as the leading Implementing Partner. MINREP will be responsible for the successful implementation of the project, sustainability of the results achieved and reporting to the state authorities of the Republic of Belarus on the results of the project. In particular, the Implementing Partner is responsible for ensuring that the long-term results of the project are consistent with the development goals described in the strategic documents of the Republic of Belarus (NSSSED-2030 and others).

MINREP appoints a senior official as National Project Coordinator (NPC), who will be responsible for the implementation of the project on behalf of the Implementing Partner.

At the initial stage of the project, UNDP and MINREP jointly develop the PSC regulations, including the list of members and work regulations. PSC is responsible for taking consensus management decisions on the project. PSC is the principal body for strategic project management. PSC will meet at least twice a year to discuss issues related to the implementation of the project.

NPC is a chairman of PSC. The representatives of the Implementing Partner, UNDP, and the donor have the right to vote at PSC. Representatives of other interested parties may be invited to take part in PSC on observer rights.

The Project Manager is an Executive Secretary of PSC, attends meetings as a member of PSC with no right to vote and is responsible for arranging the PSC meetings and keeping the minutes of PSC.

To ensure UNDP's full responsibility for the results of the project PSC will make decisions per standards that ensure sound management to achieve development results, including the best value for money, fairness, integrity, transparency and effective competition.

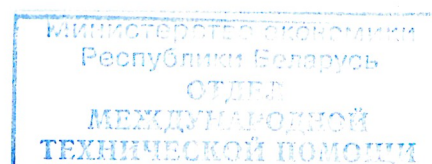
Detailed Terms of Reference for PSC are provided in Annex 4.

UNDP Country Office in Belarus provides strategic management to the project on behalf of UNDP. This level ensures that long-term results of the project are in line with the UNDAF for 2016-2020, SDGs and the CPD for 2016-2020.

Project Manager will carry out the primary operational management of the project. The project team includes Project Manager and Administrative and Financial Assistant. Terms of Reference for the key project staff are provided in Annex 4.

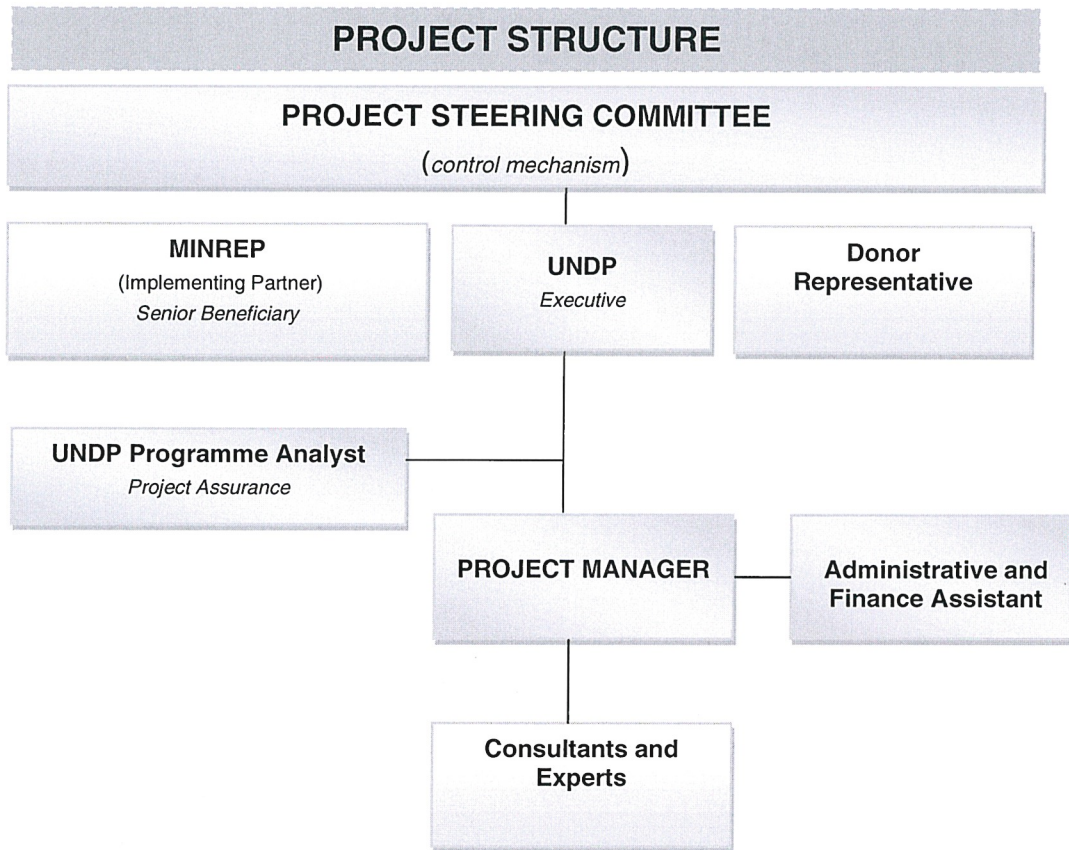
International and national consultants will be involved to carry out highly specialised tasks and provide the necessary expertise to improve the efficiency of the project. Short-term consultants will be hired per UNDP rules and procedures.

The transfer of assets acquired under the project will be carried out after the completion of the project following the decision of PSC and UNDP rules and procedures.





**Project Organisation Structure:**



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## IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement signed between the Government of the Republic of Belarus and the United Nations Development Program on 24 September 1992. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by MINREP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml).

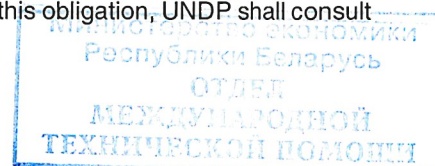
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
  - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
  - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
  7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
  8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
  9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
  10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
  11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

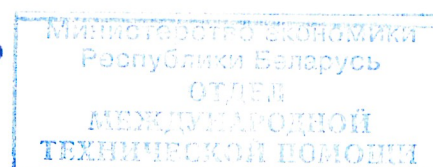


12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
13. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
14. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.
15. Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.  
  
*Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.
16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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## ANNEXES

1. **Provision of UNDP country office support services in the implementation of the project**
2. **Social and Environmental Screening Template**
3. **Risk Analysis**
4. **Tentative Terms of Reference of Project Steering Committee and of Key Project Staff**
5. **Project Budget**



*Annex 1: Provision of UNDP country office support services in the implementation of the project*

1. At the request of the national implementing entity the UNDP Country Office may provide the following support services for the implementation of activities of the project:
  - a) Selection and/or recruitment of project personnel;
  - b) Identification and facilitation of training activities;
  - c) Procurement of goods and services;
  - d) Other services (detailed description in paragraph 6)
2. The provision of services by the UNDP Country Office shall be made in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services of the UNDP Country Office change during the life of the project, the Annex may be revised with the mutual agreement of the UNDP resident representative and national implementing entity.
3. The relevant provisions of the Standard Basic Assistance Agreement (the "SBAA") between the Government of the Republic of Belarus and UNDP, signed on 24 September 1992, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated institution. The responsibility of the UNDP Country Office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the table below.
4. Any claim or dispute arising under or in connection with the provision of support by the UNDP Country Office shall be handled pursuant to the relevant provisions of the SBAA between the Government of the Republic of Belarus and UNDP.
5. The costs of support services provided by UNDP Country Office shall be charged to the project budget using one of the following methods:

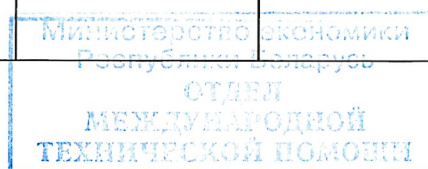
Option A. Fee-based method, when the UNDP Country Office charges the project for provided services based on a number of transactions and transaction fee in accordance with the country office pricelist.

Option B. Actual staff cost method, when the UNDP Country Office charges the project for provided services based on an actual number of hours worked by UNDP staff directly for the activities of the project, and actual total hourly cost.

The method of cost recovery shall be determined by UNDP giving due consideration to donor's requirements, as well as to the volume of services in accordance with the work plan and project budget.

6. In accordance with UNDP rules and regulations, the UNDP Country Office shall provide support services for the project as described below:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. <b>Payment process</b> (creation and processing AP vouchers in ERP system, budget check, disbursement, VAT refund)	In accordance with the project Annual Work Plan	Actual cost calculated based on the selected method: option A or option B (see par 5 above)	The cost shall be charged to specific budget lines within the approved budget limits and solely for the activities and services falling within the period of project duration
2. <b>Disbursements</b> (paycycle in ERP system, disbursement, VAT refund)			
3. <b>Processing Deposits</b>			
4. <b>General Ledger Journal Entry Processing</b>			
5. <b>Personnel selection and recruitment process</b> Advertising Short-listing Interviewing			



6. <b>Administration and Management of Personnel and the system of Benefits and allowances under the contract</b> ( <i>one-time fee per staff at the issuance of a contract</i> )			
7. <b>Recurrent personnel management services</b> Local Payroll and Banking Performance evaluation Contract Extension Leave monitoring			
8. <b>Consultant recruitment</b> Advertising Short-listing Selection Contract issuance			
9. <b>Procurement of goods and services with high estimated contract value \$50,000 and more</b> Identification and selection Contracting/issue purchase order			
10. <b>Procurement of goods and services with low estimated contract value less than \$50,000</b> Identification and selection Contracting/issue purchase order			
11. <b>Travel management</b> Travel authorization and claim settlement Tickets issuance Visa support			
12. <b>Issue/renew project staff ID</b>			
13. <b>Disposal of Equipment</b> ( <i>disposal and transfer of equipment</i> )			
14. <b>ICT support services</b> MS Office 365 Enterprise package ( <i>Office applications, Messaging (Outlook, Calendar, etc), OneDrive, Skype, Yammer, etc</i> ); Facilitating videoconference Other services			
15. <b>Security support services</b> ( <i>security clearance of project premises, maintenance of warden system</i> )			

7. Apart from the project activities implementation services, the UNDP Country Office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP Country Office in providing such support services shall be recovered from the administrative budget of the office.

Annex 2: Social and Environmental Screening Template

General information about the project	
<b>1. Project Title</b>	"Ecotourism development to promote green transition to inclusive and sustainable growth"
<b>2. Project Number</b>	00120099
<b>3. Place of project implementation</b>	Republic of Belarus

**Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**

**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?**

**Briefly describe in the space below how the Project mainstreams the human-rights based approach**

The project directly contributes to ensuring the right to work (ICESCR, Art 6.1), the right to an adequate standard of living (ICESCR, Art 11), as well as the elimination of discrimination against women (CEDAW, Art 14).

**Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment**

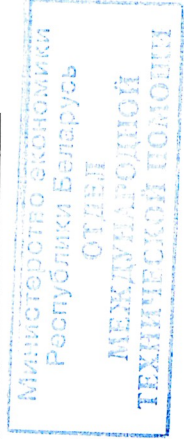
The project has an overall target of 50% female participation across project activities

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

The project will follow the internationally recognized environmental norms.

**Part B. Identifying and Managing Social and Environmental Risks**

<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
	I=2 P=1	Low		
	Select one (see SESP for guidance)			Comments
		Low Risk	<input checked="" type="checkbox"/>	
		Moderate Risk	<input type="checkbox"/>	
		High Risk	<input type="checkbox"/>	
	Check all that apply			Comments
	Principle 1: Human Rights			<input checked="" type="checkbox"/>
	Principle 2: Gender Equality and Women's Empowerment			<input checked="" type="checkbox"/>



1. Biodiversity Conservation and Natural Resource Management	<input checked="" type="checkbox"/>	
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
4. Cultural Heritage	<input type="checkbox"/>	
5. Displacement and Resettlement	<input type="checkbox"/>	
6. Indigenous Peoples	<input type="checkbox"/>	
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

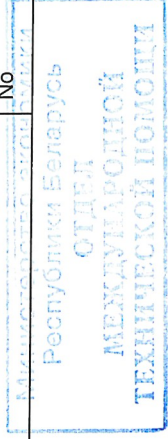
#### Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

#### Social and Environmental Risk Screening Checklist

##### Checklist Potential Social and Environmental Risks

Principle 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups?	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No





<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? For example, through habitat loss, conversion or degradation, fragmentation, river basin developments, groundwater extraction	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? For example, construction of dams, reservoirs, river basin developments, groundwater extraction	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities, which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or	No

<b>Checklist Potential Social and Environmental Risks</b>		Answer (Yes/No)
generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.		
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1 Will the proposed Project result in significant greenhouse gas emissions or may exacerbate climate change?		No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?		No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding		No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?		No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?		No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?		No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)		No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?		No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?		No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?		No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?		No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?		No
<b>Standard 4: Cultural Heritage</b>		
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)		No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?		No
<b>Standard 5: Displacement and Resettlement</b>		

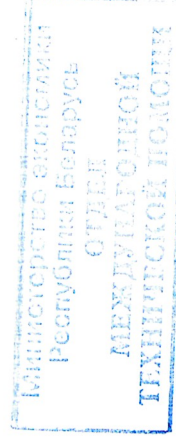
<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Analysis

General information about the project	
1. Project Title	"Ecotourism development to promote green transition to inclusive and sustainable growth"
2. Project Number	00120099
3. Place of project implementation	Republic of Belarus

#	Description	Date Identified	Type	Impact and Probability of occurrence <sup>17</sup>	Countermeasures	Owner	Submitted, updated by	Last Update	Status
1	Changes in the economic policy of the Government	The initial phase of the project	Structural	P = 2 I = 3	The project will influence or will adjust to the relevant policy	UNDP, MINREP	Project Developer		
2	The economic downturn may decline incomes and living standards of population	The initial phase of the project	Structural	P = 2 I = 2	Throughout project implementation, macroeconomic indicators will be closely monitored to prevent negative consequences (along with monitoring of the project outcome and impact)	UNDP, MINREP	Project Developer		
3	Limited awareness among beneficiaries regarding opportunities for the development of ecological tourism	The initial phase of the project	Operational	P = 2 I = 1	Enhanced attention to PR activities, thorough monitoring of the efficiency and response of the beneficiaries along with prompt adjustment of plans for PR campaign	UNDP, MINREP	Project Developer		
4	Restrictions or resistance preventing all stakeholders from reaching joint agreements	Project Implementation Phase	Operational	P = 2 I = 3	Ongoing monitoring of the situation in the pilot project sites. Professional facilitation and moderation of negotiations and events, prompt work with emerging communication difficulties, flexible approach to problem-solving in the process of planning, ensuring involvement of participants into processes	UNDP, MINREP	Project Developer		

<sup>17</sup> From 1 (low) to 5 (high)



*Annex 4: Tentative Terms of Reference of Project Steering Committee and of Key Project Staff*

**Tentative Terms of Reference (TOR) for PSC**

Project Steering Committee (PSC) is set up to provide monitoring and strategic advice on the implementation of the project.

**PSC Structure**

- National Project Coordinator chairs PSC;
- The project manager serves as an executive secretary at PSC;
- Representatives of the following organisations form PSC:

**With the right to vote:**

- 1 (one) representative of MINREP (serves as a PSC Chairman and National Project Coordinator);
- 1 (one) representative of UNDP CO in Belarus (UNDP Resident Representative or UNDP Programme Analyst);
- 1 (one) representative of the donor (Russian Federation-UNDP Trust Fund for Development).

Representatives of other stakeholders may be included in PSC as observers or invited to meetings as needed.

**PSC Key Functions:**

- analysis and recommendations on project strategy and long-term planning;
- support during the project implementation;
- review and approval of project implementation and final reports;
- review and approval of annual work plans and key project documents;
- review of proposals for the reallocation of project resources;
- addressing the main challenges of the project implementation and developing joint solutions to overcome them;
- assessment of the project's results.

**Working Arrangements:**

The working arrangements of PSC are to be discussed and approved at the first PSC meeting. The draft Regulations for PSC shall be developed by UNDP, agreed upon in working order with the representative of MINREP and submitted to the first PSC meeting. The PSC shall be further guided by the approved Regulations.

The PSC Regulations will include the following aspects:

- PSC meets as needed, but at least twice a year. The first meeting of PSC should be held immediately after the registration of the project.
- The Project Manager shall act as the PSC Executive Secretary. The Project Manager is also responsible for preparing materials for the PSC meetings. The Executive Secretary does not have the right to vote at PSC and performs advisory functions.
- The Executive Secretary agrees with PSC members on time and venue for meetings. Each PSC member should be informed in advance of the place and time, as well as of the agenda of the meeting.
- The PSC meetings are legally competent in the presence of a quorum and when at least half of the PSC members are present. In exceptional cases, the opinion of PSC members may be sought by phone, fax or email with the subsequent signed mandatory confirmation in writing of the member of PSC.
- All organisations involved in the project have the right to submit proposals to PSC.
- The Chairman of the PSC signs the minutes of the PSC meetings.
- The PSC decisions shall be taken based on the consensus of the participants.



## Tentative Terms of Reference of Key Project Staff

### **Project Manager**

**Location:** Minsk, Belarus  
**Duration:** 1 year with possible extension (full-time)

### **Job Description:**

#### General Information:

The Project Manager assumes overall responsibility for the success of all project activities and the achievement of the project's planned outputs. The Project Manager works under the direct supervision of UNDP Programme Analyst and reports to PSC and National Project Coordinator assigned by MINREP and coordinates the work with UNDP Country Office.

#### Project administrative and financial management:

Ensure operational project management under the Project Document as approved by the Government in line with UNDP rules and procedures for nationally executed projects, including:

- Organise PSC meetings and follow-up on its sessions, as well as perform functions of a Secretary during the sessions;
- Prepare detailed annual work plans, to be approved by PSC, and ensure adherence thereto; revise work plans as required;
- Assume overall responsibility for the proper handling of logistics related to project workshops and events;
- Assume overall responsibility for the recruitment of project personnel and short-term consultants, along with procurement of goods and services performed by the project as per the Project Document and approved annual work plans;
- Ensure adequate management of the project resources and monitor expenditures, commitments and balance of funds under the project budget lines;
- Prepare and timely submit annual project reports to the Implementing Partner and progress reports to UNDP as well as any other reports requested;
- Monitor project risks and performance indicators;
- Coordinate distribution of the project related information;
- Ensure finalisation of all project activities and preparation of all necessary documents for proper operational closure of the project in line with the relevant UNDP as well as national regulations.

#### Staff supervision:

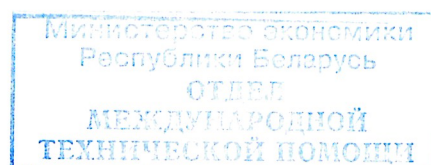
Supervise work of the staff and ensure compliance with the agreed plans and delivery and high quality of the results following respective Terms of Reference; provide with useful feedback on performance by the staff.

#### Partnership building:

- Maintain regular contacts with UNDP Country Office and PSC on project implementation issues pertaining to their respective competence;
- Liaise with sectoral ministries, other national and international institutions to involve them in project activities as necessary and gather and disseminate information related to the project;
- Ensure that PSC is properly informed on the project activities in accordance with UNDP rules and procedures.

#### Other duties:

- Undertake any other actions related to the project as requested by the respective UNDP Programme Analyst.



## **Administrative and Finance Assistant**

**Location:** Minsk, Belarus  
**Duration:** 1 year with possible extension (full-time)

### **General Information:**

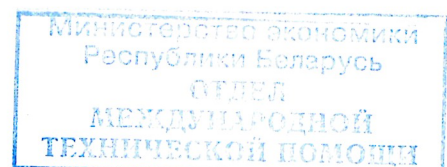
The Administrative and Financial Assistant will be responsible for the overall administrative, financial and procurement management of the project. The Administrative and Financial Assistant will report to the Project Manager.

### **Financial functions and responsibilities:**

- Monitor project budgets and financial expenditures;
- Advise all project counterparts on applicable financial procedures and ensure their proper implementation;
- Contribute to the development and implementation of financial reports;
- Support the development of project work-plans, budgets and operational and financial planning processes;
- Assist in the preparation of payments requests for operational expenses, salaries, etc. against project budgets and work plans;
- Work closely with financial counterparts on payment requests;
- Keep data on the commitments on the parallel financing of the project;
- Perform other duties as needed.

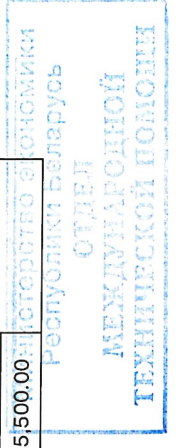
### **Administrative functions and responsibilities:**

- Collect, register and keep all information on project activities;
- Contribute to the development and implementation of progress reports;
- Advise all project counterparts on applicable administrative procedures and ensure their proper implementation;
- Assist in recruitment and procurement processes;
- Receive, screen and distribute correspondence and attach necessary background information;
- Prepare routine correspondence and memoranda for Project Managers signature;
- Assist in logistical organisation of meetings, training and workshops;
- Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from these meetings;
- Maintain a project filing system;
- Maintain records over project equipment inventory;
- Perform other duties as needed.



Annex 5: Project Budget

Activities	Activity Description	Unit	# of Units	Cost per Unit (USD)	Costs (USD)	Total (USD)			
<b>OUTPUT 1. INCREASED AWARENESS AND CAPACITY OF STAKEHOLDERS IN THE DEVELOPMENT OF ECOLOGICAL TOURISM</b>									
Activity 1.1: Raising awareness and education in the development of ecotourism in SPNA	Expenses for seminars, meetings, conferences, round tables, traineeships, trainings, etc. International consultants Travel (international) Travel (local) Interpretation services	Event	3	6,333.33	19,000.00	57,610.00			
		Day	24	500.00	12,000.00				
		Travel	1	24,050.00	24,050.00				
		Travel	20	100.00	2,000.00				
		Hour	16	35.00	560.00				
		Event	2	2,000.00	4,000.00				
		Day	8	500.00	4,000.00				
		Day	6	100.00	600.00				
		Travel	5	4,050.00	20,250.00				
		Travel	39	100.00	3,900.00				
Activity 1.2: Escalating and strengthening the international partnership and cross-border cooperation in the field of ecotourism development in SPNA	Development of interactive educational programmes for children of primary and secondary school age Local consultants Travel (international) Travel (local)	Programme	3	5,000.00	15,000.00	32,750.00			
		Month	12	250.00	3,000.00				
		Application	3	5,000.00	15,000.00				
		Contract	1	25,200.00	25,200.00				
		Month	34	750.00	25,500.00				
		Activity 1.3: Information campaign of the project and popularisation of elements of folk culture and traditions as a tool to promote ecotourism	Information materials and publications Mobile applications in the form of games on environmental issues Improvement and / or support of national tourism portal(s) PR specialist	Month	12		250.00	3,000.00	83,700.00
				Application	3		5,000.00	15,000.00	
				Contract	1		25,200.00	25,200.00	
				Month	34		750.00	25,500.00	





Activities	Activity Description	Unit	# of Units	Cost per Unit (USD)	Costs (USD)	Total (USD)
Activity 1.4: Organising a series of educational activities in cooperation with local authorities, public organisations, agro-ecotourism entities and educational institutions in the area of ecotourism development in SPNA	Expenses for seminars, meetings, conferences, round tables, traineeships, trainings, etc.	Event	3	2,500.00	7,500.00	
	International consultants	Day	42	500.00	21,000.00	41,700.00
	Local consultants	Day	42	100.00	4,200.00	
	Travel (local)	Travel	48	100.00	4,800.00	
	Interpretation services	Hour	120	35.00	4,200.00	
	<b>Government of the Russian Federation:</b>					<b>215,760.00</b>
<b>Parallel financing:</b>					<b>534,443.16</b>	
<b>TOTAL FOR OUTPUT 1:</b>						<b>750,203.16</b>
<b>OUTPUT 2: CONDUCTIVE METHODOLOGICAL FRAMEWORK FOR THE DEVELOPMENT AND PROMOTION OF ECOLOGICAL TOURISM IN SPNA IS FORMULATED AND TESTED, ECOTOURISM CLUSTERS ARE FORMED</b>						
Activity 2.1: Formation of ecotourism clusters in the pilot SPNA, formulation and testing in practice of conducive methodical framework for the development and promotion of ecological tourism	International consultants	Day	27	500.00	13,500.00	
	Local consultants	Day	60	100.00	6,000.00	
	Travel (local)	Travel	11	100.00	1,100.00	
	Information materials and publications	Sample	200	7.00	1,400.00	24,990.00
	Design of the "unified style" concept for SPNA	Contract	1	2,000.00	2,000.00	
	Translation services	Page	82.5	12.00	990.00	
	International consultants	Day	239	500.00	119,500.00	
	Local consultants	Day	142	100.00	14,200.00	
	Travel (local)	Travel	81	100.00	8,100.00	
	Equipping pilot SPNA	Pilot site	3	5,000.00	15,000.00	199,220.00
Activity 2.2: Development and implementation of a strategic planning system on ecotourism at the local level, creation of a mechanism for branding and marketing of SPNA and promotion in the domestic and international markets	Environmental certification (national or international) of at least one local tourism product in each of the pilot territories	Contract	3	4,000.00	12,000.00	
	Promotion of trademarks to strengthen brands of SPNA	Contract	3	4,940.00	14,820.00	

Activities	Activity Description	Unit	# of Units	Cost per Unit (USD)	Costs (USD)	Total (USD)
Activity 2.3 Comprehensive assessment of the current state of the ecotourism accounting system	Design and registration of trademarks for each of the pilot SPNA	Contract	3	5,000.00	15,000.00	10,000.00
	Translation services	Page	50	12.00	600.00	
	Comprehensive assessment of the current state of the ecotourism accounting system	Day	100	100.00	10,000.00	
<b>Government of the Russian Federation:</b>						
<b>Parallel financing:</b>						
<b>TOTAL FOR OUTPUT 2:</b>						
<b>OUTPUT 3: SET OF MEASURES FOR THE DEVELOPMENT AND PROMOTION OF ECOTOURISM IN THE PILOT SPNA IS EMBEDDED</b>						
Activity 3.1: Supporting sustainable infrastructure and improving it to meet the needs of people with disabilities	Travel (local)	Travel	18	100.00	1,800.00	374,580.00
	Equipping pilot SPNA	Pilot site	3	116,760.00	350,280.00	
	Procurement specialist	Month	30	750.00	22,500.00	
Activity 3.2: Information campaign to cover and promote the pilot SPNA	Expenses for seminars, meetings, conferences, round tables, traineeships, trainings, etc.	Event	9	3,066.67	27,600.00	71,400.00
		Local consultants	Day	40	100.00	
	Travel (local)	Travel	58	100.00	5,800.00	
	Equipping pilot SPNA	Pilot site	3	3,000.00	9,000.00	
	Information materials and publications	Month	30	833.33	25,000.00	
<b>Government of the Russian Federation:</b>						
<b>Parallel financing:</b>						
<b>TOTAL FOR OUTPUT 3:</b>						
<b>Final evaluation</b>						
<b>OUTPUT 4: EFFECTIVE PROJECT MANAGEMENT</b>						
Effective project management	Project Manager and Administrative and Finance Assistant	Month	36	3,700.00	133,200.00	205,161.11
<b>Government of the Russian Federation:</b>						
<b>Parallel financing:</b>						
<b>TOTAL FOR OUTPUT 3:</b>						
<b>Final evaluation</b>						
<b>10,000.00</b>						
<b>445,980.00</b>						
<b>1,166,344.02</b>						
<b>1,612,324.02</b>						

Activities	Activity Description	Unit	# of Units	Cost per Unit (USD)	Costs (USD)	Total (USD)
	Operation of the project office (rent, utilities, maintenance, communication services, office supplies and stationery, transportation costs, goods for daily needs and organization of the project office activities)	Month	36	988,89	35,600.00	
	Bank fees	Month	36	27.78	1,000.00	
	Information technology equipment (including laptop, monitor, keyboard, headset) for the project office	Set	2	1,800.00	3,600.00	
	Information technology equipment (MFD) for the project office	Unit	1	881.11	881.11	
	Furniture for the project office	Set	2	500.00	1,000.00	
	UNDP country office support services in the implementation of the project	Month	36	830.00	29,880.00	
<b>TOTAL FOR OUTPUT 4:</b>						<b>205,161.11</b>
<b>UNDP General Management Services (GMS) – 8%:</b>						<b>88,888.89</b>
<b>Total for Output 1+2+3 (Government of the Russian Federation):</b>						<b>1,111,111.11</b>
<b>Total for Output 1+2+3 (parallel financing):</b>						<b>2,000,000</b>
<b>Total Project Budget:</b>						<b>3,200,000</b>



**МІНІСТЭРСТВА  
ПРЫРОДНЫХ РЭСУРСАЎ І АХОВЫ  
НАВАКОЛЬНАГА АСЯРОДДЗЯ  
РЭСПУБЛІКІ БЕЛАРУСЬ**

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АКПА 00012782

08.06.2020 № 3-1-8/181-6610

На № \_\_\_\_\_ ад \_\_\_\_\_

**МИНИСТЕРСТВО  
ПРИРОДНЫХ РЕСУРСОВ И ОХРАНЫ  
ОКРУЖАЮЩЕЙ СРЕДЫ  
РЕСПУБЛИКИ БЕЛАРУСЬ**

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ОКПО 00012782

Постоянному представителю  
Программы развития ООН в  
Беларуси

Г-же А. Соловьевой

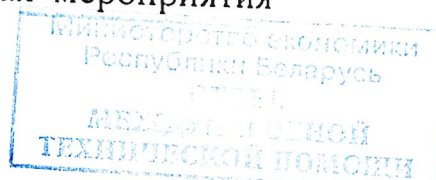
О параллельном финансировании  
проекта МТП

Уважаемая госпожа Соловьева!

Министерство природных ресурсов и охраны окружающей среды Республики Беларусь свидетельствует свое уважение Представительству Программы развития ООН в Беларуси и подтверждает заинтересованность в реализации совместного проекта «Развитие экологического туризма для содействия зеленому переходу к инклюзивному и устойчивому росту».

Данный проект соответствует Национальной стратегии развития системы особо охраняемых природных территорий до 1 января 2030 года, утвержденной постановлением Совета Министров Республики Беларусь от 2 июля 2014 г. № 649, Комплексу мер по развитию и продвижению экологического туризма на особо охраняемых природных территориях на период до 2025 года, утвержденному заместителем Премьер-министра Республики Беларусь от 14 февраля 2017 г. № 06/214-33/94, а также Повестке дня в области устойчивого развития на период до 2030 года.

Одновременно подтверждаем, что при условии одобрения названного проекта и его регистрации в установленном порядке, Министерство природных ресурсов и охраны окружающей среды Республики Беларусь выражает готовность осуществить параллельное финансирование в денежной форме, эквивалентной 2 000 000 долл. США, в рамках Государственной программы «Охрана окружающей среды и устойчивое использование природных ресурсов» на 2016 – 2020 годы, утвержденной постановлением Совета Министров Республики Беларусь от 17 марта 2016 г. № 205, включая мероприятия



подпрограммы 4 «Сохранение и устойчивое использование биологического и ландшафтного разнообразия», а также мероприятия «Информационное обеспечение, воспитание, обучение и просвещение в области охраны окружающей среды и рационального использования природных ресурсов», «Развитие международного сотрудничества в области охраны окружающей среды» подпрограммы 6 «Обеспечение функционирования системы управления охраной окружающей среды в Республике Беларусь и реализация мероприятий по рациональному (устойчивому) использованию природных ресурсов и охране окружающей среды на региональном уровне».

Указанные средства параллельного финансирования будут являться неотъемлемой частью общего пакета финансирования упомянутого проекта и находиться в управлении Министерства природных ресурсов и охраны окружающей среды Республики Беларусь.

Пользуясь случаем, позвольте возобновить Вам уверения в моем высоком уважении и выразить надежду на дальнейшее сотрудничество.

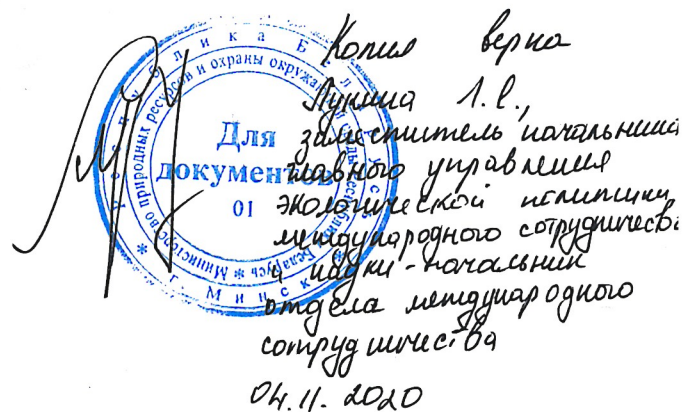
Первый заместитель Министра



Б.К.Пирштук

Копия  
Лущина Л.В.,  
заведующий начальником  
главного управления  
экологической политики  
международного сотрудниче-  
ства - начальник  
отдела международного  
сотрудничества

04.11.2020



Unofficial translation

Permanent Representative of the  
United Nations Development  
Programme in Belarus  
Ms. A. Solovieva

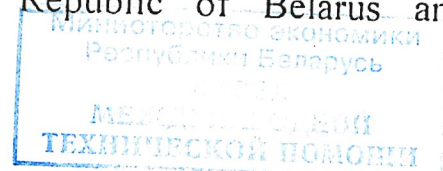
Subject: Parallel Financing of the ITA project

Dear Ms Solovieva!

The Ministry of Natural Resources and Environment Protection of the Republic of Belarus presents its compliments to the United Nations Development Programme in Belarus and confirms interest in the realisation of the joint project «Green Transition to Inclusive and Sustainable Growth through Ecotourism Development».

This project corresponds to the National Strategy for the Development of the System of Specially Protected Natural Areas until 1 January 2030, approved by the Resolution of the Council of Ministers of the Republic of Belarus № 649 of 2 July 2014, the Set of Measures for the Development and Promotion of Ecological Tourism in Specially Protected Natural Areas for the Period Until 2025, approved by the Deputy Prime Minister of the Republic of Belarus M.Rusyj № 06/214-33/94 of 14 February 2017, as well as the UN 2030 Agenda for Sustainable Development

We also emphasize if the project would be approved and registered in the prescribed manner the Ministry of Natural Resources and Environment Protection of the Republic of Belarus expresses readiness to carry out parallel financing in cash equivalent to 2 000 000 U.S. dollar under the National Program of the Republic of Belarus «Environmental protection and sustainable use of natural resources» for 2016–2020 approved by the Resolution of the Council of Ministers of the Republic of Belarus № 205 of 17 March 2016, including outputs of subprogramme 4 «Conservation and sustainable use of biological and landscape diversity», as well as outputs «Information support, education, training and enlightenment in the field of environmental protection and rational use of natural resources», «Development of international cooperation in the sphere of environmental protection» of subprogramme 6 «Ensuring the functioning of the environmental management system in the Republic of Belarus and the




implementation of measures for the rational (sustainable) use of natural resources and environmental protection at the regional level».

The parallel financing funds will form an integral part of the overall financing package of the said project and will be administrated by the Ministry of Natural Resources and Environment Protection of the Republic of Belarus.

I avail myself of this opportunity to renew to you the assurances of my highest consideration and to express hope for further cooperation.

First Deputy Minister

B. Pirштук

  
Копия верна  
Лукша Л.С.,  
заместитель начальника  
Главного управ лесной  
экономики, политики,  
международной сотрудничества  
и науки - начальник  
отдела международного  
сотрудничества  
04.11.2020