



United Nations Development Programme

Government of Belarus

Project Document

Министерство экономики Республики Беларусь
 ОТДЕЛ ПО СОТРУДНИЧЕСТВУ С МЕЖДУНАРОДНЫМИ
 ОРГАНИЗАЦИЯМИ И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ
ЗАРЕГИСТРИРОВАНО
 в базе данных программ и проектов
 международной технической помощи
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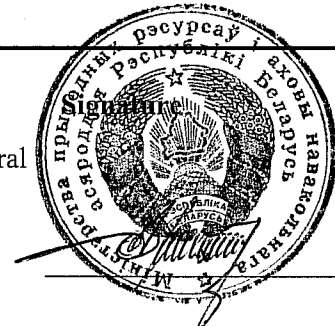
Project Title	"Sustainable Development at Local Level"
Expected Country Programme Outcome:	8. Mechanisms for national Local Agenda 21, integrating of economic, social and environmental issues, adopted and implemented
Expected Outputs:	Increased awareness of stakeholders, including civil society, in the field of NSDS-2020, LA-21 and Greenways; creating informational basis for self-education and exchange of experience in the area of LA21; at least 10 LA21 developed; local initiatives in sustainable development implemented with mini-grants; informational centres on sustainable development and LA21 created and operational in at least 5 regions; Mobile Expert Group created and operational; methodological basis in LA21 and Greenways developed.
Implementing Agency:	Ministry of Natural Resources and Environmental Protection of Belarus

Brief Description

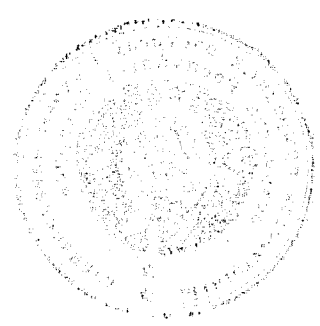
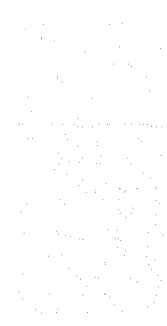
The aim of the project is to develop capacity for preparation and implementation of Local Agenda 21 in the regions of the Republic of Belarus. Planned activities include arrangement of informational and educational seminars, research, elaboration of printed materials, exchange of expertise with neighboring countries, support in the development of LA21 and "Greenways" strategies and dissemination of this experience throughout Belarus, provision of legislative support to state institutions in the area of local sustainable development.

Programme Period: 2006-2010 Key result area: Mobilizing environmental financing Atlas Award: 00062795 Start Date: 22 September 2008 End Date: 31 December 2010 PAC Meeting Date: 15 August 2008 Management Arrangements: national implementation	Total resources required:	US\$ 1 264 882
	Total allocated resources: <ul style="list-style-type: none"> • European Commission • UNDP 	US\$ 1 134 113 US\$ 130 769

Agreed by	Name	Title	Date
Implementing Agency:	Mr. Alexandre Apatsky	First Deputy Minister of Natural Resources and Environmental Protection of Belarus	06.10.2008
UNDP:	Mr. Levan Bouadze	UNDP Resident Representative a.i. in Belarus	1.10.2008



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CONTENT

PART I. SITUATION ANALYSIS	5
PART II. STRATEGY	6
PART III. RESULTS AND RESOURCES FRAMEWORK	10
PART IV. WORK PLAN	13
PART V. MANAGEMENT ARRANGEMENTS	15
PART VI. MONITORING AND EVALUATION	16
PART VII. LEGAL CONTEXT	19
PART VIII. ANNEXES	20
ANNEX 1: RISKS ANALYSIS	20
ANNEX 2: MONITORING AND EVALUATION PLAN	21
ANNEX 3: TERMS OF REFERENCE FOR PROJECT MANAGER	22

List of Abbreviations

ADWP	Annual Detailed Work Plan
AWP	Annual Work Plan
GEF	Global Environment Facility (
IATP	Internet Access and Training Program
LA21	Local Agenda 21
MEG	Mobile Expert Group
MinEnv	Ministry of Natural Resources and Environmental Protection of Belarus
NGO	Non-Governmental Organizations
NPC	National Project Coordinator
NSDS-2020	National Strategy for Sustainable Socio-Economic Development of Belarus until 2020
PMG	Project Management Group
PSC	Project Steering Committee
ToR	Terms of Reference

PART I. SITUATION ANALYSIS

Agenda 21 and the Rio Declaration on Environment and Development adopted by the UN Conference on Environment and Development in Rio de Janeiro in 1992, to which Belarus is committed, are the two pillars of this project. They emphasize that local partnerships between government, civil society and the private sector are critical to sustainable development.

Belarus has already implemented a number of activities that show the importance of sustainable development for the country. A *National Sustainable Development Commission* was established in Belarus already in 1996 to coordinate the efforts of different government institutions in the field of sustainable development. In 1997, as pioneer among CIS countries, Belarus adopted a *National Sustainable Development Strategy*. Between 2001 and 2004, UNDP Belarus assisted the government with the elaboration of the new *National Strategy for Sustainable Socio-Economic Development of Belarus until 2020 (NSDS-2020)*¹, which was an exceptional example of close cooperation between state actors and the civil society representatives in Belarus. The NSDS-2020 recognizes the significant importance of Local Agenda 21 (LA21) as a mechanism for the NSDS implementation as well as for complex development of territories of different level. It also states the mission of rural and ecotourism development. The development priorities in this context include rural and environmentally friendly tourism that will favorably influence on environment and create prerequisites for sustainable development of rural areas, including LA21 development and implementation. The project is in line with the provisions of the Presidential Edict "On measures for development of agro and eco-tourism in the Republic of Belarus" dated 2, 2006. The project foresees development of agro- and eco-tourism based on the Greenways concept.

The project is in line with the UNDP Country Programme Document for Belarus (2006-2010) which defines sustainable development as one of the key thematic areas of cooperation with Belarus.

The interest in elaboration and implementation of sustainable development strategies on the local level is increasing in Belarus. Early experiences from development of local sustainable development strategies can be found in Turov (Gomel region), Disna (Vitebsk region), Children's Centre Nadezhda (Minsk region) and in the city of Minsk. About 40 other towns and districts throughout Belarus have taken the first steps towards development of LA 21. While this indicates a growing interest in sustainable development in Belarus, the capacity for successful development of LA 21 is not sufficient and there is clear demand for relevant guidelines and supporting initiatives, especially in rural areas.

The project will base on the lessons learned from the previous UNDP programmes and initiatives in sustainable development:

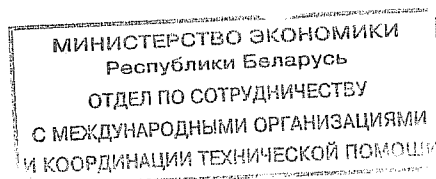
- Between 2001-2004, UNDP Belarus assisted the government with the elaboration of the a *National Sustainable Development Strategy*. The current project will build on NSDS-2020, raise awareness about its importance, lobby its implementation among policy and decision-makers.
- Belarus joined the European Greenways² Association³ in 2006, as a state with a rapidly developing network of tourist routes and good potential for tourism development. Participation in this initiative brings a number of obligations with respect to sustainable tourism development, efforts to improve environmental awareness and to establish relevant infrastructure.

The project activities will coordinate its activities with other ongoing relevant initiatives in Belarus. These include UNDP Belarus projects:

1 The National Sustainable Socio-Economic Development Strategy for the period till 2020 of the Republic of Belarus (NSDS-2020), was adopted by the Council of Ministers in June 2004.

2 In the European context, Greenways are understood as ecological tourist trails for non-motorised transportation that are independent, do not coincide with major roads and follow historical routes, rivers, or abandoned roads and railways. Greenways are a way to promote active and healthy lifestyle, protect the environment, reduce pollution from vehicles and create environmentally friendly roads for commuting to work and school.

3 More information about the European Greenways Association is available at www.eevv-egwa.org



- *Small Grants Program*, funded by the Global Environment Facility (GEF), which provides opportunities for NGOs and local communities to address environmental issues and contribute to improvement of their local living conditions;
- *Support Project for the Program "Cooperation for Rehabilitation" (CORE Programme)* that facilitates sustainable human development and re-establishment of safe living conditions in districts affected by the Chernobyl Nuclear Power Plant accident, based on the participatory approach and cross-sectoral integration, very in line with the LA21 methodology;

BENEFICIARIES AND STAKEHOLDERS

The project beneficiary is the Ministry of Natural Resources and Environmental Protection of Belarus.

PART II. STRATEGY

PROJECT GOAL, OBJECTIVE, OUTCOME, OUTPUTS AND ACTIVITIES

The project goal is to develop capacities in LA 21 development and implementation in the Republic of Belarus.

The project will focus on the following outputs:

- State authorities and civil society have increased capacity and knowledge in the area of sustainable development
- Creation of conditions for exchange of experience and creation of networks in the area of local sustainable development in Belarus and abroad
- Increased capacity in the area of sustainable development in scientific and educational institutions throughout Belarus
- Development of institutional framework and legal support to governmental institutions in the area of local sustainable development.

Project Output: Enhanced capacity and raised awareness of state authorities, scientific institutions and civil society in LA 21 development and implementation.

The following activities will be conducted:

1. Identification of the key stakeholders and developing their capacity and knowledge in the area of sustainable development

1.1. Raising awareness about NSDS-2020, LA21 and Greenways, and carrying out selection of initial target regions. In order to raise the awareness about the NSDS-2020 and LA21, seminars will be organized in each of the six Belarusian regions. These will build on methods for participatory policy dialogue on sustainable development elaborated within the framework of the NSDS. The target audience will be local authorities, academic institutions and civil society organizations. These seminars will inform about state policies in the field of sustainable development and serve as a basis for elaboration of LA21 and Greenways out in the regions. The presentations and discussions will focus on sustainable development objectives set for Belarus, the principles behind sustainable development and the participatory approach applied in the process of implementation of LA21 and Greenways.

During the seminars, the list of pilot communities, where LA21 is planned be introduced, will be discussed and finalized. Selection criteria will be elaborated within project implementation and are subject for approval by the Ministry of Environment. In parallel, a list of regions interested in development of Greenways network will be identified.

1.2. Creation and dissemination of informational materials on sustainable development, LA21 and Greenways. In order to improve the amount and quality of information about local sustainable development

in Belarus, materials about LA21 will be developed and disseminated. These materials will build on experiences from previous work on local sustainable development in Belarus and abroad. The created project site (upon the completion of the project it will be introduced into the site of the Ministry of Environment) and a specialized web-page from the official site of the Association «Rural and Eco Tourism» will provide information about sustainable development principles, ongoing LA21 initiatives in Belarus and abroad, news and events sections etc. It will become a virtual meeting place for exchange of information and experience by relevant stakeholders and experts.

1.3. Trainings on LA21 creation and implementation for pilot regions. Monthly interactive trainings will be carried out locally in order to strengthen the capacities of state authorities, civil society organizations, entrepreneurs, journalists and academic institutions to develop LA21. These stakeholders will be involved already at the planning stage to fully target the training at their needs. The first year, all the areas from the list of initial target regions will benefit from the trainings. In the second year and third year the trainings will become more targeted to the needs of the 10 selected areas. Selection criteria will be elaborated within project implementation and are subject for approval by the Ministry of Environment.

The trainings will help the target groups to better understand goals and objectives of sustainable development as well as identify and address local sustainable development problems. The trainings will assist in transferring the necessary knowledge for LA21 implementation.

1.4. Training of experts in Greenways elaboration. In order to increase the Belarusian expertise in Greenways implementation and support those regions that have decided to invest in Greenways elaboration, the project will conduct training of staff in organizations that will provide technical advice on the preparation of Greenways projects in Belarus. Representatives from MinEnv and other organizations to be defined within project implementation will be trained.

1.5. Performing an assessment of available resources and identifying potential Greenways During the public meetings with those regions interested in Greenways development, capacity assessments of these regions will be initiated. The assessments will include inventories of available tourist resources and assessment of the Greenways potential. Based on these capacity assessments, 8 areas for pilot activities aimed at creation of Greenways will be selected. These regions will have to have started the development of LA21 in order to be selected.

1.6. Preparation of recommendations for operation and management of Greenways. With support of the project management team, the trained Greenways experts (see Action 1.4.) will elaborate recommendations for Greenways operation and management in Belarus in practice. For this purpose, they will meet with the local residents and gather stories, legends and myths about the places located along the Greenways. The recommendations will include guidelines on development of relevant tourist products such as local festivals, nature museums and craft exhibitions. These recommendations will be used by local Greenways specialists, tour operators and local authorities and civil society organizations.

1.7. Conducting workshops entitled «Greenways: from inception to implementation» for the four target regions as a part of trainings on LA2. Workshops dedicated to Greenways creation methodology and best practices in Belarus (in Belarus, some successful initiatives on Greenways creation have already been carried out, e.g. the projects “Blue necklace of Rossony” and “Land of yellow water lilies and grey boulders”) as well as abroad will be organized.

2. Development and implementation of LA21 and Greenways based on expertise, grants and Informational Centres

2.1. Development of LA21 and Greenways in target regions. The project will support the regions to identify their own problems, propose their own solutions, and pool their own financial and material resources and to mobilize external resources to develop their LA21 strategies and Greenways. Issues on ICT development and access to Internet will be solved in partnership with Internet Access and Training Program (IATP). With support from national and international experts, target regions will prepare customized LA21 strategies, including concrete proposals for projects to implement their strategy.

2.2. *Creation of essential amenities for Greenways.* After the Greenways workshops for the four pilot regions (see Section 1.3.), an adequate infrastructure will be installed to support Greenways. This will include information posters and signs, necessary facilities for open-air exhibitions and transit points, where tourist can change the mode of transportation, e.g. bicycle to rowing boat to continue along the route.

2.3. *Running mini-grants competitions to support local initiatives in sustainable development and monitoring their implementation.* A competitive mini-grants allocation will take place in order to allow implementation of some of the proposed local initiatives envisaged by LA21, which will be developed within the project. This, to support implementation of the developed LA21 through joint work of governmental and non-governmental stakeholders on realization of concrete local initiatives. Selection criteria and scheme of local initiatives will be elaborated within project implementation and are subject for approval by the Ministry of Environment.

The funding will be granted to projects that focus on areas important for the concrete region and not only to the applicant organization. The maximum grant size shall not exceed USD 8,000.

Successful results of the initiatives will be broadly covered by mass-media and via the project web-site thus enabling to replicate successful experience in other regions. The mini-grants will serve to promote social activism and professional development in the target regions.

2.4. *Creation of informational centres to promote LA21 and eco-tourism in pilot regions.* With the aim of ensuring sustainability of the local strategies that are developed and implemented, informational centres will be created in at least 5 pilot regions. These centers may be established at executive committees, local councils, libraries, civil society organizations, or public bodies of self-governance. Decision on a creation of each center is a subject for approval by the Ministry of Environment. The centres will serve as reference points for the work on sustainable development and LA21 for local authorities and population in the relevant region. The centres will carry out workshops on local sustainable development, participatory planning and on how to mainstream those plans into regional and local decision-making processes.

2.5. *Mobile Expert Group creation and work* A Mobile Expert Group will be formed with the experts on different aspects of sustainable development. The ToR for MEG with goals and objectives defined will be elaborated. The ToR for MEG and its composition is a subject for approval by the National Project Coordinator. The MEG will cover entire Belarus to raise awareness and promote LA21 to a larger audience than the initially selected pilot regions. The MEG will also monitor and report on the implementation of mini-grants (section 2.3) to the Project manager.

The MEG will host an information and demonstration centre with a library on sustainable development and tourism with literature, video films and information materials in a minibus. The mobile centre will have equipment for multi-media presentations and access to Internet. The centre will also have demos of renewable energies and energy efficiency equipment (mini solar-panels, mirrors for water-heating, wind power generator etc.).

3. Exchange of experience and creation of networks between local communities in Belarus and foreign counterparts in sustainable development

3.1. *Seminars and study tours to exchange LA21 experiences in Belarus.* National seminars and study tours will be carried out in order to allow the pilot regions, including local authorities, private sector and civil society representatives, to exchange practical experiences on development of LA21. International experts will be invited to the seminars to complement the local experiences with foreign LA21 know-how. Representatives from administrative-territorial units beyond the initially selected ones will have the possibility to participate in order to allow dissemination of information to a wider audience and to raise interest for LA21 across Belarus.

3.2. *Creation of partnerships with local communities abroad.* To strengthen the international contacts of local municipalities in Belarus and support their LA21 work, partnerships will be established with European municipalities. In addition to the meetings and study tours, the contacts between Belarusian and foreign

partners will be facilitated through access to computer and Internet at the informational centres to be created in the pilot regions.

4. Developing capacity of scientific and educational institutions in the area of sustainable development in Belarus

4.1. Development of methodology and indicators in the field of local sustainable development. Research in the field of sustainable local development will be conducted by a group of national experts. Methodological recommendations on implementation of the sustainable development concept in concrete geographical areas will be developed. The results of the research will be tested in pilot areas of different size (region, district, city, village) in the course of the project. The results will be published in the LA21 newsletter, on the project site and presented at LA21 seminars. To enable structured monitoring of local sustainable development strategies, indicators for local sustainable development will be elaborated.

5. Legal support to state institutions in the field of local sustainable development

The legislative basis is an important element of NSDS-2020 and LA21 implementation and a precondition for policy-makers, central and local governmental officials to address the specific areas of the LA21 implementation. The aim of this activity is to introduce the concepts of local sustainable development into the national legislation.

5.1. Analysis of legislation in the area of local sustainable development. The project will perform an analysis of compliance of the Belarus legislation (in particular in the area of regional and local development) to the NSDS-2020 and to the principles of sustainable development reflected in international agreements to which Belarus is a participant. The intermediate and final results of this analysis, in the form of written reports, will be discussed in a series of round tables by the key interested parties with experts from governmental agencies, academics and civil society.

Local seminars will also be arranged to discuss the challenges in the field of sustainable development issues with regional authorities (with the involvement of experts from local universities, NGOs, business structures, representatives of national governmental agencies and the Parliament, and foreign experts). The local discussions on sustainable development should also facilitate the development of partnerships between government agencies, NGOs and private businesses at the local level

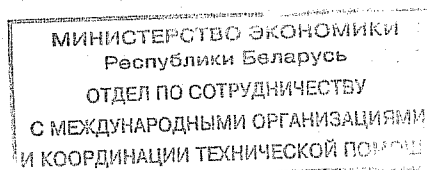
5.2. Development of the Greenways concept, its adaptation to the national legal framework and local conditions. The popular in European Greenways concept and methodology will be adapted for use in Belarus, i.e. reflect the specifics of the relevant national legislation and the experience available in the country. The concept and methodology will be elaborated and agreed with the Ministry of Environment and the Ministry of Sport and Tourism.

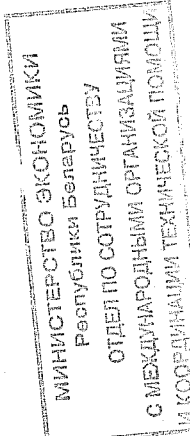
6. Effective project management and monitoring

Effective project management will be provided with the recruitment of the project Management Group on a competitive basis. Project monitoring and evaluation will follow the established UNDP and relevant national procedures. For more details on management arrangement please see section V.

LINK TO OTHER RELEVANT INITIATIVES

The project will coordinate its activities with other ongoing relevant initiatives in Belarus such as Global Compact and other UNDP environmental projects as well as other state, non-state and international organizations.





PART III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: 8. Mechanisms for national Local Agenda 21, integrating of economic, social and environmental issues, adopted and implemented.

Outcome indicators: as stated in the Country Programme Results and Resources Framework, including baseline and targets: Number of regional/local municipalities involved in sustainable development activities

Applicable Key Result Area (from 2008-11 Strategic Plan): 3.1. Frameworks and strategies for sustainable development

Partnership: Minister of Natural Resources and Environmental Protection of Belarus, local authorities, NGO "Internet Access and Training program", NGOs

Project Title: "Sustainable Development at Local Level"

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS, US\$
<p>Enhanced capacity and raised awareness of state authorities, scientific institutions and civil society in LA 21 development and implementation.</p> <p>Indicators:</p> <ol style="list-style-type: none"> Number of workshops and trainings in LA 21 and Greenways, number of participants in the events Number of local initiatives, LA 21 and Greenways, developed or/and implemented with the project Number of people who used services from MEG and Informational Centers on sustainable development and LA21. Number of local mini-projects implemented within mini-grants competitions Recommendations for development of a legal framework for local sustainable 	<p>Year 1:</p> <ol style="list-style-type: none"> At least 380 people took part in 16 workshops and training on LA 21 and Greenways. Initiative groups formed in the target regions aimed at preparation of LA21, Greenways and other initiatives in local sustainable development. MEG on sustainable development and LA21 is operational. At least 250 persons used its services. Preliminary work conducted for mini-grants program implementation Strengthened expert capacity of belarusian specialists – lawyers in local sustainable development by their participation in educational activities. <p>Year 2:</p> <ol style="list-style-type: none"> At least 400 persons participated in 20 trainings and workshops on LA 21 and Greenways. At least 4 LA21 developed. At least 200 persons used services of Informational Centres and MEG on LA21 on sustainable development. At least 85 local initiatives being implemented with mini-grants Analysis of foreign experience in elaboration of legislative framework in local sustainable development conducted and discussed with key stakeholders, including society. 	<p>Identification of the key stakeholders and developing their capacity and knowledge in the area of sustainable.</p> <p><i>1.1. Raising awareness about NSDS-2020, LA21 and Greenways, and carrying out selection of initial target regions</i></p> <p><i>1.2. Creation and dissemination of informational materials on sustainable development, LA21 and Greenways</i></p> <p><i>1.3. Trainings on LA21 creation and implementation for pilot regions.</i></p> <p><i>1.4. Training of experts in Greenways elaboration</i></p> <p><i>1.5. Performing an assessment of available resources and identifying potential Greenways</i></p> <p><i>1.6. Preparation of recommendations for operation and management of Greenways.</i></p> <p><i>1.7. Conducting workshops entitled «Greenways: from inception to implementation» for the four target regions as a part of trainings on LA2.</i></p> <p>2. Development and implementation of LA21 and Greenways based on expertise, grants and Informational Centres.</p>	<p>Ministry of Environment</p>	<p>National consultants, workshops and trainings, publications, supplies.</p> <p>US\$ 53 712</p> <p>US\$ 46 808</p> <p>US\$ 49 679</p> <p>US\$ 12 245</p> <p>US\$ 4 120</p> <p>US\$ 3 862</p> <p>US\$ 20 717</p> <p>National consultants, workshops and</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS, US\$
<p>development in Belarus discussed and agreed with key stakeholders, including civil society.</p> <p>Baseline:</p> <ol style="list-style-type: none"> 0 workshops and training on LA21 and Greenways conducted. 2 LA21 and 0 Greenways developed. Information centres on sustainable development and LA21 do not exist in the regions of Belarus. Weak legislative basis in local sustainable development 	<p>Year 3:</p> <ol style="list-style-type: none"> At least 80 persons took part in 6 workshops and trainings on LA21 and Greenways. At least 6 LA21 developed, at least 4 Greenways are equipped; At least 800 persons used services of informational centres on sustainable development and MEG. At least 85 local initiatives in sustainable development implemented in view to the project Recommendations for development of a legal framework for local sustainable development in Belarus drafted and discussed with the key stakeholders, including civil society. 	<p>trainings, publications, mini-grants, equipment for Information Centers, supplies.</p> <p>US\$ 33 446</p> <p>US\$ 6 954</p> <p>US\$ 387 800</p> <p>US\$ 124 299</p> <p>US\$ 68 603</p>	<p>2.1. Development of LA21 and Greenways in target regions.</p> <p>2.2. Creation of essential amenities for Greenways</p> <p>2.3. Running mini-grants competitions to support local initiatives in sustainable development and monitoring their implementation</p> <p>2.4. Creation of informational centres to promote LA21 and eco-tourism in pilot regions.</p> <p>2.5. Mobile Expert Group creation and work</p> <p>3. Exchange of experience and creation of networks between local communities in Belarus and foreign counterparts in sustainable development.</p> <p>3.1. Seminars and study tours to exchange LA21 experiences in Belarus.</p> <p>3.2. Creation of partnerships with local communities abroad.</p> <p>4. Developing capacity of scientific and educational institutions in the area of sustainable development in Belarus</p> <p>4.1. Development of methodology and indicators in the field of local sustainable development</p>	<p>Ministry of Environment</p> <p>National consultants, international consultants, workshops and trainings, supplies.</p> <p>US\$ 44 559</p> <p>US\$ 108 280</p> <p>National consultants, supplies US\$ 6 255</p>

INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS, US\$
		5. Legal support to state institutions in the field of local sustainable development	Ministry of Environment	National consultants. Round tables, publications, supplies. US\$ 10 969
		5.1. Analysis and discussion of legislation in the area of local sustainable development		
		5.2. Development of the Greenways concept, its adaptation to the national legal framework and local conditions		US\$ 7 415
		6. Effective project management and monitoring. <i>The project personnel is contracted, the project office is rented and operating, Project activities implemented in time and within the budget approved. Project reports are submitted in line with the timeframe approved.</i>	Ministry of Environment	National consultants, office equipment, supplies. US\$ 205 159
PROJECT TOTAL				1 264 882

МИНИСТЕРСТВО ЭКОНОМИКИ
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 С МЕЖДУНАРОДНЫМИ ОРГАНИЗАЦИЯМИ
 И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ

PART IV. WORK PLAN

Actions	Year 1												Year 2												Year 3			
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
Project team assembling																												
Activity 1: Identification of the key stakeholders and developing their capacity and knowledge in the area of sustainable development																												
1.1. Raising awareness about NSDS-2020, LA21 and Greenways, and carrying out selection of initial target regions		P	P																									
1.2. Creation and dissemination of informational materials on sustainable development, LA21 and Greenways				P	P																							
1.3. Trainings on LA21 creation and implementation for pilot regions				P	P																							
1.4. Training of experts in Greenways elaboration					P																							
1.5. Performing an assessment of available resources and identifying potential Greenways																												
1.6. Preparation of recommendations for operation and management of Greenways									P																			
1.7. Conducting workshops entitled «Greenways: from inception to implementation» for the four target regions as a part of trainings on LA21																		P									P	
Activity 2: Development and implementation of LA21 and Greenways based on expertise, grants and informational Centres																												
2.1. Development of LA21 and Greenways in target regions																												
2.2. Creation of essential amenities for Greenways																												
2.3. Running mini-grants competitions to support local initiatives in sustainable development and monitoring their implementation																												

Actions	Year 1												Year 2												Year 3							
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4				
2.4. Creation of informational centres to promote LA21 and eco-tourism in pilot regions.																																
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 И КООРДИНАЦИЯ ТЕХНИЧЕСКОЙ ПОМОЩИ

PART V. MANAGEMENT ARRANGEMENTS

The project implementing organization is the Ministry of Natural Resources and Environmental Protection of Belarus. The project activities will be coordinated by a National Project Coordinator (NPC) appointed by the MoEnv.

For effective and timely implementation of the project according to the UNDP rules, a Project Management Group (PMG) will be created. The PMG will operate under the guidance of the UNDP Resident Representative in the Republic of Belarus and the National Project Coordinator. After agreement with the donor, it is planned to integrate the PMGs of the three projects: (i) "Building Capacity for Strategic Environmental Assessment and Environmental Conventions Implementation in Belarus", (ii) "Local Sustainable Development" and (iii) "Green Schools", which will be implemented under the European Commission Programme "Support to Environmental and Sustainable Development in Belarus". For effective management of the resources, these groups will have common administrative staff, and located in the same office.

An annual detailed work plan for the first project year will be prepared and approved by the UNDP and MoEnv within the first month of the project implementation.

Functions and duties on management and coordination of project activities

The overall coordination of the project activities will be conducted by the MoEnv. A Project Steering Committee (PSC) will be established, which main functions will include monitoring of the project implementation process, review and approval of annual work plans, annual and final reports, and other documents prepared by the project.

Main functions of the Ministry of Natural Resources and Environmental Protection

- Ensuring project implementation;
- Supervising operation of the PMG;
- Assisting in organization of procurement conducted within the project implementation and control of the use of the procured goods and services;
- Approval of technical assignments, tender bids, *etc.*;
- Ensuring the effective implementation of training and awareness raising actions;
- Ensuring preparation and submission of project implementation reports to the Ministry of Economy;
- Monitoring and evaluation of the project implementation;
- Operative management of the project together with the UNDP Office in the Republic of Belarus;
- Organizing PSC meetings;
- Informing the Council of Ministers, ministries and other national governing authorities about the project progress on their request;
- Coordinating activities of the organizations taking part in the project actions;
- Analyzing effectiveness of the project implementation by different components;
- Developing proposals on improvement of the project implementation activities; and
- Approval of work plans, reports, terms of reference *etc.*

Main functions of the UNDP

- Timely funding all project activities;
- Administrative management of the project according to UNDP standards;
- Making procurement for the project according to the UNDP procurement guidance and the Project Procurement Plan;
- Hiring staff of the project according to the UNDP contract requirements and procedures and paying for delivery-related work and services according to rates specified by the UNDP for specific types of work and services;
- Participating in the work of the PSC, ensuring interaction with the PSC and the MoEnv to achieve the project goals and targets;
- Informing the PSC about the project progress and activities;
- Coordinating project activities with similar programmes and projects in Belarus.

МИНИСТЕРСТВО ЭКОНОМИКИ
Республики Беларусь
ОТДЕЛ ПО СОТРУДНИЧЕСТВУ
С МЕЖДУНАРОДНЫМИ ОРГАНИЗАЦИЯМИ
И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ

Main functions of the Project Management Group

PMG will be established for the whole project implementation period. The project staff will be recruited through an open competitive process in accordance with the respective UNDP rules and requirements. A MoEnv representative appointed by the NPC will be included into a selection panel to select project staff. The main PGM functions are:

- Project implementation according to approved annual work plans (AWP);
- Interacting with the MoEnv and the UNDP Belarus in the course of project implementation;
- Drafting AWP and facilitating their approval by the PSC;
- Organizing and execution of the project activities in accordance with AWP's;
- Preparation and submission to the MoEnv, UNDP Belarus and Ministry of Economy of Belarus reports on project implementation in accordance with the agreed schedule;
- Project efficiency monitoring and evaluation;
- Facilitation and participation in PSC meetings and implementing its decisions;
- Drafting ToRs, contracts, bidding documentation *etc.*, according to the UNDP requirements and procedures according to rates specified by the UNDP for specific types of work and services.

The PMG will be managed by the UNDP Representative in the Republic of Belarus as regards administrative management of the project according to the UNDP procedures.

PMG will comprise a Project Manager (see Annex 3 for the Project Manager's ToR), a PR Coordinator, a Task Coordinator, a Thematic Consultant on LA21, a Thematic Consultant on Greenways and two Administrative and Financial Assistants.

Project Management Levels

The first management level (administrative) will include:

1. Project Manager;
2. PR Coordinator.

For effective use of funds and human resources, all the three projects, (i) "Building Capacity for Strategic Environmental Assessment and Environmental Conventions Implementation in Belarus", (ii) "Local Sustainable Development" and (iii) "Green Schools", implemented under the European Commission Programme "Support to Environmental and Sustainable Development in Belarus" will have common Project Manager and PR Coordinator. The PMG of all the three projects will be located in one office.

The second management level (task related) will include:

1. Task Coordinator;
2. Thematic Consultant on LA21;
3. Thematic Consultant on Greenways;
4. Two Administrative and Financial Assistants (taking into account the complexity of the project).

The project staff will be selected through an open competitive process in accordance with the respective UNDP rules and procedures. Effectiveness of the project personnel work will be evaluated annually by the UNDP Belarus. Based on the evaluation results and consultations with the NPC, a decision will be made on renewal of project personnel contracts.

PART VI. MONITORING AND EVALUATION

Project monitoring and evaluation will be conducted in accordance with the established UNDP rules and procedures. Project Manager will report regularly to the UNDP Belarus and NPC on the project's progress. In the beginning of project implementation, the Project Manager will prepare an annual detailed work plan (ADWP), defining the main stages of project implementation, time frame, and quality criteria based on which project monitoring and evaluation will be conducted. An ADWP will be approved by the PSC. To assess the quality and ensuring effectiveness of such project actions as study-tours, workshops and seminars,

questionnaires will be prepared for the participants of these events. Project Monitoring and Evaluation Plan is presented in Annex 2.

Project audit will be conducted in accordance with the UNDP requirements and rules, and with the requirements of the Belarusian legislation.

Quality Management for Project Activity Results

Результат: State authorities, scientific institutions and civil societies organisations enhanced their capacities and raised their awareness in LA 21 development and implementation			
Activity 1	Identification of the key stakeholders and developing their capacity and knowledge in the area of sustainable development	Start Date: September 2008 End Date: December 2010	
Purpose	<i>To raise awareness and improve expert and institutional capacity of Belarusian specialists in the field of sustainable development, LA 21 and Greenway.</i>		
Description	<p><i>The following actions are planned:</i></p> <p><i>1.1. Raising awareness about NSDS-2020, LA21 and Greenways, and carrying out selection of initial target regions</i></p> <p><i>1.2. Creation and dissemination of informational materials on sustainable development, LA21 and Greenways</i></p> <p><i>1.3. Trainings on LA21 creation and implementation for pilot regions.</i></p> <p><i>1.4. Training of experts in Greenways elaboration</i></p> <p><i>1.5. Performing an assessment of available resources and identifying potential Greenways</i></p> <p><i>1.6. Preparation of recommendations for operation and management of Greenways</i></p> <p><i>1.7. Conducting workshops entitled «Greenways: from inception to implementation» for the four target regions as a part of trainings on LA2</i></p>		
	Quality Criteria	Quality Method	Date of Assessment
	1. Number and circulation of informational materials on sustainable development, LA21 and Greenways.	List of published materials, their circulation, and a list of organizations to which these materials were distributed. Annual reports for the 3-d project year.	10 project quarter.
	2. Number of pilot regions representatives participated in educational and informational actions.	Annual project reports.	4, 8 и 10 project quarters.
	3. Internet-page on LA21 and Greenways on the project Internet-site.	Internet-page on LA21 and Greenways accessible on the project Internet-site.	4 project quarter.
	4. Guidelines on LA21 and Greenways developed, tested in pilot regions and discussed with the main stakeholders, including the general public.	Annual project reports for the 2 and 3 project years.	8 и 10 project quarters.
Activity 2	Development and implementation of LA21 and Greenways based on expertise, grants and informational centres	Start Date: September 2008 End Date: December 2010	
Purpose	Creation of institutional preconditions for sustainable development of the country's regions, testing and spreading LA21 and Greenways as tools for regions' development.		

Description	<i>The following actions are planned:</i> 2.1. Development of LA21 and Greenways in target regions. 2.2. Creation of essential amenities for Greenways 2.3. Running mini-grants competitions to support local projects in sustainable development and monitoring their implementation 2.4. Creation of informational centres to promote LA21 and eco-tourism in pilot regions. 2.5. Mobile Expert Group creation and work	
Quality Criteria	Quality Method	Date of Assessment
1. Number of LA21 and Greenways developed.	Documentation on LA21 and Greenways development and implementation (meetings protocols, decisions of local executive committees, publication of LA21 and Greenways).	4, 8 и 10 quarters
2. Number of people who used services of the Information Centres on LA 21	Отчеты о работе информационных центров.	8 quarter.
3. Number of people who used services of the Mobile Expert Group on LA21.	Documentation on informational and consulting activities, performed by the Mobile Expert Group.	4. 8 и 10 quarters.
Activity 3	Exchange of experience and creation of networks between local communities in Belarus and foreign counterparts in sustainable development	Start Date: September 2008 End Date: December 2010
Purpose	Strengthen capacity of country's regions in the field of sustainable development, creation of preconditions for the project's results sustainability.	
Description	<i>The following actions are planned</i> 3.1. Seminars and study tours to exchange LA21 experiences in Belarus. 3.2. Creation of partnerships with local communities abroad.	
Quality Criteria	Quality Method	Date of Assessment
1. Number of training actions on sustainable development; and number of these actions' participants.	Seminars and study-tours reports, publications in mass-media.	8 и 10 quarters.
2. Number of activities with international experts participation, and number of these activities participants; number of cooperation links established between the Belarusian communities and communities of other countries.	Activities reports; cooperation agreements	8 и 10 quarters.
Activity 4	Developing capacity of scientific and educational institutions in the area of sustainable development in Belarus	Start Date: September 2008 End Date: December 2010
Purpose	Development of a theoretical basis for sustainable development of regions.	
Description	<i>The following actions are planned:</i> 4.1. Development of methodology and indicators in the field of local sustainable development	
Quality Criteria	Quality Method	Date of Assessment
Recommendations on LA21, including sustainable development indicators, developed and discussed with the main stakeholders, including the general public.	Scientific report, protocols of the report's discussion meetings, publication of the recommendations	Final project report.

Activity 5	Legal support to state institutions in the field of local sustainable development	Start Date: September 2008 End Date: December 2010
Purpose	Creation and development of a legislative basis for the use of LA 21 and Greenways as instrument for regional development.	
Description	<i>The following actions are planned:</i> 5.1. Analysis and discussion of legislation in the area of local sustainable development 5.2. Development of the Greenways concept, its adaptation to the national legal framework and local conditions	
Quality Criteria Quality Method Date of Assessment		
Recommendations for the development of the legal basis for LA21 and Greenways developed, discussed with stakeholders, and submitted to the respective Governmental agencies for consideration.	Informational Note on feasibility of creation of a legal framework for LA21 and Greenways. Protocols of the Note discussion with stakeholders.	10 quarter.
Activity 6	Effective project management and monitoring.	Start Date: September 2008 End Date: December 2010
Purpose	<i>Effective project activities implementation according to the approved ADWPs and within the approved budget.</i>	
Description	<i>Project team assembling, Project office operating, Implementation of the project activities. Preparation of project reports according to the agreed schedule.</i>	
Quality Criteria Quality Method Date of Assessment		
Annual and final project reports approved by UNDP and MoEnv	Annual and final project reports	4, 8 и 10 project quarters

PART VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Belarus and UNDP, signed on 24 September 1992.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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 this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

PART VIII. ANNEXES

ANNEX 1: RISKS ANALYSIS

No	Risk Description	Risk Identification Date	Risk Type	Impact on the Project and Probability	Counter-Measures	Monitoring	Who Identified the Risk	Date of Updating	Status
1	Poor quality of Agenda 21 will prevent its provisions to be integrated into NSDS-2025	March 2008	Strategic	LA 21 provisions will not gain high status, and its influence will be insufficient. Probability – 2 Impact – 4	Identification of local experts should go together with local experts' interaction with leading institutions; and should be supplemented with discussion of a draft LA21 in the Internet or via e-mail groups.	Project Manager	UNDP	December 2008	
2	Complications with creation and sustainable functioning of initiative groups on sustainable development in regions	March 2008	Organizational	Low effect on sustainable development awareness of the key stakeholders, including civil society, and their involvement in development and implementation of NSDS and LA21. Probability – 2 Impact – 4	Active finding of leaders and initiative groups through wide informing about the project, using the capacity and contacts of NGOs and other projects.	Project Manager	UNDP	December 2008	

ANNEX 2: MONITORING AND EVALUATION PLAN

Мероприятие	Описание	Дата по плану	Дата исполнения	Примечания
Annual Detailed Work Plan (ADWP)	Development of ADWP for each project year. An ADWP is developed for a calendar year.	First project year - within first month of project implementation. Second and third years – during December of the on-going year.		Developed by the project manager in Russian and English.
Quarterly Progress Report	Quarterly Progress Report is prepared for each quarter of the project implementation period and should focus on the key project results, based on the quality criteria and quality methods, described in Section Quality Management for Project Activity Results. Quarterly Progress Report is prepared by Project Manager and should be agreed by the PSC.	During one week after a quarter ends.		Quarterly Progress Report is prepared by project manager in Russian and English using a standard UNDP format
Half-year report for Ministry of Economy	Prepared every half a year during the whole project implementation period in accordance with the Ministry of Economy's format	According to the agreed schedule		Developed by the project manager in Russian
Lessons-learned Report	Lessons-learned Report is prepared at the end of the each project year and at the end of the project using standard Lesson-learned log.	Within 2 weeks after each project year ends; and during the last month of the project implementation period.		Prepared by project manager in English.
Annual Project Report	An Annual Report shall be prepared using a standard UNDP format covering the whole year with updated information for each activity as well as a summary of results achieved against pre-defined targets at the output level.	Within two weeks after the end of a year.		Shall be prepared by project manager in Russian and English.
Final Project Report	The Final Project Report shall be prepared using a standard UNDP format covering the whole project implementation period with updated information for each activity as well as a summary of results and outputs achieved.	Within two weeks after end of the project.		Shall be prepared by project manager in Russian and English.
Annual Project Review	Based on the Annual Project Report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards the output. ADWP for the next year is a subject for assessment within Annual Project Review.	Within one month after submission of Annual Project Report to the PSC		Shall be conducted by NPC with assistance of the project manager.

ANNEX 3: TERMS OF REFERENCE FOR PROJECT MANAGER

Position title	Project Manager
Position level	SC-7
Duration of contract	12 months, with possible extension based on annual performance evaluation
Objectives of work	Assume overall responsibility for the successful implementation of project activities and the achievement of planned project results
Duties	<ul style="list-style-type: none"> • Supervise and co-ordinate the project to ensure its results are in accordance with the project document and UNDP programming procedures; • Execute day-to-day management, budgeting and control of project expenditures, planning and general monitoring of the project; • Prepare, in consultation with the Ministry of Environment and UNDP, detailed project work plans; ensure their implementation, revise work plans, if required; • Identify, in consultation with the Ministry of Environment and UNDP, national experts and institutions for implementation of specific tasks, control delivery; • Prepare project progress reports to EC, UNDP, Ministry of Economy, or other reports requested by the Ministry of Environment, EC or UNDP; • Ensure adequate management of the project resources in accordance with the project budget, the work plan and the project document; • Review terms of reference for consultants and subcontractors drafted by the project Task Coordinators to ensure compliance with the project document, annual work plan and relevant UNDP procedures; • Supervise, provide regular guidance to the project staff, and assess and evaluate their performance; • Monitor risks and project impact indicators as per the project logical framework; • Assume responsibility for achievement of the planned financial delivery targets set in the approved annual work plans; • Ensure proper information flow, discussions and feedback among the various stakeholders of the project; • Ensure proper operational and financial completion of the project in line with the relevant UNDP procedures; • Keep regular contact with UNDP and the Ministry of Environment on the issues relevant to their capacities; • Conduct negotiations on cooperation with national government bodies and potential donors in order to identify and mobilize resources; • Other project related actions upon request of UNDP or the Ministry of Environment.
Expected Results	Successful delivery of the agreed project results and financial targets as indicated in the Project Document.
Schedule of work	Full time - 40 hrs per week
Qualifications required	<ul style="list-style-type: none"> • University degree; specialisation in sustainable development or environmental management is highly desirable; • At least three years of experience in international project management; • Working experience in the field of sustainable development and environmental protection is highly desirable; • Experience of cooperation with international organisations and state institutions in Belarus; • Knowledge of UNDP and/or EC rules and regulations is an asset; • Experience in working with the civil society and with participatory approaches; • Excellent written and spoken Russian and English; • Outstanding analytical, organizational, administrative and planning skills • Flexibility and resistance to stress; • Ability for team work, social competence; • Good computer skills.
Special Terms	<ul style="list-style-type: none"> • The Project Manager works under direct supervision of UNDP Country Office

	and in coordination with the National Project Director.
Duty Station	Minsk, travel around Belarus and abroad, as required
Funding source	: EC
Schedule and terms of payment	: Payment on a monthly basis according to payroll schedule
Supervisor	
	(Name, UNDP Program Officer)
Subscriber	
	Name

МИНИСТЕРСТВО ЭКОНОМИКИ
 Республики Беларусь
 ОТДЕЛ ПО СОТРУДНИЧЕСТВУ
 С МЕЖДУНАРОДНЫМИ ОРГАНИЗАЦИЯМИ
 И КООРДИНАЦИИ ТЕХНИЧЕСКОЙ ПОМОЩИ

ANNEX 4: DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES FOR THE PROJECT "SUSTAINABLE DEVELOPMENT AT LOCAL LEVEL"

Support services	Schedule and procedure for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Method of reimbursement of UNDP (where appropriate)
1. General administration: -travel arrangements; -pouch incoming and outgoing.	upon request of the project manager as required	According to UPL* CO Pricelist	Quarterly Implementation Support Services (ISS) charges
2. Finance: processing of direct payment requests; certified financial reports	upon request of the project manager annually	According to UPL GMS charges in percentage of cost-sharing	Quarterly ISS charges GMS fee
3. Computer related services: Internet connectivity IT consultancy.	as requested		In accordance with the methodology of calculating Internet cost, accepted by UNDP office
4. Procurement services	upon request of the project manager	According to UPL	Quarterly ISS charges
5. Programme support: assistance in personnel selection and issuance of contracts; assistance in project monitoring and evaluation.	upon request of the project manager in line with the UNDP Office evaluation plan	According to UPL GMS charges in percentage of cost-sharing	Quarterly ISS charges GMS fee
6. Service of the UNDP's Communication Officer to visualize the project outputs (conferences, briefings, publications and so on)	In accordance with the CO communications activities	1% of TRAC resources contributed to the project	